

# ACCOUNTABILITY AND TRANSPARENCY

## HANDBOOK FOR SPORT ORGANIZATIONS



GOOD  
GOVERNANCE  
in **SPORT**



Co-funded by the  
Erasmus+ Programme  
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## GOOD GOVERNANCE in **SPORT**



Web



Twitter



FB group

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Official project name: Good governance in sport

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Project webpage: [www.eusport.org/GoodGovernance](http://www.eusport.org/GoodGovernance)

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Project hashtag: #GoodGovernanceSport

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Project Facebook group: [facebook.com/groups/GoodGovernanceSport](https://facebook.com/groups/GoodGovernanceSport)

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# INTRODUCTION



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## INTRODUCTION



**GOOD  
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**#GoodGovernanceSport** project is aiming to find the way of analysing, collecting and promoting the practices for proper visibility of the decisions taken, decision making stakeholders, transparency of public funding in sport organizations.

European, national and local sport organizations and federations and sport governance at all levels need to implement necessary reforms, as already started from many European sport organizations with the signing of the declaration on good governance (presented in Brussels in September 2016 and signed by the project coordinator – BSDA in Malta in March 2017). As the sport bodies have been invited to commit to promote or

implement basic principles of good governance in sport: integrity, transparency, accountability, democracy and inclusivity and as it is only a beginning of a process we need to walk in the present reality in order to make sport compatible in the dynamic world.

Until the present moment, efforts are being made across Europe to raise governance standards in the sports sector, specifically around the principles of democracy, transparency, accountability in decision-making, and inclusiveness in the representation of interested stakeholders. While taking into account the great diversity of sport structures in different European countries, the EU aims to strengthen the organization of sport in Europe. The proper approach should be to provide added value to work at national level by collecting and sharing good practices and providing practical recommendations that will help to increase standards of good governance in sport.

In the frame of the present project different activities will be initiated and implemented in order to support the implementation of the basic principles of Good Governance in Sport – Integrity, Accountability, Transparency, Democracy, Participation and Inclusivity into sport organisations on European and National level.

One of the sustainable outputs of #GoodGovernanceSport project is the present Accountability and transparency Handbook for sport organizations. Handbook includes tips and tricks on how to optimize the webpage of a sport organization, how to show the public money spending and how to increase transparency and accountability of sport organizations on different levels. This resource also has some highlighted good practices of the “perfect” web page and some ideas how we can improve organizational management in sport organizations. The Handbook include also tips on how to ensure all stakeholders are aware on our accountability process and how the transparency can help the development of the organization in order to ensure enlargement of sponsorship contacts and greater public support for organizations with clean and transparent public face.

#### **Methodology used:**

- Analysis of good practices;
- Comparison of web pages in other sectors and bringing good practices to sport field, highlighting their possible transferability;
- Methodology to improve web pages and what our web page should show about our organization;
- Tips and tricks section to show what has been working in other organizations and can be used in sport organizations too.





This handbook can be a useful recourse for the management of the sport organizations and is highlighting common mistakes, needs of the society in this kind of web pages, possibilities of improvements.

**Impact:** This handbook can be useful tool for sport managers and decision makers at different levels, as well as for sport administration. The edition promotes good governance and provides ideas and useful information for all stakeholders in the sector.

**Transferability:** The handbook content is transferable also to other sectors, and it can be used as a tool for good governance in the field also of youth, education, culture, ecology and many more sectors. It can be also used as an educational material in sport schools and universities.



# TERMINOLOGY



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## GOOD GOVERNANCE in SPORT



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**GOOD GOVERNANCE:** A proper management of processes for making/implementing decisions at all levels of the organizations, following the principles of transparency, accountability, rule of law, equitableness, inclusiveness, efficiency and effectiveness. Governance is “the process of decision-making and the process by which decisions are implemented (or not implemented)”. The term governance can apply to corporate, international, national, local governance or to the interactions between other sectors of society. The concept of “good governance” often emerges as a model to compare ineffective economies or political bodies with viable economies and political bodies. The concept centers on the responsibility of

governments and governing bodies to meet the needs of the masses as opposed to select groups in society. Because countries often described as “most successful” are Western liberal democratic states, concentrated in Europe and the Americas, good governance standards often measure other state institutions against these states. Aid organizations and the authorities of the developed countries often will focus the meaning of “good governance” to a set of requirements that conform to the organization’s agenda, making “good governance” imply many different things in many different contexts.

**ACCOUNTABILITY:** A situation in which someone is responsible for things that happen and can give a satisfactory reason for them. Accountability is a management control process in organizations, in which responses are given for a person’s actions. These responses can be positive or negative. Depending on the response, the person might need to correct his or hers error. In other words, accountability refers to individual responsibility for the work performed and answering to peers and superiors for performance. As an aspect of governance, accountability has been central to discussions related to problems in the public, non-profit, and corporate sectors. In leadership roles, accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employee position. Accountability also encompasses the obligation to report, explain, and answer for resulting consequences. As leaders often make decisions with far-reaching consequences, accountability has a substantial ethical component.

**TRANSPARENCY:** Transparency, in a business or governance context, is honesty and openness. Transparency and accountability are generally considered the two main pillars of good governance. The implication of transparency is that all of an organization’s actions should be scrupulous enough to bear public scrutiny. Increasingly, the nature of social media and other communications means that even actions intended to be secret may be brought into the public’s awareness, despite the organization’s best efforts to keep them hidden. In general, transparency is the quality of being easily seen through. The secondary meaning refers to complete predictability, as, for example, in a transparent system or program, output is entirely predictable from knowing the input.

**INTEGRITY:** Integrity is the quality of being honest and having strong moral principles, or moral uprightness. It is a personal choice to hold one’s self to consistent standards. In ethics, integrity is regarded as the honesty and truthfulness or accuracy of one’s actions. Integrity can stand in opposition to hypocrisy, in that judging with the standards of integrity involves regarding internal consistency as a virtue, and suggests that parties holding within

themselves apparently conflicting values should account for the discrepancy or alter their beliefs. The word integrity evolved from the Latin adjective “integer”, meaning whole or complete. In this context, integrity is the inner sense of “wholeness” deriving from qualities such as honesty and consistency of character. As such, one may judge that others “have integrity” to the extent that they act according to the values, beliefs and principles they claim to hold.

**FOLLOW THE RULE OF LAW:** The rule of law is an ambiguous term that can mean different things in different contexts. In one context the term means rule according to law. No individual can be ordered by the government to pay civil damages or suffer criminal punishment except in strict accordance with well-established and clearly defined laws and procedures. In a second context the term means rule under law. No branch of government is above the law, and no public official may act arbitrarily or unilaterally outside the law. In a third context the term means rule according to a higher law. No written law may be enforced by the government unless it conforms to certain unwritten, universal principles of fairness, morality, and justice that transcend human legal systems.

**CONSENSUS ORIENTATION:** In a consensus oriented government, the participants look for what is best for society – not necessarily just what they want. They are willing to compromise in order to be able to have everyone come to an agreement. Legislators that can't come to a consensus bring the government to a grinding halt.

**PARTICIPATORY MANAGEMENT:** is the practice of empowering members of a group, such as employees of a company or citizens of a community, to participate in organizational decision making. It is used as an alternative to traditional vertical management structures, which has shown to be less effective as participants are growing less interested in their leader's expectations due to a lack of recognition of the participant's effort or opinion.

**INCLUSIVE MANAGEMENT:** Inclusive management is a pattern of practices by public managers that facilitates the inclusion of public employees, experts, the public, and politicians in collaboratively addressing public problems or concerns of public interest.

**OPEN COMMUNICATION:** Open communication occurs when all parties are able to express ideas to one another, such as in a conversation or debate. In business and organizations, open communication is the ability of anyone, on equal conditions with a transparent relation, to get access to and share communication resources on one level to provide value added services on another level in layered communication system architecture. One of the most important goals of the open communication is to let stakeholders know where the organization is going. When employees or volunteers know the values and



visions of upper-level management in an organization, they are clearer about how their jobs fit in with the overall structure and future of the organization. Open communication can take the form of a summary of organizational goals and policies from upper-level management to employees, for example. It might also take the form of a manual that communicates the goals and policies and translates them into everyday work procedures for employees.

**EXCELLENCE:** A quality that people really appreciate, because it's so hard to find. Excellence is the quality of excelling, of being truly the best at something. Michael Jordan's basketball career was filled with excellence. We love Picasso and Shakespeare for their excellence. When you see excellence, you should appreciate the work that went into it. So much in the world falls short of excellence.

**RESULTS ORIENTED:** Refers to an assessment that is based on the product rather than than the process. Any endeavor in which the outcome is more important than the action taken to achieve that outcome is an appropriate context for results oriented phenomena.

**STRATEGIC PLANNING:** A systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.

**VISION:** The act or power of sensing with the eyes; the act or power of anticipating that which will or may come to be; prophetic vision; the vision of an entrepreneur; an experience in which a personage, thing, or event appears vividly or credibly to the mind, although not actually present, often under the influence of a divine or other agency.

**QUALITY MANAGEMENT:** An act of overseeing all activities and tasks needed to maintain a desired level of excellence. This includes the determination of a quality policy, creating and implementing quality planning and assurance, and quality control and quality improvement.

**MOTIVATION:** Planning, organizing, and staffing are followed by the more interpersonal elements of management: directing, monitoring, and motivating the staff. At this point, managers face the challenging task of assessing the skills of employees, assigning relevant tasks, monitoring progress, and providing incentives to drive productivity. Managers must have a thorough understanding of each employee's strengths and weaknesses, as well as aspirations and motivators, to appropriately carry out these tasks. As a result, understanding motivational theories are in the heart of effectively managing employees. By effectively combining this motivational understanding with the expectations and responsibilities of managing employees, managers effectively leverage human capital to achieve high levels of efficiency and employee satisfaction.







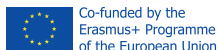
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**#GoodGovernanceSport** project includes several sustainable project outputs and the first one has been Research report on good governance in the mentioned field. The Research report consists of different stages of analysis of the public face of the sport organizations, in particular their public websites – the easiest way for the citizens to find out what are their activities. The report is based on a survey with concrete information that interested sport stakeholders has been able to provide regarding good governance in sport in their own organizations and an independent research of project team experts on the web pages of minimum 14 European sport organizations and at

least 2 National sport organizations per partner country – 14 in total, based on the following criteria:

- An English-language website for the European sport organizations and National language/English language website for the National sport organization;
- Available contact information and social media indication;
- Strategic aim of the organization – vision and strategy, goals, milestones, values;
- List of members of the organization (sport organizations, sport clubs);
- Safety and security, inclusion, anti-discrimination policy of the organization available on the web page;
- Statute or other type of founding document availability;
- Management decision communication channels, relevancy and update period;
- A list of management/management board members available online (from here termed “management”);
- Additional information on management members available online. (Brief biographical information about each member of management, educational and professional background, scope of responsibilities, affiliation to other organizations, photography);
- Other organizational bodies of the organization – consulting board, control board, supervisory body;
- Procedure of changing management of the organization and mandates;
- Financial reports availability and content (if any), law obligation for publicity of financial reports (based on the country of registration).

Framework for the research and assessment on level of accountability and transparency, available at the public web pages of the organizations that the consortium decided to analyze on national and European level, has been also decided by the consortium members during the kick off meeting (Sofia, March 2017). During the kick off meeting, partners has also decided on the specific Evaluation Grid outlining a set of parameters for assessing and processing the data to be collected by each partner in the survey at the national and European level.

The concrete organizations that has been analyzed has been chosen by the consortium during the first transnational meeting of #GoodGovernance project (Sofia, March 2018) and the criteria of the selection has been: public preference on this sport in partner countries, public attention to the sport organization, public funding received and integrity status in the sport sector. All selected organizations have been contacted through an official e-mail, including a letter explaining the project details and stages of the research and they had the possibility to deny the research of their webpage. We have received only positive feed-back and no denial for analysis has been received either by national or European sport organization that received the information. Some of the organizations has even expressed their availability to contribute to project activities and has supported the project implementation.

Based on the results of the three stages of the survey, a Research report has been created and it includes analyzed and compared results between the European sport organizations from one side and from another – a comparative analyses of the results between the National sport organizations in the partner countries. The report is the base for the self-learning path that will be created for self-development of sport leaders and managers in Europe in the frame of the current project. Research, implemented by #GoodGovernanceSport project team, highlighted some aspects of the implemented good governance recommendations for transparency of decision-making process and financial aspects of management on national and European level in 28 national and 28 European sport organizations.

Different data has been revealed in the following parts of the current research such as:

- Almost 80% of the analyzed sport organizations can be considered “social media friendly” and have indicated clear link between their websites and the social media channels that they use for communication of their messages and updates.
- 44.6% of the analyzed sport structures have published their strategic documents such as vision, strategy, goals and milestones on their web pages.
- 62.5% of the analyzed sport organizations haven't published the values of their organization on their web page. On national level only 25% of the organizations ensured that such data is available online.
- 76.8% of the analyzed websites include list of members of the organization for public review.

- Only 48.2% of the analyzed organization had traces of safety and security, inclusion and anti-discrimination policies and initiatives on their web pages and more than half of the analyzed websites do not contain any information about such policies.
- 71.4% of all analyzed organizations has published in their webpages their Statute or other basic document that regulates how the organization works as a indicator of transparency and open government.
- Separate news section for publishing decisions and news about the management of the organization is available in 50% of the analyzed organizations and is missing from the webpages of another 50% of the sport structures that has been analyzed.
- 57.1% of the organizations haven't published any board decisions on their public portals in any way and this information is hardly reachable from both project researchers and wide public that might be interested to see how the concrete organization operates. 42.9% of all analyzed organizations have published relevant information and it is available with possibility to be traced over the time.
- The information is updated at least every six months only by 37.5% of all analyzed organizations, while 62.5% of analyzed sport structures update their websites less regularly or do not even update the website at all.
- Almost 70% of the analyzed sport organizations haven't published any documents from their management meetings – minutes or conclusions.
- 83.9% of the overall analyzed sport organizations had published list of their management/management boards.
- Data for the biographical background of board members is available in 33.9% of analyzed websites and is missing on 66.1% of the portals.
- Educational and profesional path of board members until their present position in the analyzed sport organization is available at only 13 of them that are forming 23.2% and it is missing in 43 organizations, 76.8% of all analyzed sport federations.
- Only 9 organizations (16.1%) have considered publishing the scope of responsibilities of their management and 83.9% don't include such division on their webpages.
- Only 8 organizations had published information about the participation/functions, held by each board member in other institutions,

forming 14.3% of all analyzed organizations and in 48 of the analyzed structures such information is unavailable that forms 85.7% of sport organizations that result with missing data on this indicator.

- Almost 70% of the analyzed sport organizations have developed supporting/controlling bodies and information about those structures and their activities are available on the public portals.
- 64.3% of analyzed organizations haven't published information regarding the board management change process and mandate.
- Publication of financial reports has been found in the public portals of 12 of the analyzed organizations, forming 21.4%. Almost 80% of the organizations (78.6%) haven't published such data.
- 75% of analyzed public platforms of national and European sport organizations do not include their annual report. The annual report for each year of the existence of the organization is available for only 4 sport organizations, representing 7.1% of all 56 analyzed federations.
- 21.4% of all analyzed organizations ensured the availability of information regarding the different funding sources that form their budget, while 78.6% of the organizations haven't published documents that ensure tracing this data.





Project team strongly believes that the research data can be used for improvement of the public portals of sport related organizations and will contribute to the overall improvement of governance processes in sport sector. Full report and data can be found on project platform: [www.eusport.org/GoodGovernance](http://www.eusport.org/GoodGovernance).

**Present your management and organizational structure.**

**Be transparent – make your Statute, Board decisions and Financial documents visible.**

**Share your values and antidiscrimination principles.**

# GOOD PRACTICES IN ACCOUNTABILITY AND TRANSPARENCY – ANALYSIS OF GOOD PRACTICES



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During the implementation of #GoodGovernanceSport Survey has been found and recorded many good practices that sport sector is using to ensure accountability and transparency. The present section will present some of them and project team strongly believe that they might serve as inspiration for other sport organizations and federations to improve their public face by setting clear focus on ensuring the possibility their activities, decisions and financial transactions to be easily tracked by citizens.

## GOOD PRACTICE

*Short description:*

**Public Space (DIAVGIA) provided by the Government for publishing Decisions and Financial Reports**

*Organization that has implemented the good practice:*

National Sport Stadiums of Thessaloniki – Public Organization

*Website:*

<https://www.eakth.gr/>

*What aspect of good governance is covering the mentioned practice:*

Communication of board decisions

*Why can be considered as good practice and adopted by other sport entities:*

“DIAVGEIA” is a transparency program initiative in Greece. Since October 1st, 2010, all government institutions are obliged to upload their acts and decisions on the Internet with special attention to issues of national security and sensitive personal data. Each document is digitally signed and assigned a unique Internet Uploading Number (IUN) certifying that the decision has been uploaded at the “Transparency Portal”. Following the latest legislative initiative (Law 4210/2013) of the Ministry of Administrative Reform and e-Governance, administrative acts and decisions are not valid unless published online.

The main objectives of the Program concern:

- Safeguarding transparency of government actions.
- Eliminating corruption by exposing it more easily when it takes place.
- Observing legality and good administration.

- Reinforcing citizens' constitutional rights, such as the participation in the Information Society.
- Enhancing and modernizing existing publication systems of administrative acts and decisions.
- Making of all administrative acts available in formats that are easy to access, navigate and comprehend, regardless of the citizen's knowledge level of the inner processes of the administration.

Taking the view that the Greek crisis, including its economic manifestations, is also due to the non transparent relationship between the citizens and the state, the transparency program introduced unprecedented levels of transparency within all levels of Greek public administration and established a new "social contract" between the citizen and the state. This initiative has a silent but profound impact on the way officials handle their executive power. The direct accountability brought upon the administration by the radical transparency that the Transparency program introduces, leaves considerably less room for corruption, and exposes it much more easily when it takes place since any citizen and every interested party enjoy the widest possible access to questionable acts. Such a collective scrutiny can be extremely effective, since it allows citizens directly involved or concerned with an issue to scrutinize it in depth, rather than leaving public scrutiny to the media, whose choice of issues necessarily may be restricted and oriented towards sensational topics. (Available at [diavgeia.gov.gr/en](http://diavgeia.gov.gr/en) in 29/7/2019).

**Δι@ύγεια**  
διαφάνεια στο κράτος

In this context all public institutions, authorities and organizations (like National Sport Stadiums of Thessaloniki) are obligate to have the following image in their main webpage that links to their public space where they upload all board decisions.

Source: Main webpage of the National Sport Stadiums of Thessaloniki

Ε.Α.Κ.Θ.  
Εθνικά Αθλητικά Κέντρα Θεσσαλονίκης

# Αρχική Ε.Α.Κ.Θ. Εγκαταστάσεις Νέα-Ανοικτούσιες Διαγωνισμοί / Προσλήψεις Ενδιαφέροντος Επικοινωνία

Πρόγραμμα Καταργημάτων

**ΑμεΑ**  
Για όλους τους

**Δι@ύγεια**  
Θαγανία στο κρότος

Οι μας βρείτε εδώ

**Κολυμβητήριο & ΕΑΚ Νεάπολης**  
Ένα από τα σημαντικότερα αθλητικά κέντρα της δυτικής Θεσσαλονίκης βρίσκεται στη Νεάπολη.  
[Μάθετε Περισσότερα](#)

**ΕΑΚ Σταυρούπολης**  
Τρεις είναι οι αθλητικές εγκαταστάσεις των Εθνικών Αθλητικών Κέντρων Θεσσαλονίκης με έδρα τη Σταυρούπολη.  
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**ΕΑΚ Αμπελοκήπων**  
Το ΕΑΚ Αμπελοκήπων, που περιλαμβάνει ένα κλειστό γυμναστήριο, αποτελεί άλλη μια αθλητική «κουφέλη» στη δυτική Θεσσαλονίκη.  
[Μάθετε Περισσότερα](#)

**Κλειστό Γυμναστήριο Βότση**





**GOOD PRACTICE***Short description:***Using WCAG protocol for web accessibility***Organization that has implemented the good practice:*

European Paralympic Committee

*Website:*<https://www.europaralympic.org/>*What aspect of good governance is covering the mentioned practice:*

Accessibility

*Why can be considered as good practice and adopted by other sport entities:*

The Web Content Accessibility Guidelines (WCAG) are part of a series of web accessibility guidelines published by the Web Accessibility Initiative (WAI) of the World Wide Web Consortium (W3C), the main international standards organization for the Internet.

They are a set of recommendations for making Web content more accessible, primarily for people with disabilities – but also for all user agents, including highly limited devices, such as mobile phones. WCAG 2.0, was published in December 2008 and became an ISO standard, ISO/IEC 40500:2012 in October 2012. WCAG 2.1 became a W3C Recommendation in June 2018.

WCAG 2.0 was published as a W3C Recommendation on 11 December 2008. It consists of twelve guidelines (untestable) organized under four principles (websites must be perceivable, operable, understandable, and robust). Each guideline has testable success criteria (61 in all). The W3C's Techniques for WCAG 2.0 is a list of techniques that help authors meet the guidelines and success criteria. The techniques are periodically updated whereas the principles, guidelines and success criteria are stable and do not change (Available at [en.wikipedia.org/wiki/Web\\_Content\\_Accessibility\\_Guidelines#WCAG\\_2.0](https://en.wikipedia.org/wiki/Web_Content_Accessibility_Guidelines#WCAG_2.0) in 29/7/2019). There are several online tools that evaluate web accessibility in the context of WAG2.0 but there is no tool that can detect all the issues of all guidelines of WAG2.0. The European Paralympic Committee is an example of a sport organization with no basic errors mentioned by any tool we used.



Source: Main webpage of European Paralympic Committee



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LINKS



**GOOD PRACTICE**

*Short description:*

**Accessibility for people with visual impairments**

*Organization that has implemented the good practice:*

International Blind Sports Federation

*Website:*

<http://www.ibsasport.org/>

*What aspect of good governance is covering the mentioned practice:*

Accessibility

*Why can be considered as good practice and adopted by other sport entities:*

According to WCAG 2.0 that was mentioned in the previous good practice the minimum requirements for the colour contrast on a website are the following:

- The visual presentation of text and images of text has a contrast ratio of at least 4.5:1.
- Large Text: Large-scale text and images of large-scale text have a contrast ratio of at least 3:1.
- Incidental: Text or images of text that are part of an inactive user interface component, that are pure decoration, that are not visible to anyone, or that are part of a picture that contains significant other visual content, have no contrast requirement.
- Logotypes: Text that is part of a logo or brand name has no minimum contrast requirement.

The intent of this Success Criterion is to provide enough contrast between text and its background so that it can be read by people with moderately low vision (who do not use contrast-enhancing assistive technology). For people without colour deficiencies, hue and saturation have minimal or no effect on legibility as assessed by reading performance. Colour deficiencies can affect luminance contrast somewhat. Therefore, in the recommendation, the contrast is calculated in such a way that colour is not a key factor so that people who have a colour vision deficit will also have adequate contrast between the text and the background.



(Available in [www.w3.org](http://www.w3.org) at 29/7/2019)

Contrast errors are very common in websites. The webpage of the International Blind Sports Federation is a rare example of a sport organization with no contrast errors mentioned by any tool we used.

Source: Main webpage of International Blind Sports Federation



**GOOD PRACTICE**

*Short description:*

**Management details as a tool for accountability**

*Organization that has implemented the good practice:*

the Union of European Football Associations

*Website:*

<http://www.uefa.com>

*What aspect of good governance is covering the mentioned practice:*

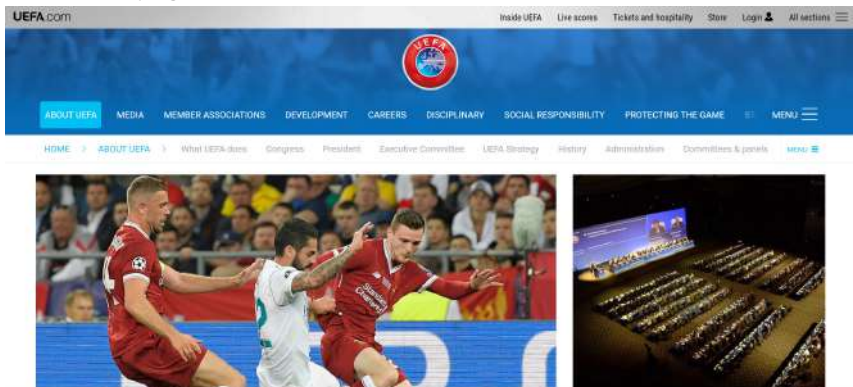
Accountability

*Why can be considered as good practice and adopted by other sport entities:*

UEFA's webpage is a great example of providing all information of all members of the management board followed by their responsibilities. This is an excellent tool for accountability in sport organisations, since everyone is aware of who is responsible of what.

More precisely in the page "about UEFA" we can find all members of all committees & panels. There is a scope of responsibilities of each member of each panel or committee followed with an extensive CV of everyone. In addition, there is an individual photograph of each one of the members of the Executive board. Periodically you can find list of members of other bodies of the organization such as consulting board, control board or supervisory board. Moreover, we can find board management changes processes available for download.

Source: Webpage "about UEFA"



**GOOD PRACTICE***Short description:***Easy Access to Financial Reports***Organization that has implemented the good practice:*

World Curling Federation

*Website:*<http://www.worldcurling.org/>*What aspect of good governance is covering the mentioned practice:*

Financial reporting

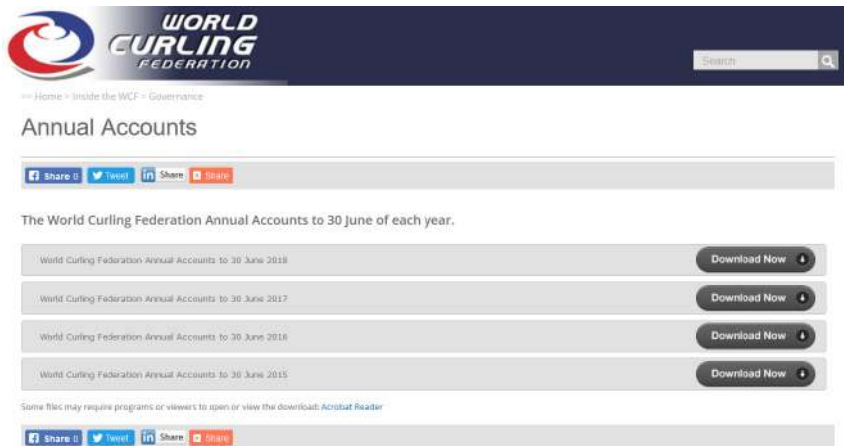
*Why can be considered as good practice and adopted by other sport entities:*

In order to achieve transparency in an organization you need to have a specific page for all financial reports in an obvious point that can be accessed easily by anyone.

An ideal example of transparency concerning the financial reports is the webpage of the World Curling Federation. The website includes a section about financial reports called 'Annual Accounts'. There is information about where and how it is published the financial report. More precisely. The World Curling Federation annual accounts are publishing on 30<sup>th</sup> of June of each year. The reports for years 2015, 2016, 2017 and 2018 are available. The reports are very detailed and include clarifications for incomes and spending (grants, projects, sponsors, payments etc).

What is most interesting is that all those reports can with one-click be shared by anyone in the social media such as Facebook, twitter and LinkedIn.

Source: webpage of WCF – section “Annual Accounts”.



WORLD CURLING FEDERATION

Home > Inside the WCF > Governance

## Annual Accounts

Share 0 Tweet Share 0 Share

The World Curling Federation Annual Accounts to 30 June of each year.

World Curling Federation Annual Accounts to 30 June 2018	Download Now
World Curling Federation Annual Accounts to 30 June 2017	Download Now
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**GOOD PRACTICE**

*Short description:*

**Extroversion, Communication, Values**

*Organization that has implemented the good practice:*

ICF - International Canoe Federation

*Website:*

<https://www.canoeicf.com/>

*What aspect of good governance is covering the mentioned practice:*

Communication with wide public

*Why can be considered as good practice and adopted by other sport entities:*

It is very important for an organization to be extrovert. The extroversion of an organization inspires confidence in citizens as it demonstrates that the organization has nothing to hide and nothing to fear.

International Canoe Federation is a great example of sport organisation that tries to communicate with wide public and to point out its values. More precisely, ICF uses all popular social media channels such as Facebook, YouTube, Twitter and Instagram. Vision and mission are present in a short and comprehensive way. We can also find in detail the core organisational values of the federation. Moreover, we can find the full list of all members of the organization. Another reason why we consider that this organisation is open to the wide public is that has a diversity and inclusion commission and a whole webpage dedicated to the issue.

In general, we can say that it is a well-structured website with good functionalities, modern design, friendly user and lot of useful information for anyone.



Source: <https://www.canoeicf.com/>



international canoe federation

World Class Canoe National Federation Login English

Home News Disciplines Events Athletes Tokyo 2020

About the International Canoe Federation (ICF)

**ICF Vision**

Inspire people to pursue a lifelong passion for paddling

**ICF Mission**

The ICF provides global leadership to enable, inspire and activate people in the pursuit of participation and excellence in paddling activities.

**Core Organisational Values**

**Leadership**

To take responsibility of the collective ownership of the sport and show initiative by utilising best practices.



**GOOD PRACTICE**

*Short description:*

**It is participatory, consensus orientated, accountable, transparent, responsive, effective and efficient, equitable and inclusive and, follows the rule of law.**

*Organization that has implemented the good practice:*

AIDA—International Association for the Development of Apnea

*Website:*

<https://www.aidainternational.org/>

*What aspect of good governance is covering the mentioned practice:*

Communication with wide public, list and biography of all the athletes, judges and board members; communication of board decisions; accountability, transparency, accessibility; contact information (e-mail address, telephone number, physical address; photos of athletes and members.

*Why can be considered as good practice and adopted by other sport entities:*

This website contains a lot of information, nicely organised and easily understandable; useful links and lists of board members including short biographies on each member; weekly updates on rankings and athlete competitions, including athlete biographies and photos; contact information well defined; description of the medical and science committee; list of assembly members;

Clearly visible on the website:

General strategy; Members of the Committee; Members of Expert Council; Medical & Scientific Projects; Medical Procedures and Forms ; Incidents and statistics .

The website also contains a list of documents:

- AIDA Competition regulations;
- AIDA Medical;
- AIDA Statutes;
- Documents for AIDA athletes;
- Documents for AIDA instructors;
- Documents for AIDA judges;



- Documents for AIDA students;
- Documents for competition organizers;
- Media;
- Safety standards;
- Code of Conduct.

Source: <https://www.aidainternational.org/>



## GOOD PRACTICE

*Short description:*

- 1. Integrity: Acting as Guardians of the Sport, Recreation, Activity or Area.**
- 2. Defining and Evaluating the Role of the Board.**
- 3. Delivery of Vision, Mission and Purpose.**
- 4. Objectivity: Balanced, Inclusive and Skilled Board.**
- 5. Standards, Systems and Controls.**
- 6. Accountability and Transparency.**
- 7. Understanding and Engaging with the Sporting Landscape.**

*Organization that has implemented the good practice:*

UEFA – the Union of European Football Associations – is the governing body of European football and the umbrella organisation for 55 national associations.

*Website:*

<https://www.uefa.com/>

*What aspect of good governance is covering the mentioned practice:*

- multilingual website (English, French, German, Polish, Spanish, Portuguese, Italian...)
- The website also contains a list of documents:
  - Disciplinary bodies;
  - Match-fixing prevention;
  - Member associations (all members with their respective descriptions and info).

Social responsibility:

- Football and Refugees – Addressing key challenges;
- UEFA Football and Social Responsibility Report 2016/17;
- Playing for Our Planet – UEFA/WWF report;
- Colour Blindness in Football – a coaches guide;
- UEFA/CAFE Disability Officer Handbook;

- Colour Blindness in Football – FA/UEFA guidance booklet;
- UEFA Super Cup 2017 Disabled Spectators Guide (MKD);
- UEFA Super Cup 2017 Disabled Spectators Guide (English);
- 2017 UEFA Champions League final: disabled spectators' guide;
- Disabled spectators' guide - Friends Arena, Stockholm, CAFE Football;
- UEFA Football and Social Responsibility Report 2015/16;
- UEFA Foundation for Children - activity report 2015/16;
- UEFA EURO 2016: Social Responsibility and Sustainability - Post-event report;
- Belgian football against homophobia: 1-0!;
- Total football – total access to work;
- Women's involvement programme;
- Leading out;
- United in the joy that football brings;
- Raising awareness and understanding of diversity in Finnish football;
- Football For Life Coaches.

The UEFA Executive Committee is UEFA's supreme executive body. It comprises the UEFA President, 16 other members elected by a UEFA Congress, plus two elected by the European Club Association and one by the European Leagues.

All the information, including photos and biographies of every board member, the president, and all other employees is available online.

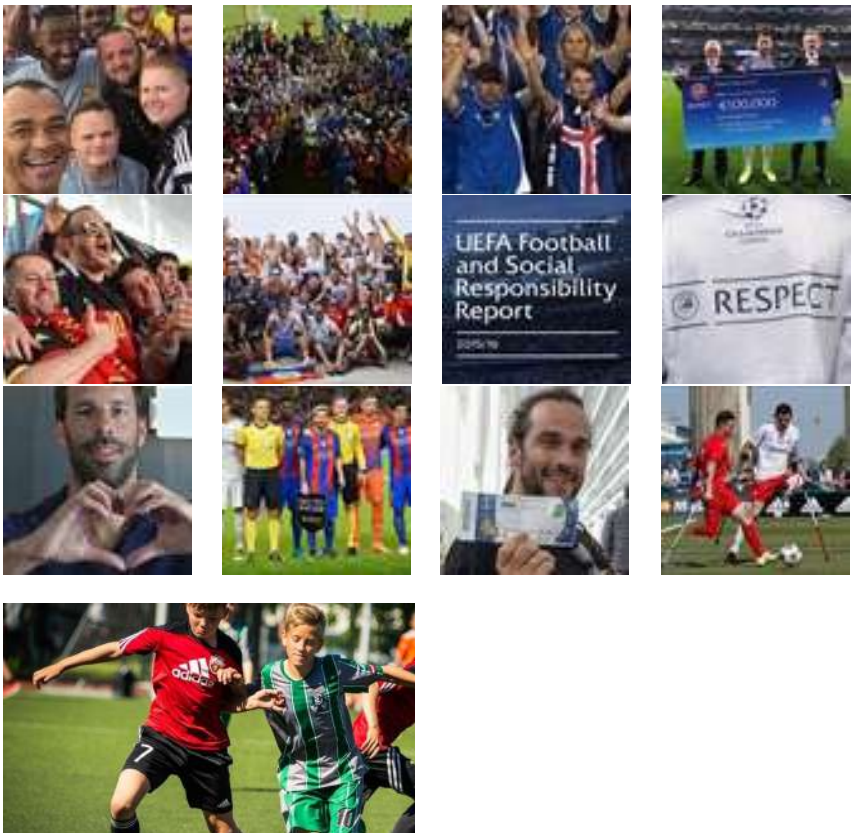
The role of medicine and the team doctor in football has become crucial in the modern-day game – with UEFA making its own vital contribution to the area of football medicine, injuries and sports science.

*Why can be considered as good practice and adopted by other sport entities:*

The UEFA Executive Committee is UEFA's supreme executive body. It comprises the UEFA President, 16 other members elected by a UEFA Congress, plus two elected by the European Club Association and one by the European Leagues.

All the information, including photos and biographies of every board member, the president, and all other employees is available online.

UEFA is recognised as one of the world's leading team-sport organisations in the fight against doping.





## GOOD PRACTICE

*Short description:*

**It is participatory, consensus orientated, accountable, transparent, responsive, effective and efficient, equitable and inclusive and, follows the rule of law.**

*Organization that has implemented the good practice:*

Riječki sportski savez  
Rijeka Sports Association

*Website:*

<https://rss.hr/>

*What aspect of good governance is covering the mentioned practice:*

This website contains a lot of information, nicely organised and easily understandable; useful links and lists of board members including short biographies on each member; weekly updates on news and happenings, including board member biographies and photos; Monthly and yearly reports and managing decisions are published on the website regularly; contact information well defined; description of the medical and science committee; list of assembly members.

Clearly visible on the website:

- Statute;
- Rulebook on the Determination of the Clubs of Quality Carriers of Rijeka;
- Ordinance on classification of sports branches;
- Rulebook on Classification of Sports Clubs;
- Rulebook on Co-financing of Prospective Athletes Program;
- Rulebook on Fees for Achieved Sports Results;
- Revised Annual Financial Statements for 2015-2018;
- Executive Board (minutes);
- Assembly (minutes).

*Why can be considered as good practice and adopted by other sport entities:*

Communication with wide public, financial reporting, communication of board decisions, accountability, transparency, accessibility.





RIJEČKI  
SPORTSKI  
SAVEZ





## GOOD PRACTICE

*Short description:*

### **Non-Governmental Organisation (NGO)**

**As a Non-Governmental Organisation, ENGSO is a not for profit organisation with public responsibilities, thus part of the civil society to address social and political issues.**

### **The European Sports NGO**

**As the European Sports NGO, ENGSO is part of the sport movement with the mission to promote the interest of grassroots sport in Europe.**

*Organization that has implemented the good practice:*

ENGSO

European Non-Governmental Sports Organisation

*Website:*

<https://www.engso.eu/>

*What aspect of good governance is covering the mentioned practice:*

Communication with wide public, financial reporting, communication of board decisions, accountability, transparency, accessibility;

ENGSO exists to be a proactive front-runner in the sports political field, a strong networking organisation for sport in Europe and a counterpart for European governmental institutions dealing directly or indirectly with sport. That is why ENGSO has been carrying out so many activities in the last decades. Apart from organising events, ENGSO has led and been partner in several EU projects to capture European sport issues facing today's sports organisations. Next to active communication and dissemination of information, ENGSO has a leading role in representing grassroots sport to European Union institutions and the Council of Europe;

ENGSO develops and defends common positions on grassroots sports issues, makes the results of its projects available for free of charge, and publishes quarterly newsletter.

This website contains a lot of information, nicely organised and easily understandable; useful links and lists of board members including short biographies on each member; weekly updates on news and happenings, including board member biographies and photos; Monthly and yearly reports and managing decisions are published on the website regularly; contact information well defined; list of assembly members; statute;

*Why can be considered as good practice and adopted by other sport entities:*

#### Vision

The vision of ENGSO is to be the leading voice of voluntary sports organisations in Europe.

#### Mission

ENGSO's mission is to promote the interest of sport organisations in Europe.

#### Goals

ENGSO's main aim is to be a bridge building organisation in order to:

- provide a platform for exchange of knowledge and information;
- discuss and lobby on current sport political issues;
- seek common positions on sports issues and publicize these positions;
- strengthen the co-operation with other sport bodies;
- contribute to intergovernmental sports co-operation, and represent the principal non-governmental organisation position within other European sports related meetings;
- develop and support ENGSO Youth.

#### Bodies

When it comes to the functioning of ENGSO, the bodies that play a role in the running of the organisation are the General Assembly, Executive Committee, and the different working groups. On the website, we are able to get to know the structure of their organisation and meet the members who stand behind all the achievements of ENGSO.

**GOOD PRACTICE**

*Short description:*

MOVING AGE is an international network to stimulate and facilitate the exchange of knowledge and good practises in sport and physical activity for elderly people.

The main objectives of the network are:

- To regular exchange knowledge and experiences between network partners.
- To collect and to disseminate existing knowledge on active ageing via digital tools.
- To promote and to initiate partnerships inside the network and with cross-sector stakeholders/networks.
- To stimulate new projects of the network partners.
- To recruit new network partners.
- To provide expertise/experts for advice and consultation.

MOVING AGE is an outcome of the Active Age project, carried out by 10 European Sport for All organisations in the frame of the “2012 Preparatory Actions in the Field of Sport” of the EU Commission DG Education and Culture. MOVING AGE encompasses actually 25 registered entities and is led by ISCA.

The network is open for all entities from inside and outside the sport-sector with interest to promote physical activities and sport for elderly people.

*Organization that has implemented the good practice:*

The International Sport and Culture Association (ISCA)

*Website:*

<http://isca-web.org/english/home>

*What aspect of good governance is covering the mentioned practice:*

The International Sport and Culture Association (ISCA) is a global platform open to organisations working within the field of sport for all, recreational sports and physical activity. Created in 1995, ISCA is today a global actor

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closely cooperating with its 231 member organisations, international NGOs, and public and private sector stakeholders. Its 40 million individual members from 83 countries on five continents represent a diverse group of people active within youth, sport and cultural activities.

Created with the aim of providing an alternative to the increasingly performance-based attitude of the international sports federations, ISCA has grown rapidly since its foundation. The association is governed by an executive committee of nine elected members and is steered by continental and technical committees. The secretariat is based in Copenhagen.

In the member section you can get a general overview of the ISCA membership and you will find contact information on all ISCA member organisations.

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*Why can be considered as good practice and adopted by other sport entities:*

This website contains a lot of information; useful links and lists of board members including short biographies on each member; updates on news and happenings, including board member biographies and photos; Monthly and yearly reports and managing decisions are published on the website regularly; contact information well defined; list of assembly members; statutes; Code of conduct; code of ethics; projects overview; strategy; budget reports; accounts; membership fee structure; handbooks and project descriptions;

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## GOOD PRACTICE

### *Short description:*

European University Sports Association apart from the Sports Competitions and other Educational Events, also runs independent projects, together with other partners. EADin is a project aimed at establishing an European-wide Anti-Doping mentality in the youth sector.

In an area of Equal Opportunities, EUSA supports projects promoting gender equality in sport, mixed participation between male and female athletes in sport and gender equality in coaching education.

In the area of Education Through Sport, EUSA in 2004 launched an Exhibition on University Sport in Europe. EUSA also actively takes part in promoting events such as European Week of Sport, International Day of University Sport and International Students' day.

Projects in an area of Safeguarding focus on tackling and combatting sexual violence and harassment in European sport.

Empowered Nation – ENAcT is a 2-year project promoting gender equality in sport, launched in 2018. The project is lead by the EUSA Institute (SLO), with project partners Portuguese University Sports Federation – FADU (POR), Uludag University (TUR) and Budapest University Athletics Club – BEAC (HUN). The project is co-funded by the Erasmus+ programme of the European Union.

The main aim of EUSA Institute is to support development of university sport in Slovenia and Europe. It carries out professional, technical and organisational tasks aimed at providing education in sports at university level, partnering with European University Sports Association (EUSA) and other organisations.

The Institute is a non-profit non-governmental organisation, established for the purposes of developing university sports, organising sports events, carrying out sports activities and projects and providing education in sports at university level. To that end, the Institute also holds various seminars, workshops and other educational events and activities in relation to sports and education for which its members are appropriately trained. In pursuit of its purpose, the Institute collaborates with individuals, interest groups, civil society, non-governmental organisations, natural persons and legal entities at local, national and international levels.

*Organization that has implemented the good practice:*

European University Sports Association

*Website:*

<https://www.eusa.eu/>

*What aspect of good governance is covering the mentioned practice:*

This website contains a lot of information; useful links and lists of board members including short biographies on each member; updates on news and happenings, including board member biographies and photos; Monthly and yearly reports and managing decisions are published on the website regularly; contact information well defined; list of assembly members; statutes; Code of conduct; code of ethics; projects overview; strategy; budget reports; accounts; membership fee structure; handbooks and project descriptions; EUSA events Rules & Regulations; Quick registrations guide; Statutes; Logo; GDPR.

*Why can be considered as good practice and adopted by other sport entities:*

1. The name of the association shall be "European University Sports Association" and the association's official abbreviation shall be "EUSA" (hereinafter "Association"). The Association will be non-profit making and does not pursue commercial objectives.

2. The objectives of EUSA are:

a) to maintain and develop regular communication between the national federations;

b) to co-ordinate competitions, conferences, mass-sport-events and other activities both at university and national level;

c) to represent university sport in general and the member federations in particular in relation to European organisations;

d) to encourage and support the promotion of ethics, Fair Play, gender equity and good governance in sport as well as education of university students through sport;

e) to encourage and support measures protecting the health of the athletes;

f) to act against doping in sport and any other kind of manipulation;

g) to disseminate throughout Europe the ideals of university sport in close collaboration with the International University Sports Federation (FISU) and other European organisations.

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EUROPEAN UNIVERSITY SPORTS ASSOCIATION





**GOOD PRACTICE**

*Short description:*

**GAISF is the Global Association of International Sports Federations, an umbrella body composed of autonomous and independent International Sports Federations and other international sport and event related organisations.**

**Founded in 1967, GAISF is a key pillar of the wider sports movement and acts as the voice for its 125 Members, Associate Members and observers, which include both Olympic and non-Olympic sports organisations.**

*Organization that has implemented the good practice:*

Global Association of International Sports Federations

*Website:*

<https://gaisf.sport/>

*What aspect of good governance is covering the mentioned practice:*

This website contains a lot of information; useful links and lists of board members including short biographies on each member; updates on news and happenings, including board member biographies and photos; Monthly and yearly reports and managing decisions are published on the website regularly; contact information well defined; list of assembly members; statutes; Code of conduct; code of ethics; projects overview; strategy; budget reports; financial reports; accounts; membership fee structure; handbooks and project descriptions; Statutes; Logo; GDPR.

*Why can be considered as good practice and adopted by other sport entities:*

Vision

GAISF's vision is to be "The united voice of sports, protecting the interests of International Federations." This vision encapsulates GAISF's multi-faceted role; from supporting its Member federations climb the 'pyramid' of Olympic sport, to creating IF-focused services and events for the benefit of our Members. GAISF is as equally committed to helping its Members promote sport at every level and in every corner of the world, from grassroots to elite level competition, wherever its Members have national organisations and events.

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### Mission

The Mission of GAISF is to serve, represent, promote and protect the common interests of our Members and to help them achieve their global objectives.

In particular, the objectives of GAISF are to facilitate and promote knowledge sharing between its Members; to support the organisation of SportAccord and IF Forum; to develop specific services for its Members in unique areas; and to organise and coordinate multi-sports events.

The agenda of the General Assembly is distributed to the GAISF member at least one month prior to the meeting. In accordance with GAISF Statutes Article 25.1, the agenda must contain the following items:

- a) opening of the meeting;
  - b) roll call;
  - c) adoption of the agenda subject to article 25.2;
  - d) President's address;
  - e) appointment of scrutineers (if applicable);
  - f) suspension or expulsion of a Member (if applicable);
  - g) approval of the minutes of the previous General Assembly;
  - h) activity reports;
  - i) financial matters (balance sheet, accounts, auditing report, budget, auditor...);
  - j) Statutes modifications (if applicable);
  - k) voting and elections (if applicable);
  - l) new membership applications;
  - m) items presented for information;
  - n) items brought forward from meetings among Members;
-

o) date and place of next meeting.

The Council is the executive organ of GAISF. It consists of 9 members, including the President, who is elected by the General Assembly.







# COMPARATION OF WEB PAGES IN OTHER SECTORS AND BRINGING GOOD PRACTICES TO SPORT FIELD, HIGHLIGHTING THEIR POSSIBLE TRANSFERABILITY



GOOD  
GOVERNANCE  
in **SPORT**





[eusport.org/GoodGovernance](https://eusport.org/GoodGovernance)

[#GoodGovernanceSport](https://twitter.com/GoodGovernanceSport)

[FB/groups/GoodGovernanceSport](https://www.facebook.com/groups/GoodGovernanceSport)



Different sectors in our economy are developing with different pace and this difference in the levels of governance might support the development of less-regulated sectors through adaptation of working models and practices. Through different practices and activities, implemented in non-governmental, governmental or even commercial entities, sport field might be inspired to adopt some of them and to improve their public face with the most relevant examples that #GoodGovernanceSport project team has collected in the present section.

**GOOD PRACTICE**

*Short description:*

**Good practice regarding publishing annual reports and financial statements**

*Entity that has implemented the good practice:*

Care Alliance Ireland

*Sector of analysed entity:*

NGO/National Network of Voluntary Organizations supporting Family Carers

*Website:*

<http://www.carealliance.ie>

*What aspect of good governance is covering the mentioned practice:*

Transparency, financial reporting

*Why can be considered as good practice and adopted by other sport entities:*

Care Alliance Ireland won Good Governance Award in 2018 – award that acknowledge and promote good governance practice in the area of annual reports and others areas of good governance practice by nonprofit organizations in Ireland (in Category 1 – Volunteer only and organizations with an annual turnover of less than €250,000).

Organization met all judging criteria – provides clear review of organization performance last year, impact, board governance, funding and detailed financial reporting.

Annual report of organization is available here: [http://www.carealliance.ie/userfiles/file/CAI%20-%202017%20Original%20Signed%20Financial%20Statements%20incl\\_%20Detailed%20P%26L\(1\).pdf](http://www.carealliance.ie/userfiles/file/CAI%20-%202017%20Original%20Signed%20Financial%20Statements%20incl_%20Detailed%20P%26L(1).pdf)

*Is it fully transferable or should be adapted. If should be adapted – any tips&tricks how to be done?*

It can be transferable or adapted and be kind of example for sport organizations how annual reports could look like.

Annual Activity Report Template was developed by Panel of Judges of Good Governance Award that consists of people with various profile and appropriate experience and expertise in this field. Template is available here: <https://goodgovernanceawards.ie/wp-content/uploads/sites/176/2017/06/Annual-Report-Template.pdf>

The screenshot shows the 'Winners 2018' page of the Good Governance Awards website. The page features a purple and blue header with the text 'Winners 2018' and a sub-header 'Here are the winners and categories for Carrioch's Good Governance Awards 2018'. A button labeled 'View the Shortlisted Entries' is visible. Below the header, the 'Award Type 1' is listed as 'Annual Report/Director's Report & Financial Statements'. A category description states: 'Category 1 – Volunteer only and organisations with an annual turnover of less than €250,000'. The 'Care Alliance Ireland' logo is displayed on the right side of the page.

Source: <https://goodgovernanceawards.ie/winners-2018/>



**GOOD PRACTICE**

*Short description:* **Good practice regarding transparency – published salaries**

*Entity that has implemented the good practice:* Buffer

*Sector of analysed entity:* Private company

*Website:* <https://buffer.com/>

*What aspect of good governance is covering the mentioned practice:* Transparency and Accountability

*Why can be considered as good practice and adopted by other sport entities:* The company publish information about salaries of the employees in a Google Doc that is open to everybody. Link is available here: <https://docs.google.com/spreadsheets/d/11s9VSyf4yaYUsqBKLAVH78Nl8wdl8gXoj5BGazjIFuc/edit#gid=671465451>

Company has a formula to calculate salaries and reason for such an openness is that employees are more motivated, aware of the fact that they are compensated fairly and if not, they can speak up about their dissatisfaction.

One of the result is that the company has a reduced turnover rate. CEO, Joel Gascoigne explained: "Transparency breeds trust, and trust is the foundation of great teamwork." Therefore, in addition, company continues with policy of the openness about revenues and user numbers, e.g. by publishing progress reports on customer support, blog performance etc.

*Is it fully transferable or should be adapted. If should be adapted – any tips&tricks how to be done?* It can be adapted. Reasons behind implementation of such a transparency for sport organizations could be not only potential increase of satisfaction and motivation of employees, but particularly also higher trust of public or donors.

Buffer Salaries 2019

File Edit View Insert Format Data Tools Add-ons Help

100% Zoom only

Cost of Living (COL) Bands

Cost of Living (COL) Bands	
High	105
Average	85
Low	75

Name	Base Salary	Buffer Role	Location	Level	Step	San Francisco Max Size Percentage	Cost of Living Multiplier, Option 1	Base Salary
<b>Founder</b>								
Joel	\$270,250	CEO	Boston, MA, USA	8	1	\$125,000	85	\$270,250
<b>People/Finance</b>								
Eric	\$91,875	People Engagement Manager	Portland, OR, USA	3	2	\$78,150	85	\$91,875
Jerry	\$120,900	Senior Operations Manager	Los Angeles, CA, USA	4	2	\$102,770	85	\$120,900
Stephane	\$85,250	Operations Manager	Singapore	3	1	\$78,000	85	\$85,250
Courtnay	\$132,830	Director of People	Austin, TX, USA	4	3	\$106,270	85	\$132,830
Gary	\$150,000	Senior Director of Finance	San Jose, CA, USA	5	1	\$130,000	85	\$150,000
Yip	\$83,850	Accountant	San Francisco, CA, USA	3	2	\$70,860	85	\$83,850
Marcy	\$85,500	Executive Assistant	Austin, TX, USA	3	1	\$72,000	85	\$85,500
Kevin	\$83,500	People Ops Manager	Farmington Hills, MI, USA	2	4	\$68,300	85	\$83,500
<b>Marketing</b>								

Team Worksheet - Master Sheet Founder Data Framework Marketing Framework Product Advice

Source: <https://docs.google.com/spreadsheets/d/1Is9VSyf4yaYUsqBKLdVH78NL8wdl8gXoj5BGAzjIFuc/edit#gid=671465451>



**GOOD PRACTICE**

*Short description:*

**Various internet tools and applications for good governance principles implementation**

*Entity that has implemented the good practice:*

SumAll

*Sector of analysed entity:*

Private company

*Website:*

<https://sumall.com/>

*What aspect of good governance is covering the mentioned practice:*

Participation and Consensus oriented

*Why can be considered as good practice and adopted by other sport entities:*

Sum All company shared tips how they try to create environment for more open and effective cooperation.

Slack is in constant use and allows everyone at SumAll to communicate quickly and easily. There is possibility to create groups, share files, and private message with every employee.

Wrike – work management tool – all projects are visible to everyone so it is easy for employees to see what's going on and who works on what. There are several other similar tools like Trello or Asana.

Google Drive – repository for almost all their documents – employees salaries, capitalization table, and company vision are all shared in Google Drive.

*Is it fully transferable or should be adapted. If should be adapted – any tips&tricks how to be done?*

There are many various tools and applications that various institutions or companies use for communication or management of their teams, those are some to get ideas and tips for work of sport organizations too.

Source: <https://blog.sumall.com/journal/tools-we-use-for-transparency.html>



## GOOD PRACTICE

*Short description:*

**Frequently asked questions (FAQ) – example and tips and tricks**

*Entity that has implemented the good practice:*

Kings College London

*Sector of analysed entity:*

university

*Website:*

<https://www.kcl.ac.uk>

*What aspect of good governance is covering the mentioned practice:*

Responsiveness

*Why can be considered as good practice and adopted by other sport entities:*

There are many universities, institutions or organizations that publish FAQ on their websites. It helps to answer potential and often repeated questions that public has, find useful information and make organization itself more open and transparent with provided information. Besides that, employees can save a time to respond questions sent by emails or through calls.

*Is it fully transferable or should be adapted. If should be adapted – any tips&tricks how to be done?*

FAQ is great to be sort out:

- for different target groups (e.g. for parents, kids, teachers, public authorities, donors, media etc.) or
- by different categories (e.g. in case of organizing some events or week camps – preparation before, during...).

Questions should be those that are frequently asked, regularly updated and answers clear and concise.

FAQ is good to be formatted with drop-downs, long-lists or bullets for people to get easily oriented. There is also good to include search bar in the section.



Can I study at King's while I'm on another course elsewhere? ▼

---

Cancellation rights ▼

---

## Fees & Funding

What are the tuition fees? When do I pay? ▼

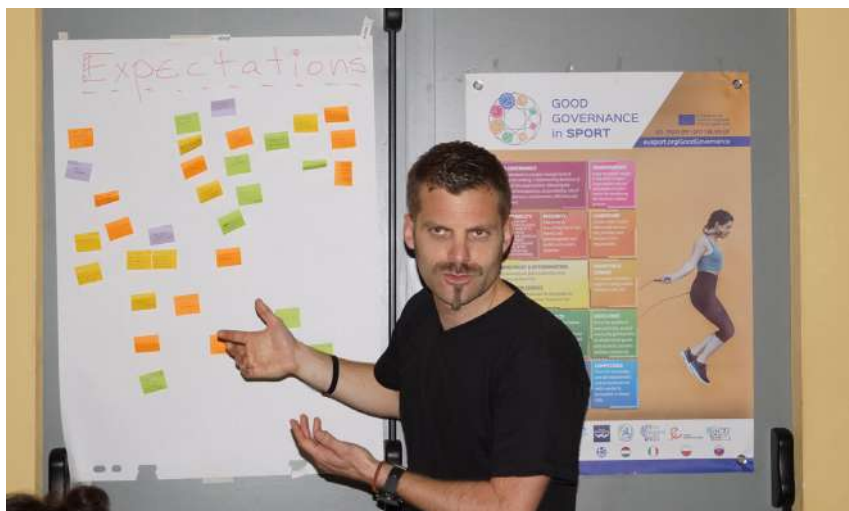
---

What funding is available and when do I need to consider funding? ▼

---

I think my Fee Status is incorrect. How do I change this? ▼

Source: <https://www.kcl.ac.uk/study/postgraduate/apply/faqs>



## GOOD PRACTICE

*Short description:*

**Good practice – how organizations can collect feedback and ideas**

*Entity that has implemented the good practice:*

Slovak Governance Institute

*Sector of analysed entity:*

NGO

*Website:*

<https://www.odkazprestarostu.sk/>

*What aspect of good governance is covering the mentioned practice:*

Participation, Equity and Inclusiveness

*Why can be considered as good practice and adopted by other sport entities:*

“Odkazprestarostu” (from Slovak translation – Message to Mayor) is a platform/tool for citizens to warn municipality about problems in their towns. People can publish on the website what is broken, what they miss, what they would like to change, and the municipality should respond and to act. Therefore – the citizens are encouraged to be active, to care about their surrounding – but there is also public pressure on decision-makers to solve the issues. There are also statistics published – e.g. how many problems were solved or not solved. Therefore good practice is innovative example how to increase participation and transparency.

*Is it fully transferable or should be adapted. If should be adapted – any tips&tricks how to be done?*

This idea can be adapted in sport organizations in case they want to be more open towards the feedback of their members, to encourage active participation and collect ideas for improvement of the management of the organization and sport activities. Similar tool can be incorporated in the website of the sport organizations too.

V riešení	1056	Vyriešené	856	Neriešené	271	Uzavreté	60
Prákov Iny subjekt	906 56	Prákov Iny subjekt	808 48	Prákov Iny subjekt	246 25	Prákov Iny subjekt	53 7

## Najnovšie



**Bajkalska-vertikálne značka-poškod...**  
Sídliisko 3, Rurky - Bajkalská  
18. mája 2019



**Bajkalska-vertikálne značka-poškod...**  
Sídliisko 3, Rurky - Bajkalská  
19. mája 2019



**Vodárenska-vertikálne značka-poško...**  
Centrum mesta - Vodárenská  
19. mája 2019



**Jurkovičova-zábradlie-poškodené**  
Sokolov a Saigovik - Jurkovičova  
18. mája 2019



**Baštová-chybajúci kos na separáciu**  
Centrum mesta - Baštová  
18. mája 2019



**Prostějovská-krik-neostrihaný**  
Sídliisko 3, Rurky - Prostějovská  
18. mája 2019

Source: <https://www.odkazprestarostu.sk/presov>



**GOOD PRACTICE**

*Short description:*

**Interactive map of stakeholders, activities or members**

*Entity that has implemented the good practice:*

Keric

*Sector of analysed entity:*

NGO

*Website:*

<http://www.keric.sk/en/>

*What aspect of good governance is covering the mentioned practice:*

Communication with wide public

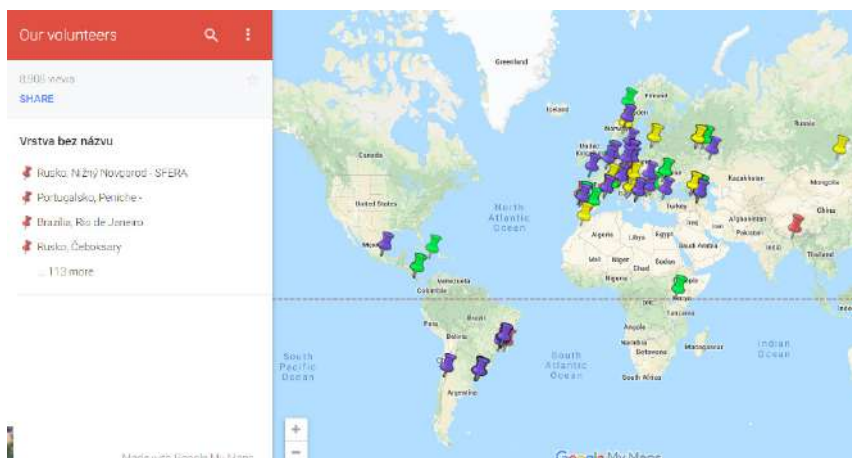
*Why can be considered as good practice and adopted by other sport entities:*

Keric NGO, but also some other organizations and institutions create interactive map where they display where they organize projects and activities, where people who participate in the projects come from etc. This is informative tool for presentation of their work and activities in more interactive way.

*Is it fully transferable or should be adapted. If should be adapted – any tips&tricks how to be done?*

It can be both, as sport federations can create maps where they show public where their local clubs are based or where sport events took place. Events, members or clubs on the maps can be connected with the basic information, pictures and links where they can find more information.





Source: <http://www.theo.keric.sk/sk/vysielanie/448-mapa-aktualnych-projektov-zahranii>



**GOOD PRACTICE**

Short description:

**Calendar of Deadlines**

Entity that has implemented the good practice:

Mladiinfo

Sector of analysed entity:

NGO

Website:

<http://www.mladiinfo.eu/>

What aspect of good governance is covering the mentioned practice:

Communication

Why can be considered as good practice and adopted by other sport entities:

Mladiinfo publish regularly various opportunities like trainings, conferences, scholarships. Organization created very practical tool and those opportunities are sorted out by deadline when is last day to apply.

Is it fully transferable or should be adapted. If should be adapted – any tips&tricks how to be done?

Such a tool can be adapted in the sport organizations and they can publish on their websites deadlines for their members or potential new members when are some events planned, when is the date to apply, pay fee, when next recruitment finish etc.



Marketing Add Event Add Guest Post

Articles Scholarships Trainings & Conferences Jobs & Internships Grants Contests Volunteering

7	8	9	10	11	12	13
				<ul style="list-style-type: none"> <li>MU Hour Fellowship</li> <li>XV Regional Summer School „Energy and Climate Planning“</li> </ul>	<ul style="list-style-type: none"> <li>Moho Art Prize 2019</li> <li>Call for applications: World Forum for Democracy 2019 - Youth Delegation</li> </ul>	<ul style="list-style-type: none"> <li>Good News for EU Nationals: Study Master's at KTU for Free</li> </ul>
14	15	16	17	18	19	20
<ul style="list-style-type: none"> <li>The Bayer Foundation International Fellowship Program</li> <li>Adalante Reporting Initiative</li> </ul>	<ul style="list-style-type: none"> <li>The European Youth Award (Content) 2019</li> <li>Biodiversity Revisited -</li> </ul>	<ul style="list-style-type: none"> <li>Ph.D. Scholarship in Economics and Finance in Milan, Italy 2019</li> </ul>		<ul style="list-style-type: none"> <li>Taipei International Design Award</li> </ul>	<ul style="list-style-type: none"> <li>ADB Japan Scholarship Program 2019</li> <li>Lynne Gagliano Writer's</li> </ul>	<ul style="list-style-type: none"> <li>University Startup World Cup 2019</li> </ul>

Source: <http://www.mladiinfo.eu/calendar/>

## GOOD PRACTICE

*Short description:***Regular updates on spent donations from public***Entity that has implemented the good practice:*

Kickstarter

*Sector of analysed entity:*

Private company

*Website:*<https://www.kickstarter.com>*What aspect of good governance is covering the mentioned practice:*

Transparency and Accountability

*Why can be considered as good practice and adopted by other sport entities:*

Crowdfunding platforms like kickstarter, indiegogo and others aim to collect funds for new startups, innovative and creative projects. It works on the principle of regular updates from organizer. Based on the research (Mejia, Urrea, Martinez 2019) – regular updates and certifications have positive effects on the growth of donations.

*Is it fully transferable or should be adapted. If should be adapted – any tips&tricks how to be done?*

This practice can be adapted in sport organizations as they often receive donations from public too. Therefore, not only annual reports with financial statements of general spending can be published, but more detailed or interactive presentations how were money spent that were received as donations from ordinary people.



Source: <https://blog.sagipl.com/crowdfunding/>









[eusport.org/GoodGovernance](https://eusport.org/GoodGovernance)

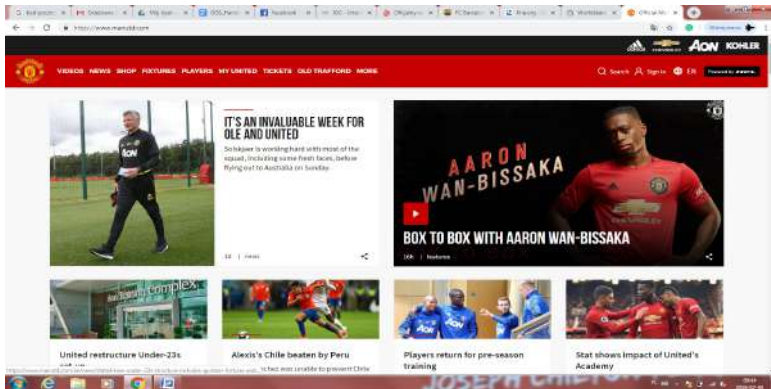
[#GoodGovernanceSport](https://twitter.com/GoodGovernanceSport)

[FB/groups/GoodGovernanceSport](https://www.facebook.com/groups/GoodGovernanceSport)

1. Communication with wide public – design and functionalities, social media, regular updates, contact information, language versions;

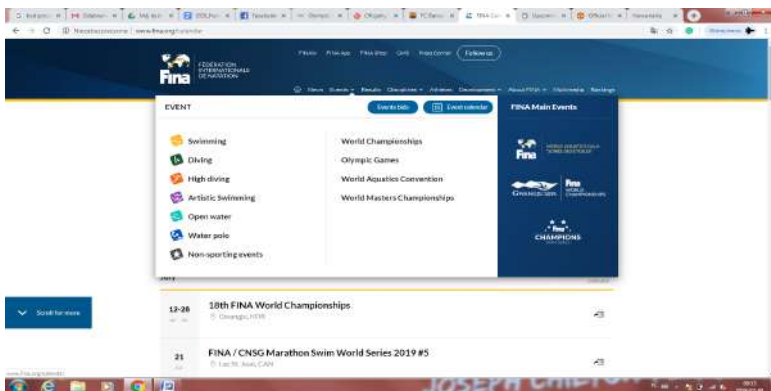
### A) WEBSITE GRAPHIC DESIGN

- the colours should be consistent with the activity of the organization and the subject of the website. The colour can influence on the frame of mind.



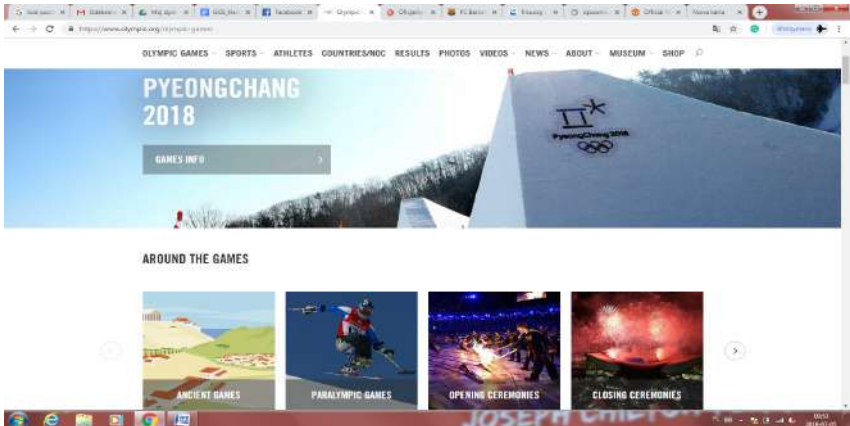
(Source: <https://www.manutd.com/en>)

- use three or four main colour on your website to make your website more readable.
- the main style should be consistent with all subpages.



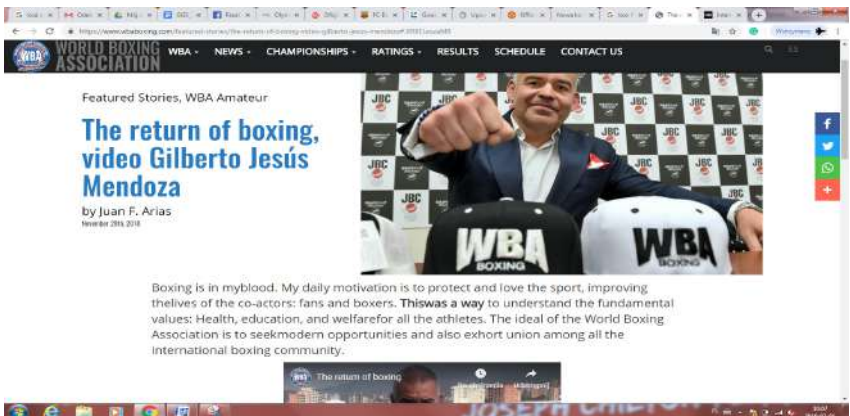
(Source: <http://www.fina.org/>)

- using solutions such as interline, spacing, text highlighting, flags.
- minimalistic pages are more legible and do not distract from the text on the page. The page loads faster than websites with many features and elements.



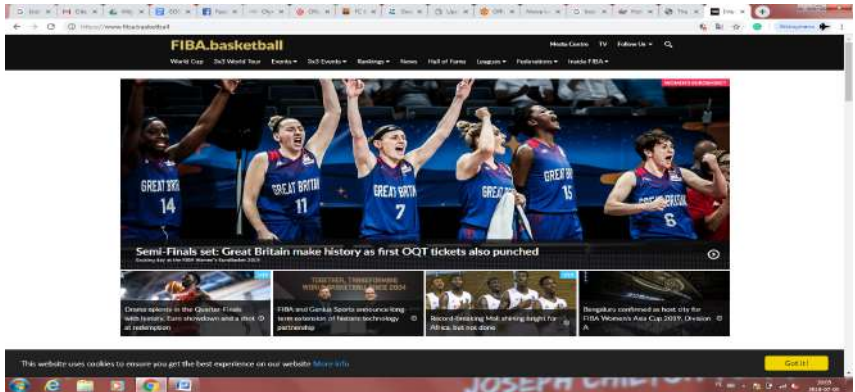
(Source: <https://www.olympic.org/the-ioc>)

- use simple shapes and topographies (simple, clear fonts, often in bold, large sizes); fonts and its colours which will be consistent with the background.



(Source: <https://www.wbaboxing.com/>)

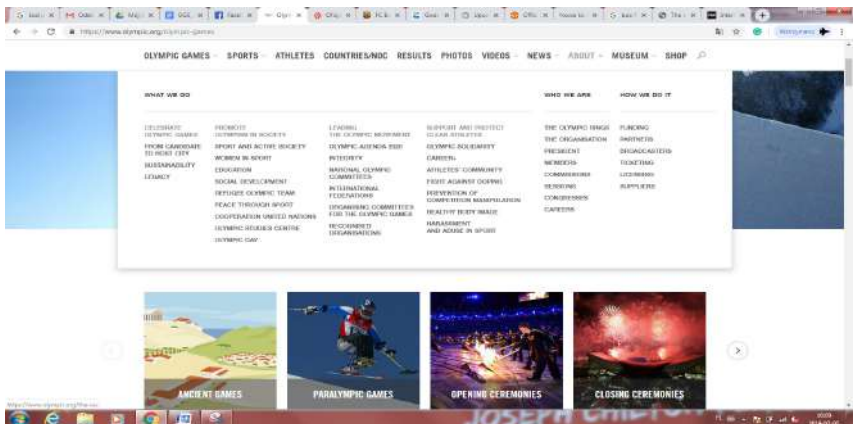
- Large photos or video in the background. Use a huge, high-quality photo that pays the attention of the users immediately after entering your website.



(Source: <https://www.fiba.basketball/>)

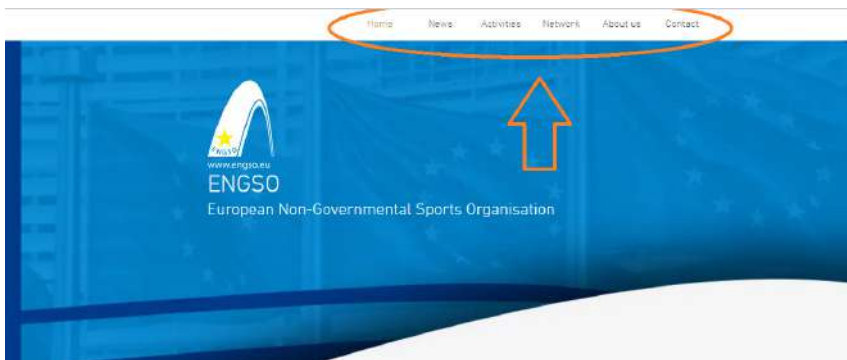
## B) WEBSITE NAVIGATION

- Build a clear structure of the menu. Set the proper order of the tabs. The menu cannot have too many tabs.



(Source: <https://www.olympic.org/the-ioc>)

- You must include such bookmarks like contact, about us, project, structures of the organization.



(Source: <https://www.engso.eu/>)

- think about the role of the footer on the site. You can add there 4 information (2 sentences about your organization, many of your site and the contact details).



(Source: <http://www.worldskate.org/>)

- Use simple titles and slogans on the top of the website. Understandable for readers.



(Source: <https://www.wbaboxing.com/>)

- Connect logo of your organization with home page. Users treat logo as a bottom “home”.



(Source: <https://www.fiba.basketball/>)

- Highlight the links on your website. You can use blue colour or underline the text.



(Source: <https://www.engso.eu/>)

- Create a separate field where you can present sponsors. You will become more transparent.



(Source: <https://www.fiba.basketball/>)



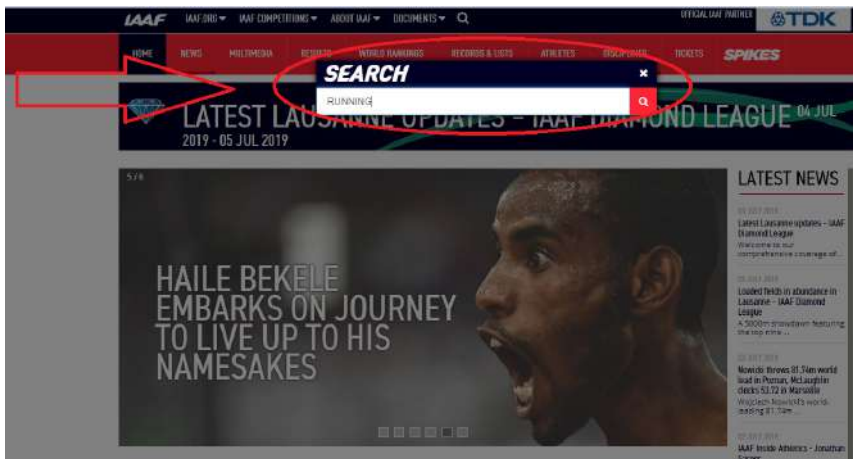


(Source: <https://www.fivb.com/>)



(Source: <https://www.manutd.com/en>)

- Add the search engine with your website on the top of your site. Be sure it works.

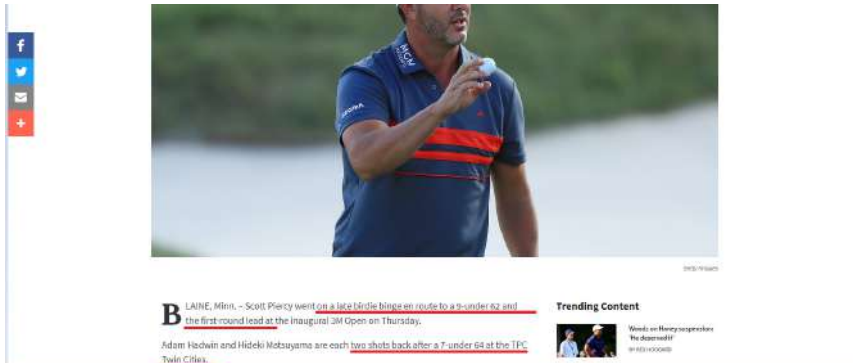


(Source: <https://www.iaaf.org/home>)



## C) TEXT ON THE WEBSITE – THE RULES OF EDITING

- provide up to date and reliable content.
- write with simple sentences. Use industry language.



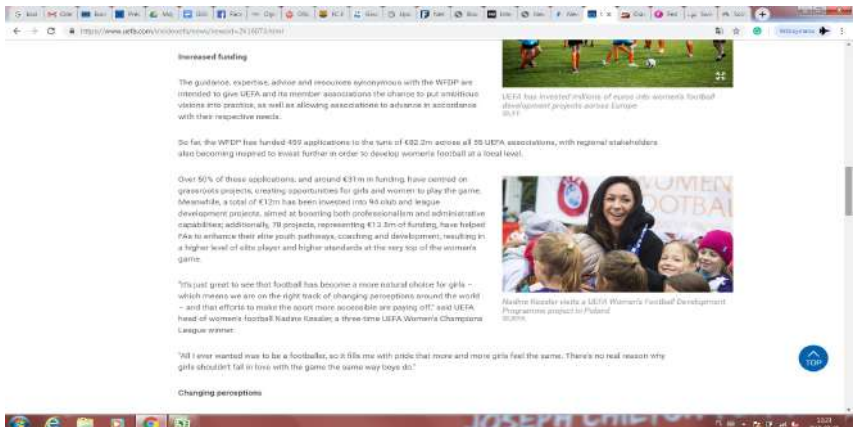
**B** LAINE, Mini, – Scott Piercy went on a late hole-in-one en route to a 3-under 62 and the first round lead at the inaugural JM Open on Thursday.

Adam Hadwin and Hideki Matsuyama are each two shots back after a 7 under 66 at the TPC Twin Cities.

**Trending Content**  
Watch on Harry's experience  
The Roseville  
@HARRYROSE

(Source: <https://www.igfgolf.org/>)

- in one paragraph, include and describe just one thought. This will help to navigate through content.



**Increased funding**

The guidance, expertise, advice and resources synonymous with the WDFP are intended to give UEFA and its member associations the chance to put ambitious visions into practice, as well as allowing associations to advance in accordance with their respective needs.

So far, the WDFP has funded 451 applications to the tune of €62.2m across all 55 UEFA associations, with regional stalwarts also becoming inspired to invest further in order to develop women's football at a local level.

Over 50% of these applications, and around €31 m in funding, have centred on grassroots projects, creating opportunities for girls and women to play the game. Meanwhile, a total of €12m has been invested into 84 clubs and league development projects, aimed at boosting both professionalism and administrative capabilities. Additionally, 78 projects, representing €12.3m of funding, have helped FA's to enhance their elite youth pathways, coaching and development, resulting in a higher level of elite player and higher standards at the very top of the women's game.

"It's just great to see that football has become a more natural choice for girls – which means we are on the right track of changing perceptions around the world – and that efforts to make the sport more accessible are paying off," said UEFA head of women's football Nadine Knappe, a three-time UEFA Women's Champions League winner.

"I'd I ever wanted to be a footballer, so it fills me with pride that more and more girls feel the same. There's no real reason why girls shouldn't fall in love with the game the same way boys do."

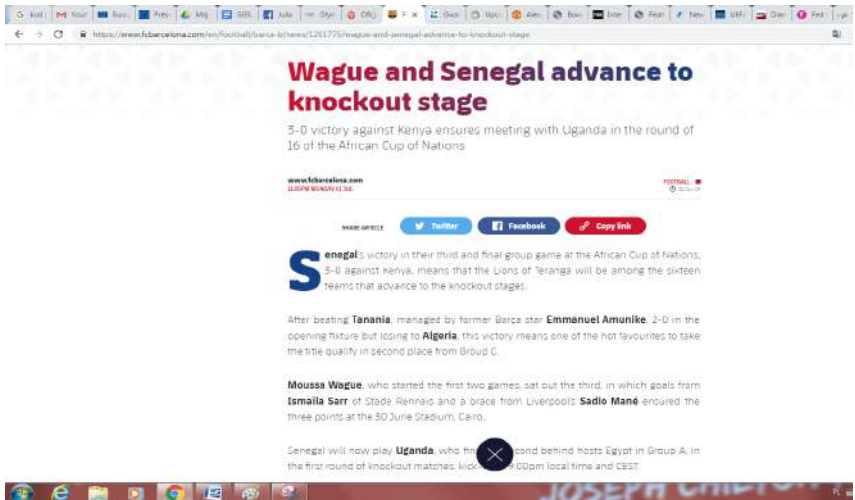
**Changing perceptions**

UEFA has invested millions of euros into women's football development projects across Europe  
@UEFA

Nadine Knappe visits a UEFA Women's Football Development Programme project in Poland  
@UEFA

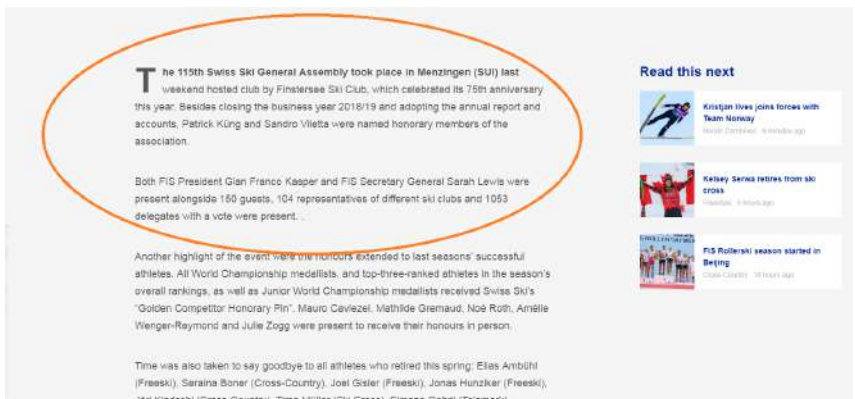
(Source: <https://www.uefa.com/>)

- the most important information should be bold or written in bold font. It will make the text clear and esthetic.



(Source: <https://www.fcbarcelona.com/en/>)

- in the first paragraph write a summary of the text and then develop it. readers do not like to guess what is the main point of the text.



(Source: <https://www.fis-ski.com/>)

- don't forget about the graphics. We live in the time of picture writing so even the best text will not be interesting for the readers if there isn't any picture.



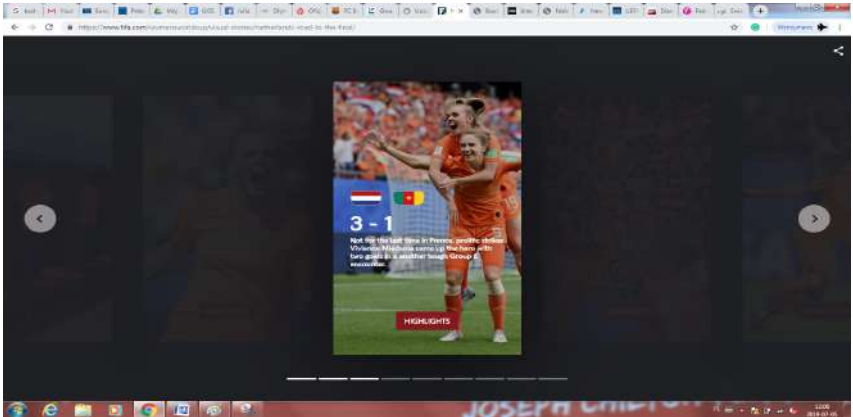
(Source: <https://www.manutd.com/en>)

- remember that it is really important to put the date of publication. The readers of your site must know that the content that you contain is up to date.



(Source: <https://www.fedcup.com/en/home.aspx>)

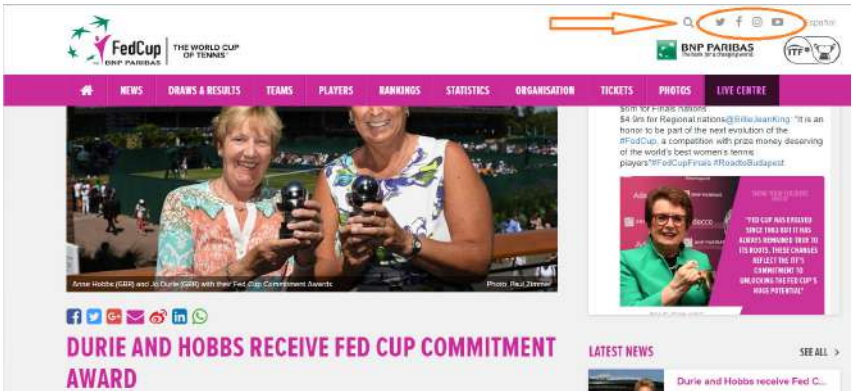
- try to present all the information in the most interactive way as you can



(Source: <https://www.fifa.com/womensworldcup/>)

## D) SOCIAL MEDIA COMMUNICATION

- Connect your website to all of the social media you use



(Source: <https://www.fedcup.com/en/home.aspx>)



(Source: <https://www.fcbarcelona.com/en/>)

2019	CUP	EUROPEAN CHAMPIONSHIP, DIVISION B	CHAMPIONSHIP	M
Riga, LATI Nis, Zrenjanin, Belgrade, SRB	Herskion, Greece	Siolegg, MKD	Prins, Cape Verde	Me
27 JUN - 7 JUL 2019	29 JUN - 7 JUL 2019	5 - 14 JUL 2019	5 - 14 JUL 2019	d



## FOLLOW US

Be the first to know the hottest news about international basketball!

**OUR DAILY NEWSLETTER**

Get the latest basketball news directly into your mailbox!

SUBSCRIBE NOW

**402,144**

FOLLOWERS ON TWITTER

FOLLOW US NOW

**6,082,255**

LIKES ON FACEBOOK

LIKE FIBA BASKETBALL

**589,852**

SUBSCRIBERS

SUBSCRIBE NOW

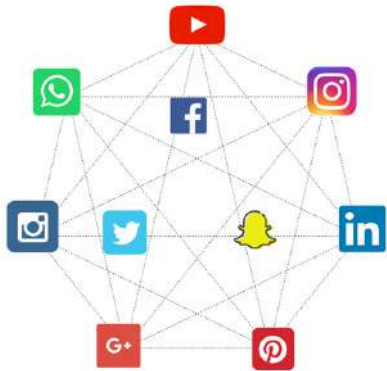
**761,166**

FOLLOWERS ON INSTAGRAM

FOLLOW US ON INSTAGRAM

(Source: <https://www.fiba.basketball/>)

- Choose the best social media channel for your organization that is the most popular in your local community/country



*(source: own elaboration)*

- Choose the target group. Build a community, focus on finding stakeholders who are really interested in.
- Adjust the text to your target group (take into consideration their age, interests, formal/informal language).



*(source: own elaboration)*

- Engage with your stakeholders by giving feedback and asking questions concerning your activities, actions, anything related to your organization.
- Maintain relationships with journalists. By giving a clear answer and sharing information with them, you can emphasize the transparency in your organization.
- be a part of the conversation online (comments, messages). Try to engage fans in various actions. Give them the opportunity to speak on specific issues and respond to comments.



*(source: own elaboration)*

- using social media to find out the recipients' interests, needs & preferences.
- Competitions greatly increase engagement. They popularize social media on which they are organized. Online reach generated thanks to the competitions can be much more valuable than the prizes for winning the given competition.
- Use first person plural (we, us).
- Don't like your own post.
- Point at least one person who will be responsible for updating the information.



## E) REGULAR UPDATES

- don't over-promote. Create own content that people will enjoy.
- your own marketing strategy should be consistent with all social media channels and the website.
- follow up with stakeholders through the newsletter, but do not spam their mailbox.
- remember about high-quality materials. All fans love to browse them, and since these materials are so popular, serving them in low quality is the greatest possible sin. If you use graphics on it, also take care of their proper placement and appearance, as they can have a very positive impact on the reception of the entire website.
- Without regular information, users can notice that this source of information is not very useful. They will then start looking for alternative places from which they could get the latest news.
- Present all decisions which were made by board management, or other organization bodies, right after the meeting.

## F) CONTACT INFORMATION

- Show your personality. Humanize your organization it will connect you better with your stakeholders.
- Make sure your visitor is contacting the right person. If you have several departments, make it easy for your visitors by giving them the right email to the right person who is responsible for the given tasks.
- Use the Same Language as those who contacting with you.



*(source: own elaboration)*

- Be helpful by providing your stakeholders with information that can help them solve their problems on their own, in the form of a FAQ page
- Include all of the contact details: phone, office address, general e-mail, contact form.



(Source: <http://www.fina.org/>)

## G) LANGUAGE VERSIONS

- choose which languages are the most important for you to distribute the content from your website,



(Source: <https://www.fei.org>)

- more languages more costly process,

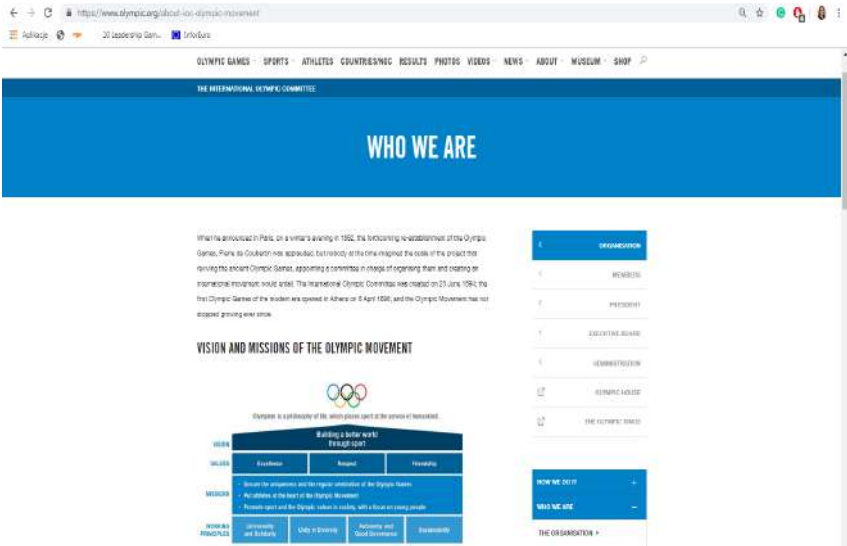


(Source: <https://www.fcbarcelona.com/en/>)

- create at least an English version of your website. Make your website available for foreigners who live in your country or abroad.

## 2. Organizational information – what should be included, in what form, regularity, vision, mission, milestones, strategies;

- Emphasize the vision & mission and milestones of your organization by creating the separate tab to present the action strategy short- or long-term. You can use infographic, video, icons to present such information.



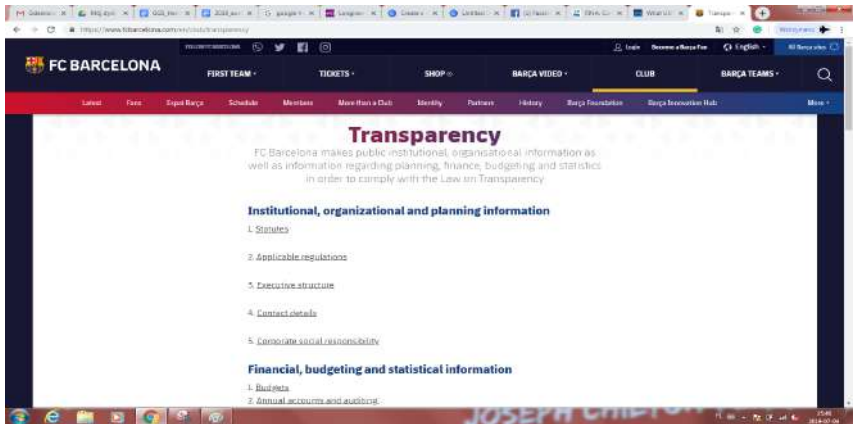
(source: <https://www.olympic.org/about-ioc-olympic-movement>)

- it is added value if you present what your organization/association do by presenting it in the form of infographic or video,



(Source: <https://www.uefa.com/>)

- Include such topics as transparency, equality, openness to amicable problem solving and mutual understanding as to the basic features of the mission you want to pursue,



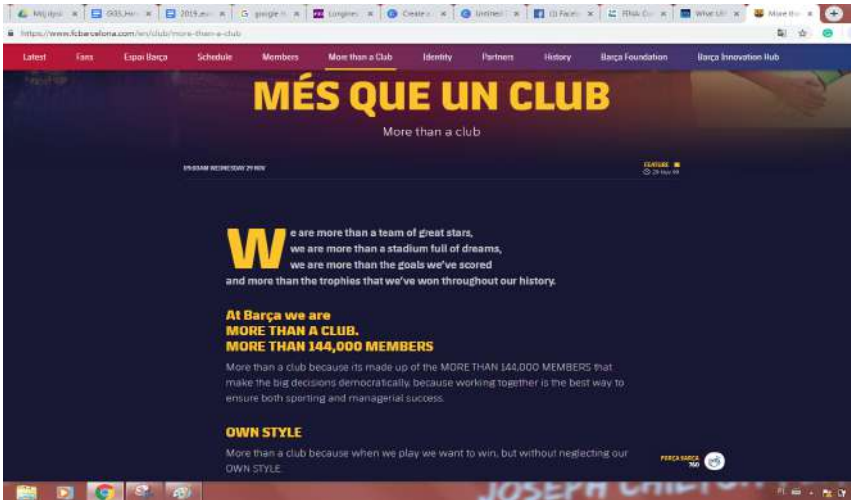
(source: <https://www.fcbarcelona.com/en/club/transparency>)

- add the tab “history” and present in a short way the history of your organization/association



(Source: <https://isu.org/>)

- put all of the slogans that are connected with your organization or explain why one slogan refers to your organization.

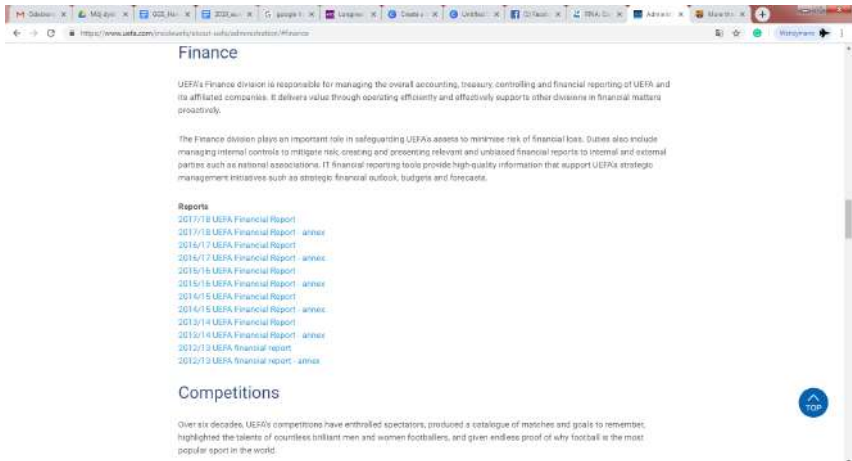


(source: <https://www.fcbarcelona.com/en/club/more-than-a-club>)

- what should be included, in what form, regularity, vision, mission, milestones, strategies ...;

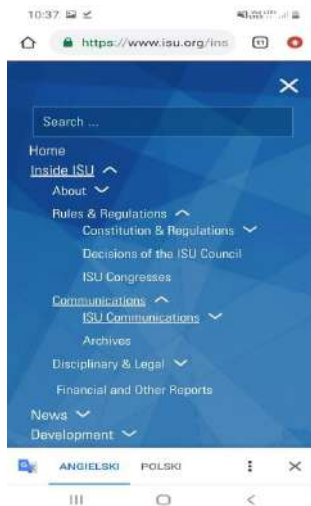
### 3. Available documents – what should be included, how to be positioned in order to be easy reachable, language versions;

- you should add attachments that present financial and budgeting information such as annual budgets (for the min. 5 previous years), budget report that present all assets and liabilities, income and expenses, members salaries, etc.



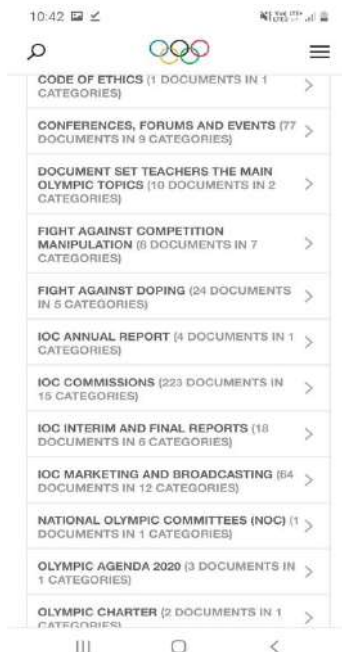
(Source: <https://www.uefa.com/>)

- it's really important to add attachments of all the institutional, organizational and planning information, such as statutes, regulations (for boards, members, normal people).



(Source: <https://isu.org/>)





(Source: <https://www.olympic.org/the-ioc>)

- remember to put all the documents in pdf or another format that will work regardless of the system that the recipient has (mac, windows, ios etc.) and the device on which it checks (mobile phone, laptop, TV),
- it's added value to having all of these attachments in English version (the most important and the biggest organization/federation limit their attachments to English version). Some organizations prefer to add all documents in their national language and English but if your organization/association has just a local range you can add all attachments in your national language.

CONSOLIDATED INCOME STATEMENT					
	2020/2021	2019	2018/19	2017/18	2016/17
	Mill. €	Mill. €	Mill. €	Mill. €	Mill. €
Operating profit	1	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	2	2,000,000	2,000,000	2,000,000	2,000,000
Other income	3	200,000	150,000	150,000	150,000
Expenses	4	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	5	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>6</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	7	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	8	2,000,000	2,000,000	2,000,000	2,000,000
Other income	9	200,000	150,000	150,000	150,000
Expenses	10	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	11	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>12</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	13	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	14	2,000,000	2,000,000	2,000,000	2,000,000
Other income	15	200,000	150,000	150,000	150,000
Expenses	16	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	17	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>18</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	19	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	20	2,000,000	2,000,000	2,000,000	2,000,000
Other income	21	200,000	150,000	150,000	150,000
Expenses	22	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	23	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>24</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	25	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	26	2,000,000	2,000,000	2,000,000	2,000,000
Other income	27	200,000	150,000	150,000	150,000
Expenses	28	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	29	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>30</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	31	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	32	2,000,000	2,000,000	2,000,000	2,000,000
Other income	33	200,000	150,000	150,000	150,000
Expenses	34	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	35	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>36</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	37	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	38	2,000,000	2,000,000	2,000,000	2,000,000
Other income	39	200,000	150,000	150,000	150,000
Expenses	40	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	41	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>42</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	43	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	44	2,000,000	2,000,000	2,000,000	2,000,000
Other income	45	200,000	150,000	150,000	150,000
Expenses	46	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	47	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>48</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	49	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	50	2,000,000	2,000,000	2,000,000	2,000,000
Other income	51	200,000	150,000	150,000	150,000
Expenses	52	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	53	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>54</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	55	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	56	2,000,000	2,000,000	2,000,000	2,000,000
Other income	57	200,000	150,000	150,000	150,000
Expenses	58	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	59	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>60</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	61	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	62	2,000,000	2,000,000	2,000,000	2,000,000
Other income	63	200,000	150,000	150,000	150,000
Expenses	64	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	65	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>66</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	67	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	68	2,000,000	2,000,000	2,000,000	2,000,000
Other income	69	200,000	150,000	150,000	150,000
Expenses	70	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	71	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>72</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	73	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	74	2,000,000	2,000,000	2,000,000	2,000,000
Other income	75	200,000	150,000	150,000	150,000
Expenses	76	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	77	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>78</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	79	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	80	2,000,000	2,000,000	2,000,000	2,000,000
Other income	81	200,000	150,000	150,000	150,000
Expenses	82	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	83	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>84</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	85	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	86	2,000,000	2,000,000	2,000,000	2,000,000
Other income	87	200,000	150,000	150,000	150,000
Expenses	88	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	89	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>90</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	91	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	92	2,000,000	2,000,000	2,000,000	2,000,000
Other income	93	200,000	150,000	150,000	150,000
Expenses	94	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	95	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>96</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	97	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	98	2,000,000	2,000,000	2,000,000	2,000,000
Other income	99	200,000	150,000	150,000	150,000
Expenses	100	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	101	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>102</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	103	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	104	2,000,000	2,000,000	2,000,000	2,000,000
Other income	105	200,000	150,000	150,000	150,000
Expenses	106	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	107	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>108</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	109	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	110	2,000,000	2,000,000	2,000,000	2,000,000
Other income	111	200,000	150,000	150,000	150,000
Expenses	112	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	113	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>114</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>
Operating profit	115	1,022,000	1,102,000	1,136,000	1,141,000
Government grants	116	2,000,000	2,000,000	2,000,000	2,000,000
Other income	117	200,000	150,000	150,000	150,000
Expenses	118	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Other income	119	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Total income</b>	<b>120</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,200,000</b>

(Source: <https://www.uefa.com/>)

- don't forget about the transparency of the available documents; it's better to present all of this information in points or in the form of a table.

#### 4. Membership information – what should be available for the members and about the members;

- create the tab “structures of the organization” and enlist all bodies which are involved in the management of your organization – board management, audit commission, the board of directors, managers of promotion and sponsoring,

  
 Olympism is a philosophy of life, which places sport at the service of humanity.

VISION	Building a better world through sport		
	Facilities	Research	Partnerships
MISSIONS	Expand the universality and the regular celebration of the Olympic Games		
	Provide sport and the Olympic values to society, with a focus on young people		
PRINCIPLES	Universality and Inclusivity	Integrity and Honesty	Excellence and Good Governance
	Sustainability	Respect	Transparency

## OLYMPISM

The visual ambassador of Olympism for billions of people is the Olympic symbol, widely known throughout the world as the Olympic rings.

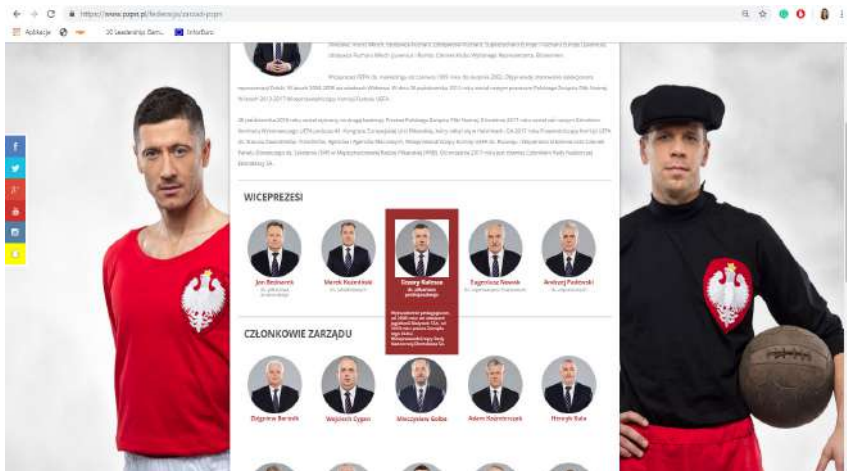
Olympism is a philosophy of life, existing and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles.

## THE OLYMPIC MOVEMENT



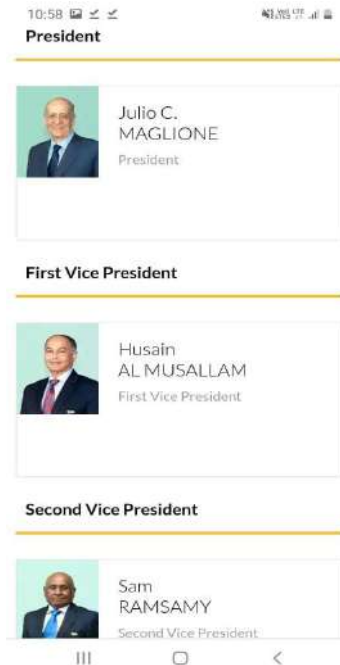
(Source: <https://www.olympic.org/the-ioc>)

- you can add a short summary of the life of the most important members or their previous experience,



(source: <https://www.pzpn.pl/federacja/zarzadz-pzpn>)

- the added value is the inclusion of photos of the most important members of the organization/association,



(Source: <http://www.fina.org/>)

- introduce all members of the organization (but first ask them for permission to share their data online), you can add below their data “Copyright 2019 (name of your organization). Permission to use quotations from this article is granted subject to appropriate credit being given to (link to your website) as the source”.



(source: <https://www.pzpn.pl/federacja/zarząd-pzpn>)

- if you manage a large organization with many departments, designate contact persons in each of them and enter their business email (disciplinary section, press department, support department, promotion department, etc.),



#### **DZIAŁ WSPARCIA**

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#### **JAKUB KWIATKOWSKI – RZECZNIK PRASOWY**

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**Biuro prasowe:** media@pzpn.pl

#### **RZECZNIK DYSCYPLINARNY**

e-mail: rzecznikdys@pzpn.pl

#### **IZBA DS. ROZWIĄZYWANIA SPORÓW SPORTOWYCH**

e-mail: irss@pzpn.pl



(source:<https://www.pzpn.pl/kontakt>)



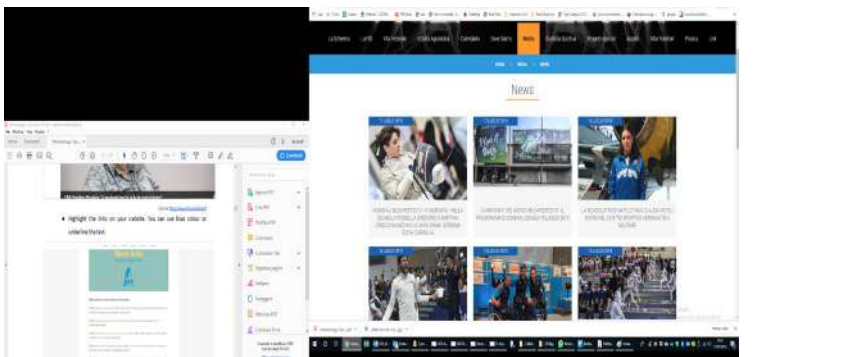
(Source: <http://www.worldskate.org/about/organisation.html>)

- create a separate tab for regulatory documents such as membership regulations,
- on the website, should be available regulations specifying the general decision and responsibilities of each of the committees that deal with the organization/associations.

## 5. News sections – what should be included, how should it look, should it include different news sections and what kind;

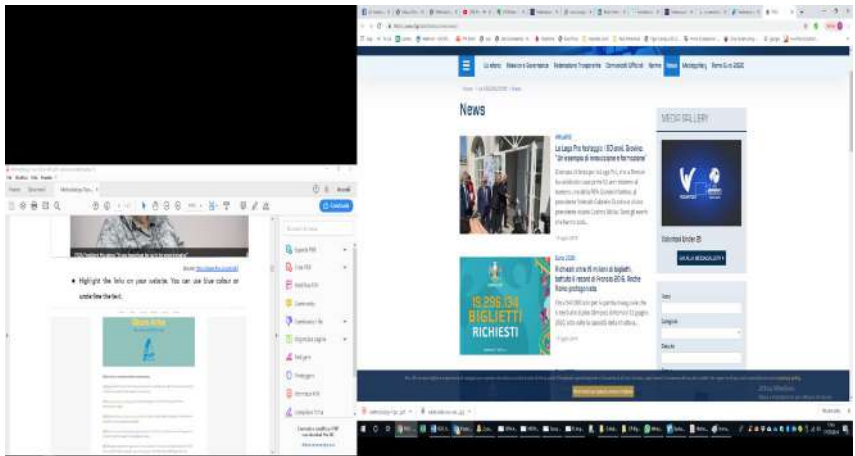
### A) ASPECT:

- Picture (“real” picture, no shutterstock)
- Title
- Text



<https://www.federscherma.it/homepage/media/news.html>

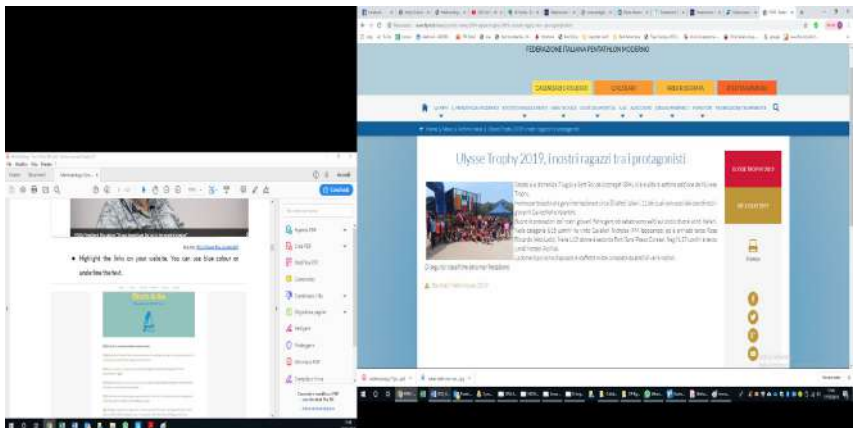




<https://www.figc.it/it/federazione/news/>

**B) CONTENT: the content should be clear and easily understandable**

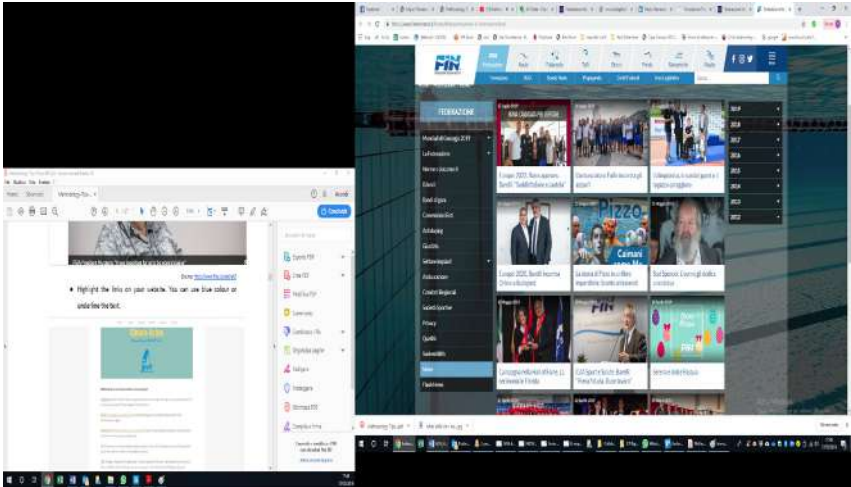
- Title + text + how to (call to action).
- link (results, more pictures etc..).
- contact for more info (email address).



<http://www.fipm.it/news/archivio-news/2074-ulysses-trophy-2019,-i-nostri-ragazzi-tra-i-protagonisti.html>

AREAS: the news should be divided into different areas, for example:

- agonistic competition results,
- grass-root movement,
- official regulations,
- etc...



<https://www.federnuoto.it/>

**6. Management information – what should the management body consider as relevant to be published, what should be the most appropriate form to publish this information, decisions and/or minutes, legal initiatives and policies, other relevant documents and information, how should be updated (regularity).**

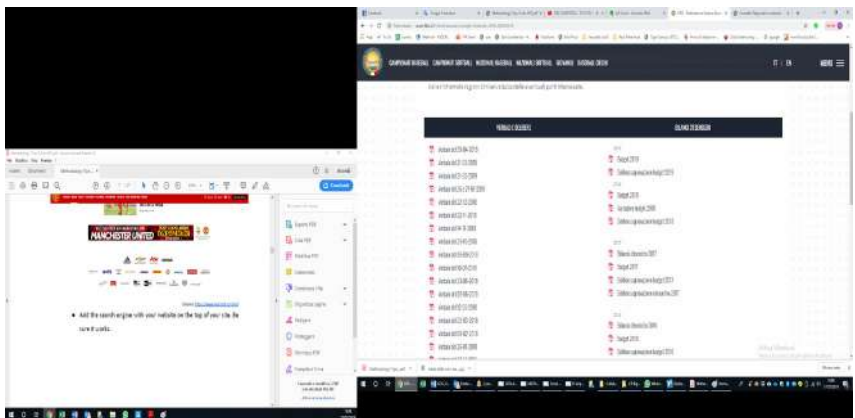
#### A) RELEVANT DOCUMENTS TO BE PUBLISHED:

According to the type of organization (Federation, Sport Club etc..) some documents are mandatory and some not. Here is a list of possible documents to publish:

- Statute and regulation of the organization.
- Strategic document: vision, mission, general programming acts.
- Who we are: historical elements on the organization.

- Regulations of:
  - affiliations,
  - use of public grants,
  - antidoping,
  - instructor technical training,
  - the organization of competitions.
- Other documents:
  - privacy policy,
  - insurance policies,
  - board decisions minutes.

B) WHERE: they should be published in a specific area of the website, in a pdf version.



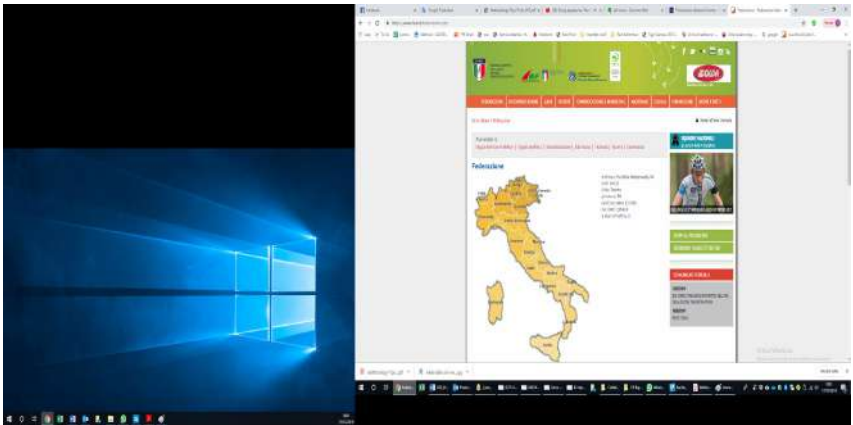
<http://www.fipm.it/>

<http://www.fibs.it/it/federazione/consiglio-federale-2016-2020.html>

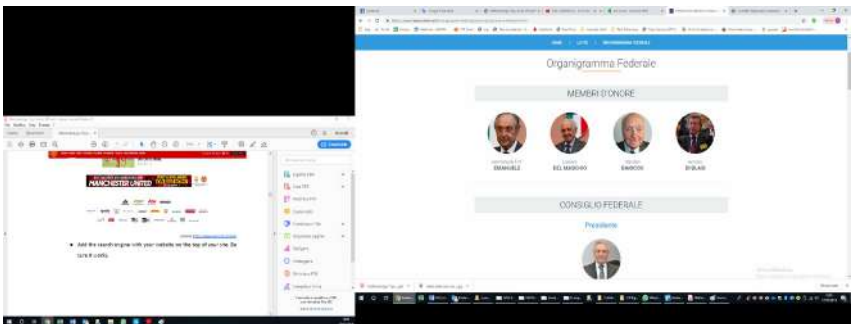
**7. Management member's information – what should be this information (biography, experience, education, pictures, scope of responsibilities, membership/affiliation in other entities, mandate and mandate changes, other relevant structures (control board, consultancy bodies, expert commissions....)**

#### A) RELEVANT DOCUMENTS TO BE PUBLISHED

- Board organization chart
  - Board Members,
  - Consultants,
  - Peripheral organs (Committes),
  - External entities (commissions).



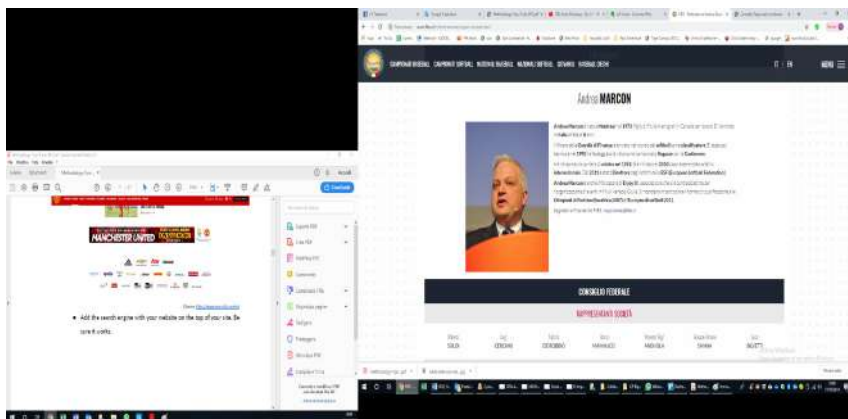
<https://www.fiso.it/federazione.php>



<https://www.federserma.it/homepage/la-federazione/organigramma-federale.html>

B) DETAILS For each person:

- Short description (biography);
- Photo;
- Education / Experience in the field;
- Scope of responsibilities / mandate;
- Official contacts (email and mobile phone).



<http://www.fibs.it/it/federazione/organi-centrali.html>

**8. Financial information available on the website – what kind, how should be presented, for how many years should exist on the webpage, division of incomes and spendings + sources.**

#### RELEVANT DOCUMENTS TO BE PUBLISHED

- Annual financial report (at the end of the year) approved
- Description of the information information relating to grants, contributions, paid positions and in any case economic benefits of any kind received from public administrations or other public entities







# HUMAN RESOURCES ASPECTS IN SPORT ORGANIZATIONS IN TERMS OF INCLUSIVENESS



GOOD  
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in **SPORT**





[eusport.org/GoodGovernance](https://eusport.org/GoodGovernance)

[#GoodGovernanceSport](https://twitter.com/GoodGovernanceSport)

[FB/groups/GoodGovernanceSport](https://www.facebook.com/groups/GoodGovernanceSport)

Sport organisations have a very special role in the society nowadays. On one hand it reflects the the values and conflicts of the community, on the other hand it may be a drive for progress and positive change. Sport has also become an important business field, and as a social tool it also provides opportunities for underprivileged people. In this respect, sport organisations have a great responsibility to underline or redefine community values and principles.

We can identify the following human aspects of sport communities that have impact inside and also well beyond the organisational context.

1. Inclusion of underprivileged people (ethnic minorities, migrants, LGBTQi people, disabled people).
2. Fairplay.
3. Democracy and participation.
4. Safety and security.
5. Gender equality.
6. Intergenerational solidarity and cooperation.

As a community each sport organisation is based on certain values, sometimes more explicitly announced, but sometimes implicitly suggested. It means even if a sport community does not declare any statements in these respects, they function in a way that clearly shows what are the intrinsic values that they follow or do not follow. Avoiding to take and stand on these issues also shows how the sport organisation and its leaders think about these aspects of the sport community.

Below we have collected the most important considerations and some recommendations that may support sport organisations in integrating efficient policies that are the basis of good governance of human aspects of the organisation. It is important that all these aspects are transparent and available in the website of the organisation including its mission, vision, decisions, news and general information.

### **Requirements for the inclusion of underprivileged people**

In our context we use underprivileged for people either discriminated in the actual community or people who have less opportunities due to their social status in the community. This can mean the lack of access to different resources (poverty, marginalisation, isolation, information, education) or it can mean access to rights and opportunities (stereotypes, prejudices and discrimination).

The community shall be managed on the bases of Human Rights, respecting human dignity of all its members irrespective of their different characteristics.

In different communities it can mean different social groups. Each community must understand and identify who are these people and how they can be empowered and involved in participating in sport.

### **Requirements of accessibility for persons with disabilities**

- Understanding the needs and barriers of the targeted group.
- Proper facilities that allow the participation of people with special needs (physical accessibility).
- Competent coaches who can manage mixed groups of special groups.
- Relevant information provided for the target group.
- Special financial resources for creating the physical requirements (grants from governments).

### **Requirements of inclusion of ethnic minorities and migrants**

- Linguistic competences available in the staff (in minority languages).
- Understanding of intercultural aspects and religious characteristics (traditions, clothing, feasting etc.).
- Preventing racism and xenophobia in the sport community.
- Competent coaches and trainers (also involving minority coaches).
- Special information in the language of the targeted groups.
- Understanding the needs and barriers of the targeted group.

### **Requirements of inclusion of LGBTQI people**

- Understanding the needs and barriers of the targeted group.
- Prevention of homo- and transphobia within the sport community.
- Competent coaches and trainers (empowered for inclusive sport facilitation).
- Person responsible for reporting incidents of hate speech and discrimination.
- Special information for LGBTQI people.

## Requirements for fairplay

Fairplay has several aspects that are all related to how to behave with others and with the rules of the sport. It is important to emphasize that ethical considerations help to make sport enjoyable for everyone and allows the real joy of the game for the benefit of all participants and stakeholders.

- Participation must be based on internal and external rules (for all stakeholders including athletes, managers, coaches, parents, etc.).
- Fairplay must be based on written principles that are agreed by all stakeholders.
- A proper monitoring system shall be in place that also provides the means to report incidents in the sport community.
- Rules and principles should be transparent and publicly available.
- Concrete cases must be followed up and transparently consolidated.

## Requirements for democratic culture

Sport community is also a social space for learning social values, rules and behaviour. For this reason, sport has a very special responsibility for how it organises its community. How it deals with conflicts, how it takes decisions, how it reflects of problems and how it protects its members.

- The sport community shall involve its members in decisions to the greatest possible level.
- Members of the community shall be empowered to express their needs and their concerns.
- The decisions of the sport organisation shall be transparent and publicly available.
- Individual rights and freedoms (such as privacy, dignity, equality) shall be protected and monitored.
- Independent reporting mechanisms shall be in place.

## Requirements for safety and security

Physical and mental health of members of the sport community should be in the center of attention in all levels of the sport organisation. In case of minors a special child protection policy can be the basis of efficient and safeguarded functioning.

- A code of conduct shall be agreed and documented that describes procedures and rules of safety and security.
- The safety regulations must be monitored and evaluated regularly.
- All staff members shall be trained on safety and security issues.
- An independent reporting mechanisms with responsibilities shall be in place and function.

### Requirements for gender equality

In a Human Rights perspective women and men are equal and all have the right to practice sport. In practice it is not the case, women in general have less access to sports and are in many cases discriminated against men. However this has improved in the last decades it is still far from real equality. In order to improve it sport organisations can do the following:

- Gender equality shall be part of all policy and strategy documents of the organisation.
- Coaches (also referees) should be equally men and women and shall be competent in gender equality.
- Participation of women and girls require the empowerment and considering special needs of female athletes.
- Media representation of women in sport should be improved on all level of the media (newsletter, websites, television, magazines etc.).
- Women shall be equally engaged in leadership positions of sport organisations (boards, decision-makers, presidents, employees).

### Requirements for intergenerational solidarity

Age is an important aspect of inclusion that we tend to forget. Especially grass root sport organisation may play a role in building solidarity among different age groups through sport.



Accountability and transparency Handbook for sport organizations is a practical edition, devoted to support the activities, implemented by sport entities to ensure their quality visibility, with accent on their online presence. In the present handbook, sport administrators will find:

- State of art of webpages of sport organizations at national and European level – data of different aspects of online presence of sport organizations;
- What is recommendable to be published and visible for the members and citizens;
- Good practices from sport sector that can serve as source of inspiration;
- Good practices from other sectors that can be applied to sport one;
- Useful tips and tricks on how to manage successfully the webpages and social media platforms of their organizations;
- Human resources in sport organizations and how to be more inclusive.

#GoodGovernanceSport project team strongly believe that the present handbook will provide new opportunities for sport sector to continue with the improvement of their public image and to perceive that developing of evidences for accomplishment of good governance principles and recommendation. Following the path of transparency and evidence-based integrity in sport organizations would provide sustainable growth and can contribute to raising the levels of participation in sport and physical activity in the European Union.



## GOOD GOVERNANCE in SPORT

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





# CONCLUSIONS



GOOD  
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in **SPORT**





**#GoodGovernanceSport project** is aiming to find the way of analysing, collecting and promoting the practices for proper visibility of the decisions taken, decision making stakeholders, transparency of public funding in sport organizations.

## Main project aims:

- Improved good governance in sport in sport organizations in Europe at local, national and European level;
- Analysis of public face of European and national sport organizations, based on strict criteria and with transparent methodology, applicable to all of them with the same approach;
- By the planned dissemination events, we will increase attention to good governance at local and national level;
- Prepare and support next sport leaders, that believes and implements the values of integrity, "fair play", transparency, integrity, fairness, dedication with the self-learning path and training mobility's implemented during the project;
- By this project, the evidence base for policy making will be strengthen (studies, data gathering, surveys) at local, national and European level;
- Promotion of good governance principles in sport to all stakeholders and creating good governance multipliers;
- Improve good governance in sport with shortcut to resources - self-learning path in good governance in sport;
- Raise awareness on the added value of sport and physical activities in relation to the personal, professional and social development of individuals through all planned project activities.

Good governance in sport sector has been a topic that is becoming more and more needed in the field, as we are seeing the endless problems, starting with:

- Low numbers of people are actively involved in sport and physical activity. Sport in the present reality is one of many possibilities that European citizens have and sometimes, in some ways, not the most attractive one;
- Interest of the society members to be involved in sport is decreasing more and more due to the endless scandals, corruption, match fixing,

doping, lack of transparency, activities, not focused on sport for all activities and public funding invested mainly in professional sport;

- Public attention is becoming higher on the public finances expenditure (recent resigning of candidate – cities to host Olympic Games) and reflecting the governance problems in sport, people are losing their trust in sport organizations potential and the belief of returning the investments made in major sport events.

European, national and local sport organizations and federations and sport governance at all levels need to implement necessary reforms, as stated already from many European sport organizations with the signing of the declaration on good governance (presented in Brussels in September 2016 and signed by BSDA in Malta in March 2017). As the sport bodies have been invited to commit to promote or implement basic principles of good governance in sport: integrity, transparency, accountability, democracy and inclusivity and as it is only a beginning of a process we need to walk in the present reality in order to make sport compatible in the dynamic world.

Until the moment, across Europe efforts are being made to try and raise governance standards in the sports sector, specifically around the principles of democracy, transparency, accountability in decision-making, and inclusiveness in the representation of interested stakeholders. While taking into account the great diversity of sport structures in different European countries, the EU aims to strengthen the organization of sport in Europe. The proper approach should be to provide added value to work at national level by collecting and sharing good practices and providing practical recommendations that will help increase standards of good governance in sport.

## Concrete project results:

- Survey on good governance in sport and research report on its findings;
- Handbook for accountability and transparency in sport;
- Interactive platform, including self-learning path, educational and learning materials, tools for evaluation of good governance in sport attitudes;
- Dissemination events on national and European level about raising awareness of #GoodGovernanceSport.

## Members of the consortium:

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