



Minutes

Mid-term seminar + Peer Review

“Sport 4 Good Governance” (S4GG)

Monday, **September 17, 9:30-18:00**

Tuesday, **September 18, 9:30-17:00**

Hotel: Hilton Hotel, Archbishop Makarios III Avenue, Nicosia, 1516, Cyprus

Conference venue: Olympic House, Amfipoleos 21, 2025 Nicosia, Cyprus

Monday, September 17

Welcome, Brussels update and good practice examples

Michael Trinker (MT), S4GG Project manager, opened the meeting.

Olga Piperidou, General Director, Cyprus Olympic Committee, welcomed the participants.

MT informed about the actions successfully implemented and the upcoming ones in the frame of the project. (Please see the file “LOT” in your dropbox folder.)

Heidi Pekkola (HP), Policy Officer, ENGSO, informed

- on the latest developments of the Council’s expert group on good governance.
- about the intention of the expert group to link their work with the work being done in the good governance projects to avoid duplication
- good governance will most likely be a funding priority in the sport chapter of the Erasmus for All programme.

(Please see the presentation Pekkola in your dropbox folder.)

Christoph Breuer, Professor, German Sport University Cologne, presented

- the analysis of the S4GG questionnaire.
- areas where the educational toolkit could focus on such as integrity, ethical standards, election, decisions, appeals, executive board and risk management

(Please see the pdf-file Breuer in your dropbox folder.)

Huibert Brands, Consultant Organisation Development, NOC*NSF, was scheduled to hold a presentation but due to unfortunate circumstances he was not able to be present in Cyprus.

Instead of Brands, Umberto Trulli, Consultant, CONI/ Scuola della Sport, held a presentation on good governance/ quality management in his organisation. He emphasized the point that good governance is a special management system. (Please see the presentation Trulli in your dropbox folder.)

Birgit Iraschko, CEO, IPNA Unternehmensentwicklung GmbH, presented how the Styrian Athletics Federation re-organised its business by defining processes and standards. She outlined the newly introduced documentation system and how it improved the work of the federation. (Please see the presentation Iraschko in your dropbox folder.)

Workshop “Lessons to be Learned”

In the afternoon a workshop on “Lessons to be Learned” from the good practice examples and the results of the questionnaire in view of the educational toolkit:

The main outcomes were:

- Need for education and training within sport on certain aspects
- Recommended areas of activity education and training, elections, decisions and appeals, decision making, competence, risk management, regulations, accountability, transparency,
- The target group of the toolkit is national federations.
- Be aware of different concepts on key aspects on good governance → set up definitions/ glossary
- The difference between good governance from a management perspective and from an ethical perspective is not clear-cut

Key features of good governance systems are:

- Competences, training
- Strategy
- Transparency, communication
- Quality control
- Structures
- Standards (internal)
- Defined processes and procedures

Tuesday, September 18

Good practice examples

Thierry Zintz, Vice-President, Comité Olympique et Interfédéral Belge, reported

- on good governance in Belgium with a focus on the French Community.
- the aim should be better governance, as good governance cannot be an end in itself.
- sport organisations in the French Community can engage in a labellisation procedure, where public funding can be rewarded to those who want to engage in the process.
- there are discussions on creating a good governance label for sport organisations.

(Please see the presentation Zintz in your dropbox folder.)

Sallie Barker, Head of Services, Sport and Recreation Alliance, reported on good governance in the UK

- creation of a Voluntary Code of Good Governance for the Sport and Recreation Alliance
- initiative coming from the sport sector itself
- presentation of different tools to educate sport organisations

(Please see the presentation Barker in your dropbox folder.)

S4GG Toolkit

Gabi Freytag, Director, German Leadership Academy, presented the structure of the toolkit. (Please see the presentation Freytag in your dropbox folder.)

1. Master Presentation
2. Self-Evaluation-Tool
3. Recommendations, best practices, instruments, further material
4. Draft for an Executive Workshop

The participants agreed to this structure of the questionnaire.

Workshop on S4GG Toolkit

The participants discussed in greater detail the structure of the educational toolkit by filling in the respective workshop form with the following questions:

1. Master Presentation: Recommendations for the interviews and the content?

2. Self-evaluation-Tool: Any topics missing regarding the results of the questionnaire?
3. Recommendations, best practices, instruments, further material: Which examples and good practices regarding to the different topics of good governance could you recommend for our toolkit?

(The analysis of responses to the questions is still ongoing.)

Master Presentation

- Interviews: Why sports federations should deal with GG

Core Messages, e.g.:

- ✓ “Transparency and accountability are the fundamental basis for a long holding partnership” (Voice of a sponsor)
- ✓ “To improve the communication with all internal and external stakeholders has brought us in an far more active than reactive position” (Voice of an international successful federation)
- ✓ “The reliability of the Olympic Movement depends on how our values are lived. Ethical standards should therefore be a matter or course for all NOC’s and national and international Sport federations in the Olympic family” (Voice of the IOC)

Master Presentation

- Interviews: Why sports federations should deal with GG
→ to highlight the benefit of the approach
- Theoretical Background:
 - the history of GG
 - development in private for-profit, non governmental organizations and sports organizations
 - definitions and understanding (e.g. Governance, Good Governance, Compliance, Sustainability)
 - the Basic Universal Principles of Good Governance (IOC)

→ Common understanding of the topic

Self-Evaluation Tool for the Executives in Sport Federations

- Description (how to use it)
- Self-Estimation on the state of development of the core topics through specific questions
(get results from 0 % to 100 %)
- Make the results visible (transfer the results into a “spider net”)
- Discuss the need for action in your federation
- Plan next steps (measures)

→ Get involved into the topic

Recommendations, best practices, instruments, further material

- collection of material and examples to the core topics
(e.g. mission statement of a federation, board models, frame for a transparent and valid accounting system, example for a code of conduct)

→ Offer support, show solutions to improve the performance in the different dimensions

Annex: Participant List

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