



## Minutes

### Peer Review

“Sport 4 Good Governance” (S4GG)

Wednesday, **December 12, 14:00-18:00**

Thursday, **December 13, 8:30-17:00**

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A S4GG peer review meeting was organised from December 12-13 in Brussels (Belgium, EOC EU Office) and Papendal (Netherlands, NOC\*NSF) in order to

- meet and exchange information/ views with Darren Bailey, chair of the Council’s expert group (XG) on good governance on December 12
- get in-depth knowledge on good governance in sport in the Netherlands

### **Wednesday, December 12**

The meeting on Wednesday focused on the exchange of XG and S4GG.

## Cooperation

The XG presently drafts a document on principles of good governance in sport. To prepare this document, it is the intention of the chair to take into account the results of the projects in the field of good governance financed through the 2011 Preparatory Action in the field of sport. Results from those projects should usefully complement the list of recommendations by providing evidence-based facts and data, by identifying examples of good practices in this field and by suggesting possible further targeted recommendations.

Moreover, the points of the principles on good governance as outlined by the chair are very similar to the thematic priorities S4GG is dealing with.

The chair sees the role of the XG in providing a platform for exchanging good practice examples, promoting good governance and raising awareness by respecting the autonomy of sport organisations.

**Decision:**

- S4GG will communicate the results of the project to the chair of the XG.

## **Common event XG and S4GG**

It was proposed to the chair of the XG that the project consortium would be interested to hold an event prior to the next XG meeting on good governance to which the members of the XG would be invited.

**Decision:**

*S4GG will be informed about the next date of the XG meeting.*

<b>Thursday, December 13</b>
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The meeting on Thursday focused on

- Good practices: Good Governance (GG) in Sport – The case of the Netherlands: NOC\*NSF
- Discussions on the S4GG Toolkit

## **GG and the NOC\*NSF**

Huibert Brands, NOC\*NSF, gave an excellent presentation on good governance in the Netherlands. (Please see also presentation in the dropbox.) His remarks were complemented by Roul Roelfzema from Sport en Zaken.

A code of good governance for sport organisations was developed in 2005 targeted to the member federations of the NOC\*NSF. The code consists of 13 recommendations and is “soft law”. (Please see the 13 recommendations of the NOC\*NSF in the dropbox.) Sport organisations had to follow the principle “comply or complain”.

The process of implementing good governance in the Netherlands was organised in the following way:

- Research on necessity and needs in 2004 (commission of delegates and experts)
- Assessment of 26 federations in 2004 (in cooperation with E&Y)
- Annual Meeting 2005: Installation of GG code
- Evaluation of use and effects 2006
- Annual Meeting 2008: decision to install Minimum Requirements to force compliance (due to some deficiencies detected in the 2006 evaluation)

- Support in models, installation of regulations
- As of 2011 Minimum Requirements are obligatory for funding

The NOC\*NSF provides also the possibility of a self-assessment tool. (See above mentioned presentation!)

Furthermore, the NOC\*NSF provides support to its members with regards to good governance in the following fields:

- Communication (booklet and flyer)
- Inspiration (press articles, interviews)
- Good practice examples
- Knowledge database
- Self assessment tools
- Workshops on good governance
- Funding for individual help (changing statutes)

Lessons learned

- The implementation of good governance is a process and not an end in itself. It's a long road that never ends...
- 'Comply or Explain' is not enough
- Sense of urgency is key driver, but usually not an internal one (in our case the funding issue helped)
- Capacity to support is essential to implement the correct statutes
- Structural 'faults' are the most difficult to address
- Rules are very different from behavior
- Awareness to change the way sports organisations are managed is probably the most valuable result to achieve

## S4GG toolkit

- Format of the toolkit

The format of the toolkit was discussed.

### **Decisions:**

*The toolkit will be produced in the following way:*

- A ~~hard copy booklet~~ flyer providing principal information on good governance and on the toolkit ("how to use it")
- Electronic storage device (USB) provides further information and is linked with the flyer
- Gabi Freytag will obtain quotes until 15/02/2013

- Contents of the toolkit, which will be found on the USB:

The toolkit consists of the following including one additional element:

- Master presentation/ interviews (testimonials)
- Self assessment
- Recommendations/ good practice examples

- [Draft for an executive workshop on Good Governance](#)
- *ADDITIONALLY: Interview (written) on the process of NOC\*NSF*

**Decision:**

- *Huibert Brands will provide a written interview until 15/01/2013*

- Interviews

3 interviews are planned:

- Voice of the Olympic movement
- Voice of an EF or IF
- Voice of a sponsor

**Decisions:**

- *EOC EU Office: Will take care of the voice of the Olympic movement until 28/02/2013*
- *Michael Trinker: Will take care of the voice of the EF (European Handball Federation) until 28/02/2013 at the latest*
- *EOC EU Office/ Michael Trinker: Will take care of the voice of a sponsor until 28/02/2013 at the latest (Red Bull, Puma, European Lotteries)*

- Collection of good practice examples

A series of examples has been identified and filed. A better presentation of the examples in one document will be arranged according to the following structure:

- Articles
- Instruments
- Examples

**Decisions:**

- *Michael Trinker will take care of this document on the collection of good practice examples.*

## Annex: Participant List

Surname	First Name	Organisation	E-mail
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