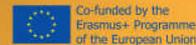


Research Report

#GoodGovernanceSport



GOOD
GOVERNANCE
in SPORT



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

GGS - 590305-EPP-1-2017-1-BG-SPO-SCP

PRINCIPLES OF GOOD GOVERNANCE IN SPORT



- eusport.org/GoodGovernance
- [#GoodGovernanceSport](https://www.facebook.com/GoodGovernanceSport)
- [FB/groups/GoodGovernanceSport](https://www.facebook.com/groups/GoodGovernanceSport)



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Project Facebook group:	https://www.facebook.com/groups/GoodGovernanceSport

Introduction

#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 project outputs is going to be the present report that 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, the present 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. This 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.

Results of the research:

- The present report of results (including anonymous aggregate data on at least 14 European sport organizations and at least 14 National sport organizations);
- A database containing the data for each organization (results are attached to the present report anonymously, with codification of the analyzed organizations);
- A slide presentation of the results.

Transferability: This approach has been used in trade companies, listed on the USA stock market and it has shown that after such analysis, companies are starting to improve their visibility. It is transferable to all levels in sport sector – local sport clubs or sport organizations, national or European sport structures. This approach can be used also in non-governmental organizations in other social sectors such as youth, education, culture and more.

The parameters of the study were inspired by the Partners for Financial Stability /PFS/ Program that researches the investors relations online for more than a decade. As in the sport sector such research has never been done, through this project we are aiming to find out what is the available information on the public websites of the

European and National sport organizations and how this relates to the good governance in sport basic principles.

The survey analyzes information available on the organization website and/or in an annual report available in electronic format on the organization website.

The record date for disclosures is August 30, 2018.

The survey distinguishes whether the organization provides information on management/management board members and board of directors/supervisory board members directly on the organization website or indirectly, meaning that information is not found on a separate page of the organization website but instead is noted in an annual report available in electronic format on the organization website.

The criteria for the survey were determined after analyzing best practice among blue-chip companies in the EU and internationally and the adaptation of those practices to sport sector in the EU.

Terminology

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.

#GoodGovernanceSport Experts research

In the present research, implemented by #GoodGovernanceSport project team we will find out 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.

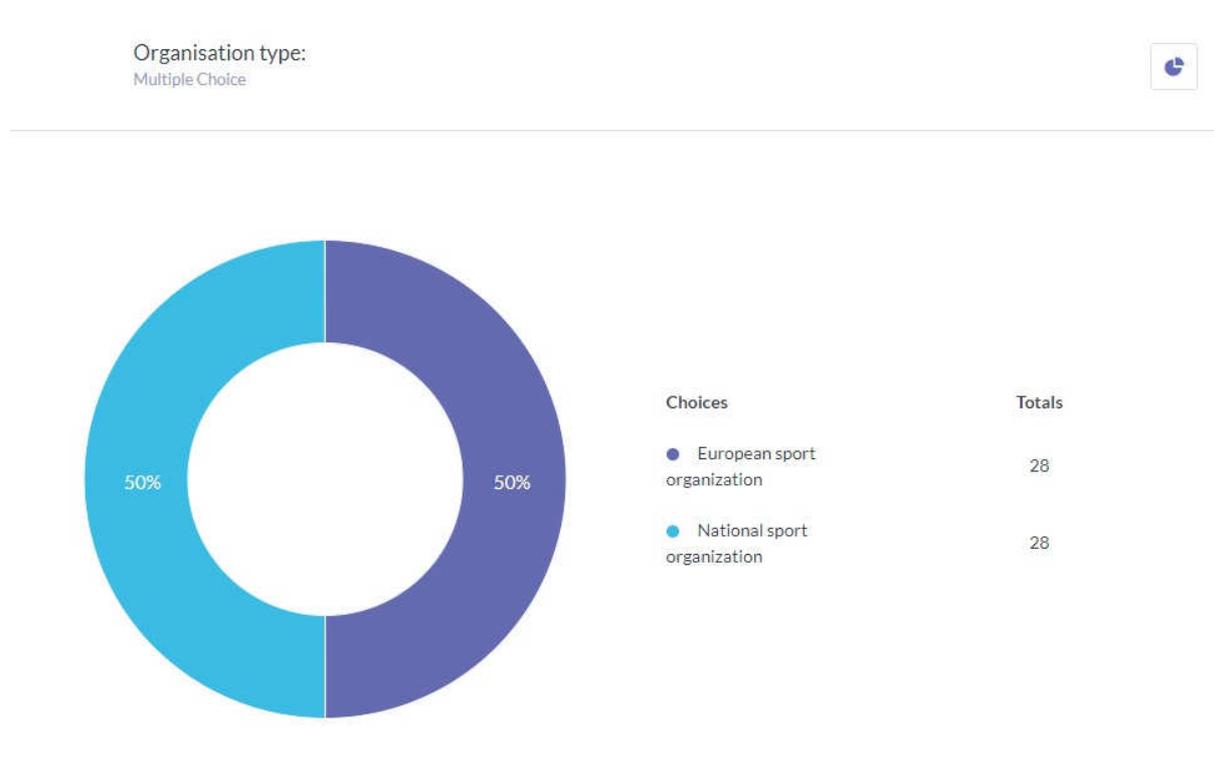
- Separate news section for publishing decisions and news about the management of the organization is available in 50% of the analyzed organizations and is missing from the webpages of another 50% of the sport structures that has been analyzed.
- 57.1% of the organizations haven't published any board 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.

In the following parts of the current report you will find out more information about the details of the implemented research and different information regarding the good governance in sport. Project team strongly believes that the research will serve for improvement of the public portals of sport related organizations and will contribute to the overall improvement of governance processes in sport sector.

Question: Organization type

The research, performed by project experts included the same amount – 2 European and 2 national sport organizations per project country and the number of analyzed by project consortium websites is 28 for European sport organizations and 28 national sport organizations with total number of analyzed websites of 56 organizations.



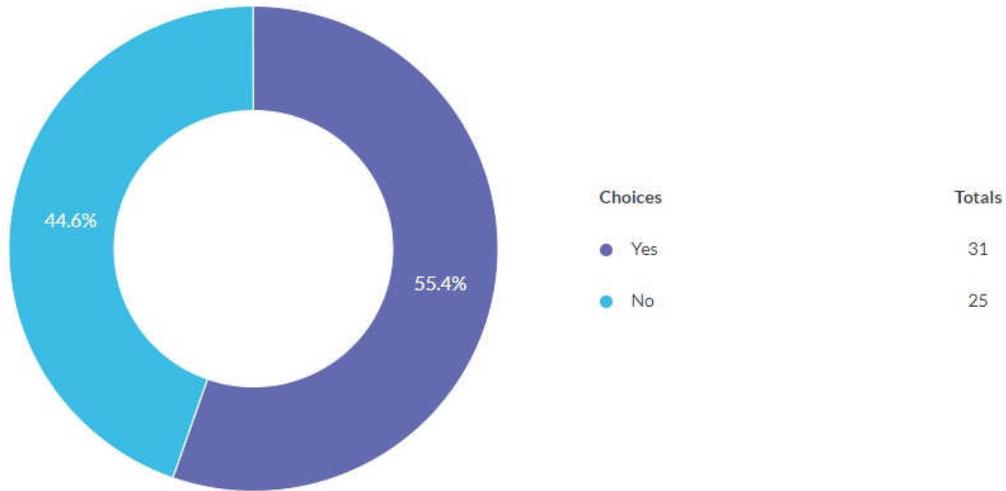
Question: Is there a local language(s) website?

55.4% of all analyzed websites have their website with an available version in the local language(s) of the country that the organization is based in. 44.6% of the organizations do not have language version of their public platform in different language than English and that might refers to the included in the research European organization which if analyzed separately includes only 5 organizations that posses with local language website (17.9% of all 28 analyzed EU organizations). The analyzed



national organizations all have available website in local language(s) except of 2 organizations that do not possess a website at all.

Is there a local language(s) website?
Multiple Choice

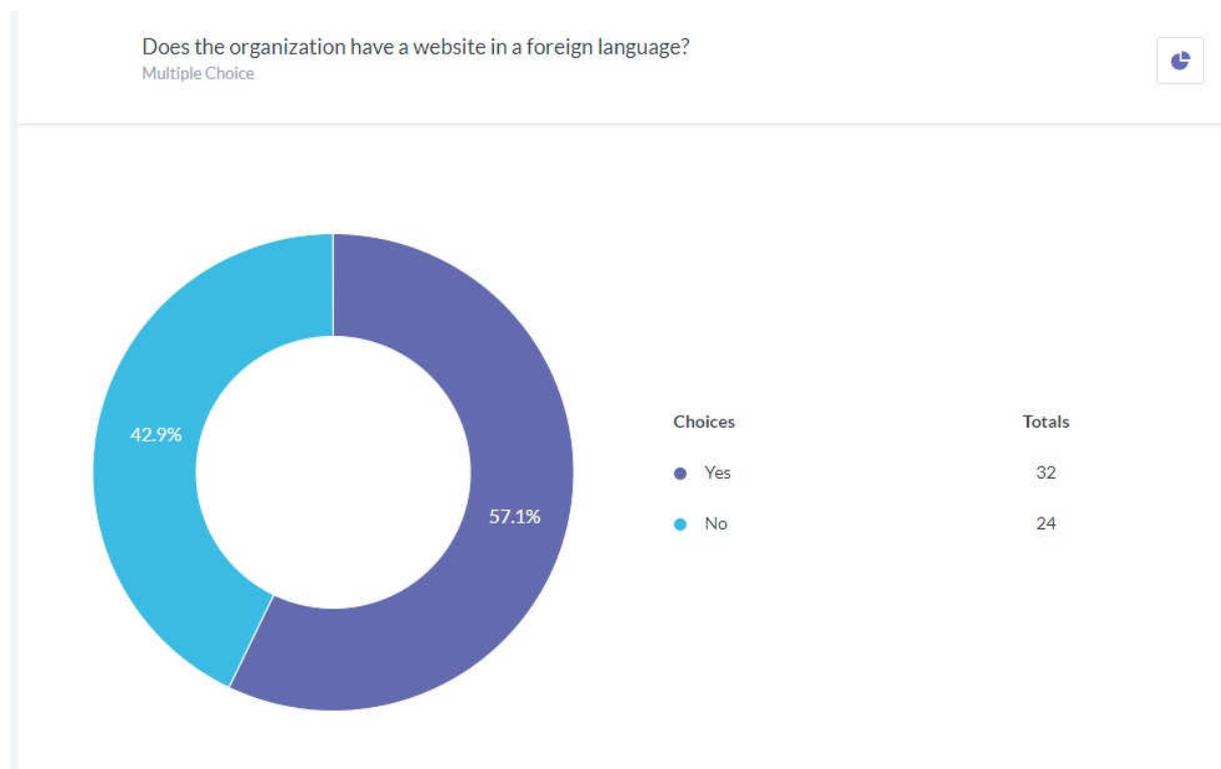


European sport organizations data		
Choices	Totals	%
Yes	5	17.9%
No	23	82.1%

National sport organizations data		
Choices	Totals	%
Yes	26	92.9%
No	2	7.1%

Question: Does the organization have a website in a foreign language?

From all of the analyzed 56 organizations 57.1% have website in foreign language, different than the official language in the country they are based in. Only 8 of the national sport organization, from the 28 analyzed national websites, have their public information portal in foreign language together with the national/local one. 4 of the analyzed European organization do not have a foreign language website either and use only the language of the country they are based/registered to communicate their messages and updates with the wider audience.



European sport organizations data		
Choices	Totals	%
Yes	24	85.7%
No	4	14.3%

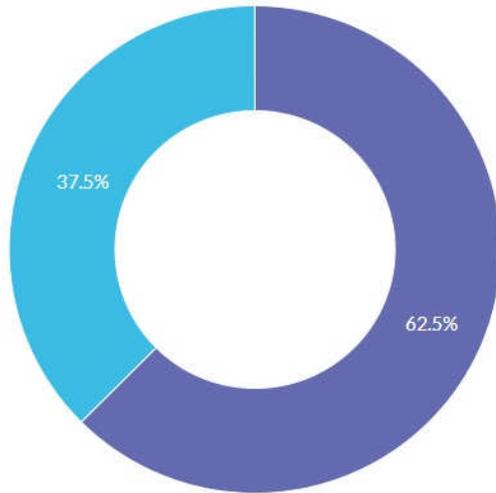
National sport organizations data		
Choices	Totals	%
Yes	8	28.6%
No	20	71.4%

Question: Is there an English-language website?

100% of the European sport organizations have their webpage in English language that compared to only 7 from the analyzed 28 national sport organizations is a huge variation. 75% of the national sport organizations use their communication platform for communication with the citizens of the correspondent country only in their local language and do not communicate their decisions, news and information to the international partners and organizations they work with. This way, if we look at the overall analyzed websites, there are 62.5% of the European and national sport organizations that use English language in their online communication as a tool for dissemination of activities, decisions and information. During the analysis we have also found out some European sport organizations that use also French language as communication option for their activities and information.



Is there an English-language website?
Multiple Choice



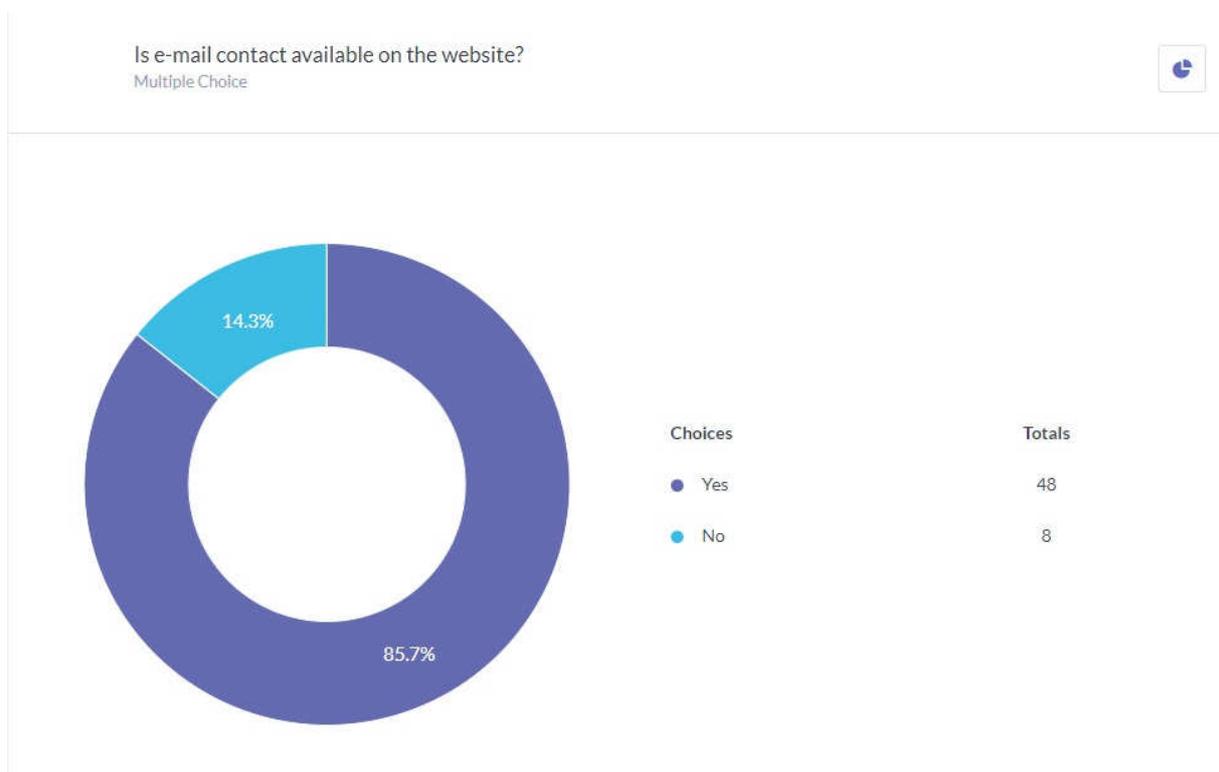
Choices	Totals
Yes	35
No	21

European sport organizations data		
Choices	Totals	%
Yes	28	100%
No	0	0%

National sport organizations data		
Choices	Totals	%
Yes	7	25%
No	21	75%

Question: Is e-mail available on the website?

E-mail contact is one of the most preferred forms of communication in our society and the researchers have found out that this contact is available in the webpages of 85.7% of the analyzed organizations. Almost 15% of the organizations can not be reached by their e-mail or they need to find this information in other sources. If we look at the data of the different range of organizations we will find out that 82.1% of the national organizations have their e-mail available and this percentage is quite similar also for the EU sport organizations that record 89.3% of the websites. We can definitely conclude that this form of communication is easy reachable and available for the citizens that would like to receive information of request data from sport organizations online.



European sport organizations data		
Choices	Totals	%
Yes	25	89.3%

European sport organizations data		
Choices	Totals	%
No	3	10.7%

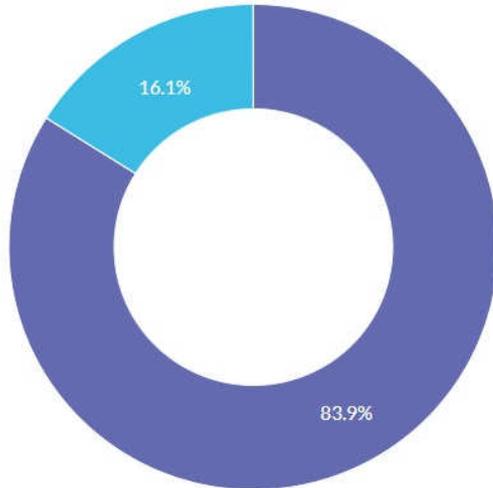
National sport organizations data		
Choices	Totals	%
Yes	23	82.1%
No	5	17.9%

Question:	Is phone contact available on the website?
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Phone contact is still preferred way of communication for people that would like to receive information quicker and with personal approach. We have found out that almost all organizations (83.9%) still can be reached very easy by a phone call. Only 3 (10.7%) of the national organizations and 6 (21.4%) of the EU sport bodies cannot be reached with a phone call or their phone information should be traced at different sources than the official organization page. This information provides the possibility to conclude that the organizations can be reached easy by people that would like to get in contact and they might be able to receive the information they need in a short timeframe.



Is phone contact available on the website?
Multiple Choice



Choices	Totals
Yes	47
No	9

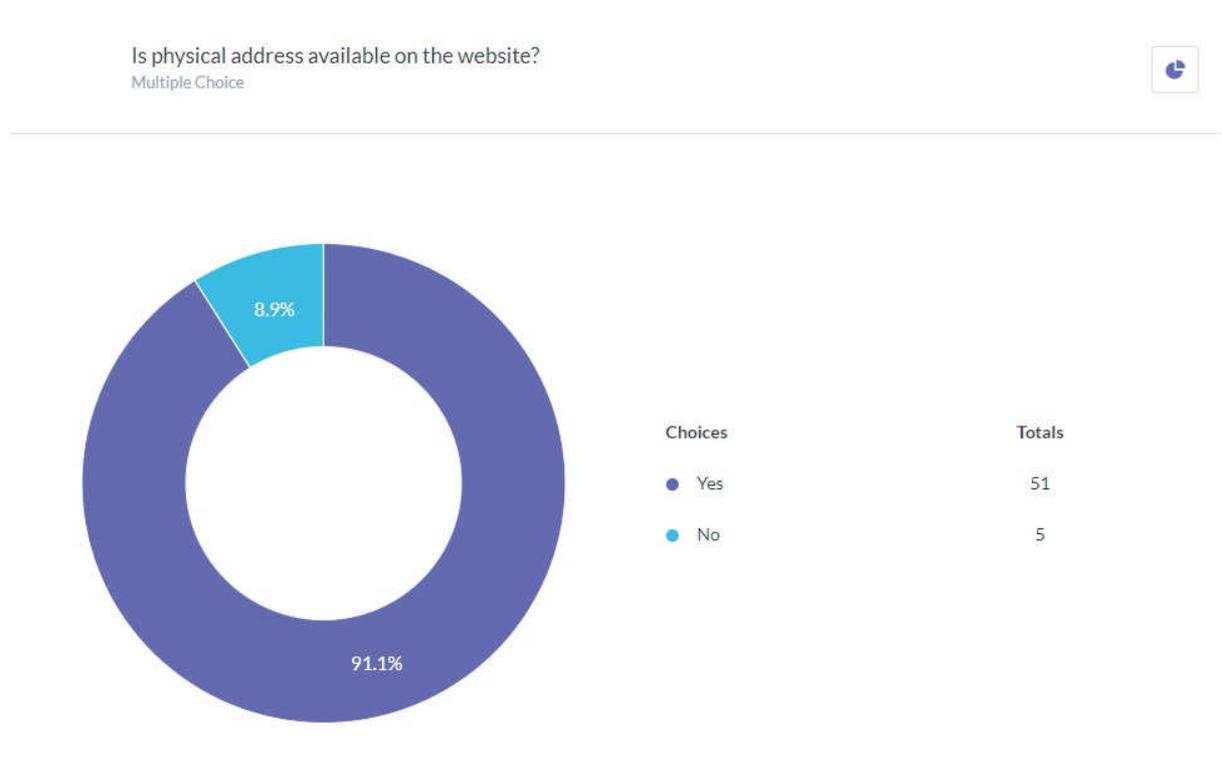
European sport organizations data		
Choices	Totals	%
Yes	22	78.6%
No	6	21.4%

National sport organizations data		
Choices	Totals	%
Yes	25	89.3%
No	3	10.7%



Question: Is physical address available on the website?

In the modern society we are living in, when physical office is less and less important and work place has different meaning from what we have been used to consider few years ago, in the sport sector we summarize that more than 90% (91.1%) of analyzed sport organizations has published their physical location where they can be found and contacted face to face. The percentage maybe would be even higher if we didn't had 2 organizations that do not have an website at all as only 2 European sport organizations doesn't published their physical address and for only 3 national organization this information is missing too.



European sport organizations data		
Choices	Totals	%
Yes	26	92.9%
No	2	7.1%

National sport organizations data		
Choices	Totals	%
Yes	25	89.3%
No	3	10.7%

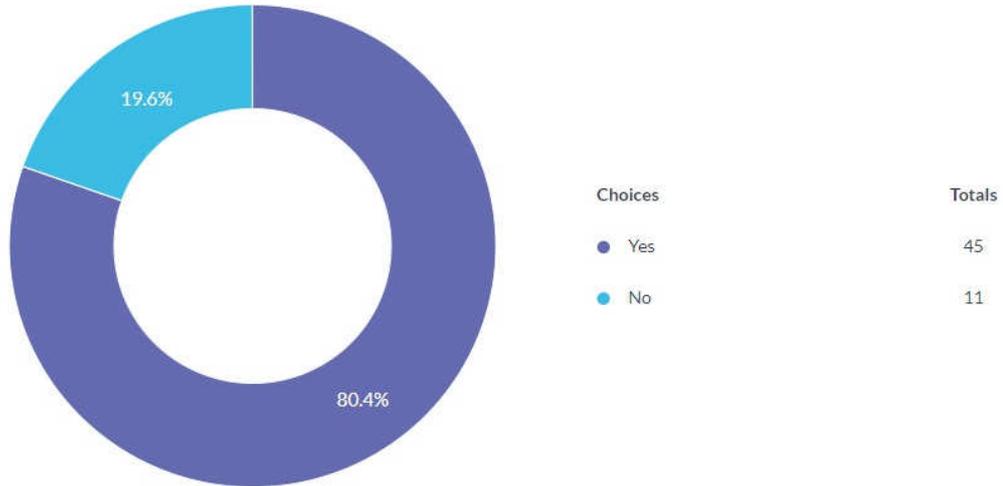
Question:	Are social media channels of the analyzed organization indicated on the website?
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Almost 80% of sport organizations can be considered “social media friendly” and have indicated clear link between their websites and the social media channels they use for communication of their messages and updates. The difference between national and European sport organizations is not significant as 85.7% of analyzed European sport organizations have link to their social media, corresponding to 75% of analyzed national sport organizations. Even that the website itself is part of the wide world of social media instruments, this research has analyzed the link to the social media accounts such as Facebook, Twitter, Instagram, YouTube, that allows more citizens to be reached easily by a single message.



Are there social media channels for the analyzed organization indicated on the website?

Multiple Choice



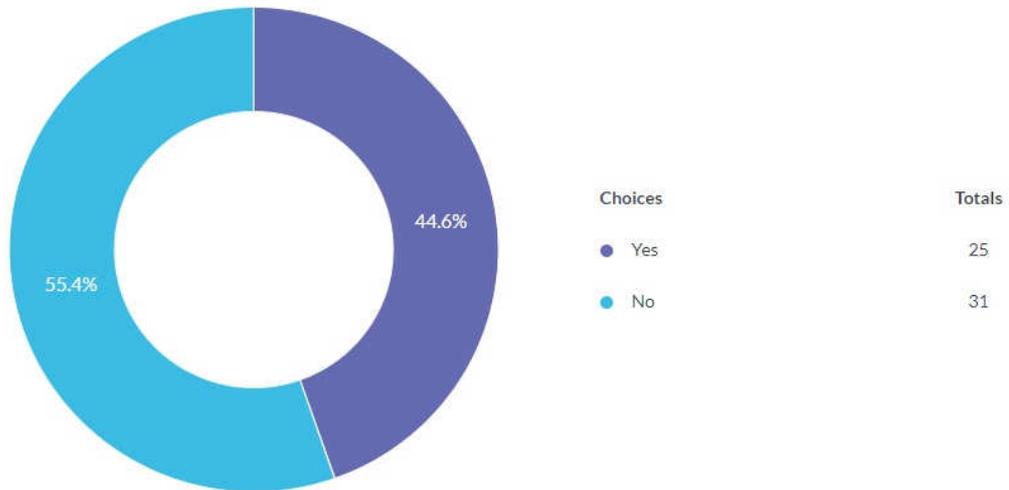
European sport organizations data		
Choices	Totals	%
Yes	24	85.7%
No	4	14.3%

National sport organizations data		
Choices	Totals	%
Yes	21	75%
No	7	25%

Question: Are the Vision and strategy of the organization, goals of the organization and milestones available on the website?

The overall research highlights that only half of the organizations in sport sector have published their strategic documents such as vision, strategy, goals and milestones. These main documents are useful for ensuring awareness of the wide audience what is the concrete aim that the organization wants to reach. Even that in the sport sector is quite obvious that each sport organization is trying to develop the specific sport or variety of sports they are responsible for as much as possible, availability of such documents is quite important. If we check the data for each analyzed category, we will find out that the prevalence of organizations that haven't published this kind of documents on their public portals are the national ones in which we can find trace of such publications only for 10 (35.7%) organizations and we can record 18 (64.3%) organizations that haven't published such information. The data of the European organizations are quite similar as 15 (53.6%) of them published their strategic data and 13 (46.4%) do not have such documents available. One of the main aspects of transparency is the possibility to be followed the level of accomplishment of the aims and goals of one organization and with the unavailability of main documents this would be a challenge both for the taxpayers, that invest part of their taxes in sport sector, and also for the controlling institutions such as state agencies, ministries and committees responsible for the distribution and control of sport budget. In the data, presented in the results of this question, we can clearly see the need of more transparency in the frame of the availability of strategic documents that the organizations in the field of sport possess and they need to their open presentation to wide public. On the other hand, supporters of those sport organizations will be able to find options to support and promote the activities of the organization, if they are fully aware of what is the concrete aim that the sport structure is trying to reach, so we invite sport structures to step forward in this direction as we believe this can lead even to recruiting new sponsors and supporters.

Are the Vision and strategy of the organization, goals of the organization, milestones available on the website?
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	15	53.6%
No	13	46.4%

National sport organizations data		
Choices	Totals	%
Yes	10	35.7%
No	18	64.3%

Question: Are the Values of the organization available on the website?

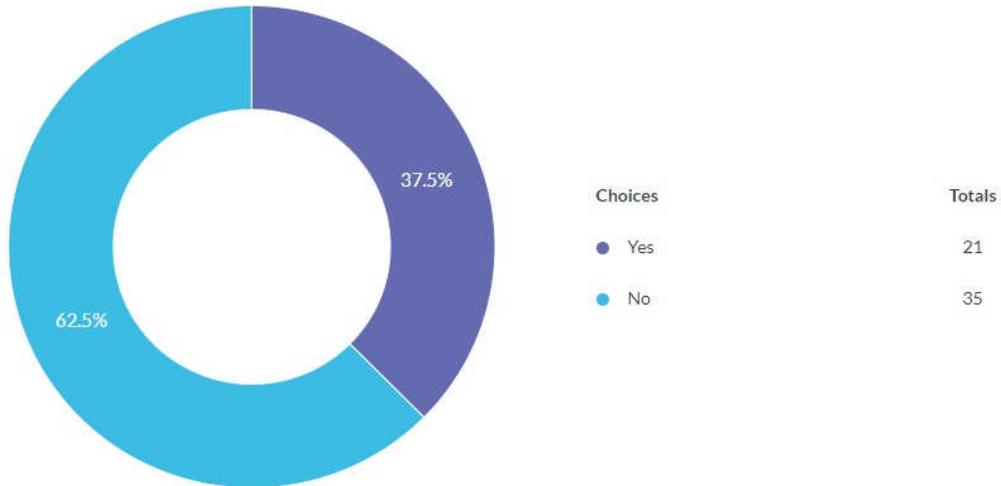
Every organization has a set of values, whether they are written down or not. The values guide the perspective of the organization, as well as its actions. Writing down a set of commonly-held values can help an organization to define its culture and beliefs. When members of the organization subscribe to a common set of values, the organization appears united when it deals with various issues. Communication of values is important both internally and externally. In the analyzed sport organizations we have found traces of published values only in 37.5% of the websites. Quite bigger is the percentage of organizations (62.5%) that haven't published such information. When we think of sports, values are probably not the first thing that comes to our mind. Yet, whether we're aware of it or not, the values that we instill in our children are part of their sports experiences and have an immense impact on every aspect of their athletic lives, as well as their life in general in the short term and well into the future. The values we convey to young athletes act as the lens through which they view the entirety of their sports participation. As a consequence, we should be thoughtful, deliberate, and proactive in instilling in our children the values that we believe will lead them to a fulfilling and enjoyable sports experience, a positive and healthy lifelong relationship with sports, and a successful, happy, and value-driven life.¹

It is quite interesting to compare the results of European and national organizations as we have found out that on European level half of the analyzed organizations have their values published, while on national level only 25% of the organizations have such data available. All of the analyzed national sport bodies are members of a European umbrella organization that has also been analyzed in parallel, but as the data presents the values are much more vivid and present in the life of over national bodies than on our local territories.

¹ https://www.huffingtonpost.com/entry/values-in-youth-sports-part-i_us_5a09eed1e4b0065239218309



Are the Values of the organization available on the website?
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	14	50%
No	14	50%

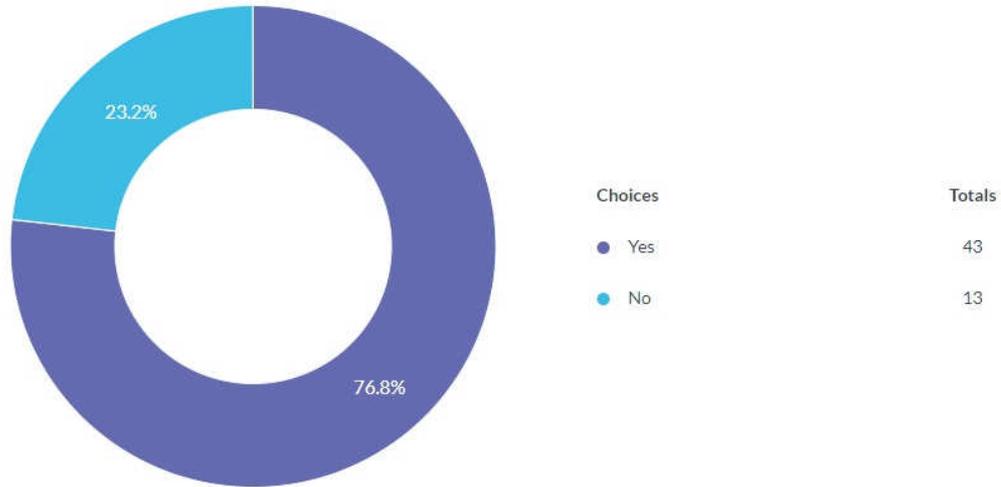
National sport organizations data		
Choices	Totals	%
Yes	7	25%
No	21	75%

Question:	The list of members of the federations/sport organizations is available on the webpage?
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Sport organizations in their core are mostly non-governmental entities, formed by the amount of their members (mostly other sport organizations). For the research the team was interested to find out how many of the federations has revealed the data of their members and have published information about who is forming the sport body itself. This information is available in 76.8% of the overall analyzed websites. If we go deeper in the research and look at the separate data, list of members is available in 26 of the analyzed 28 European sport organizations that form 92.9% available data. In the analyzed national organizations only 60.7% of the organizations published such data on the websites and 39.3% of the organizations haven't ensured availability of data about who their members are. As member organizations usually form the General assembly of the organization, are empowered to choose governing and management bodies, such information is essential for transparent and open governance and will show how the organization is managed internally. National sport organizations might adopt the good practices that their umbrella organizations are showing in this component and fill the gap on their webpages in order to ensure maximum level of transparency.



The list of members of the federations/sport organizations is available on the webpage?
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	26	92.9%
No	2	7.1%

National sport organizations data		
Choices	Totals	%
Yes	17	60.7%
No	11	39.3%

Question: Safety and security, inclusion, anti-discrimination – are any traces to see on the webpage?

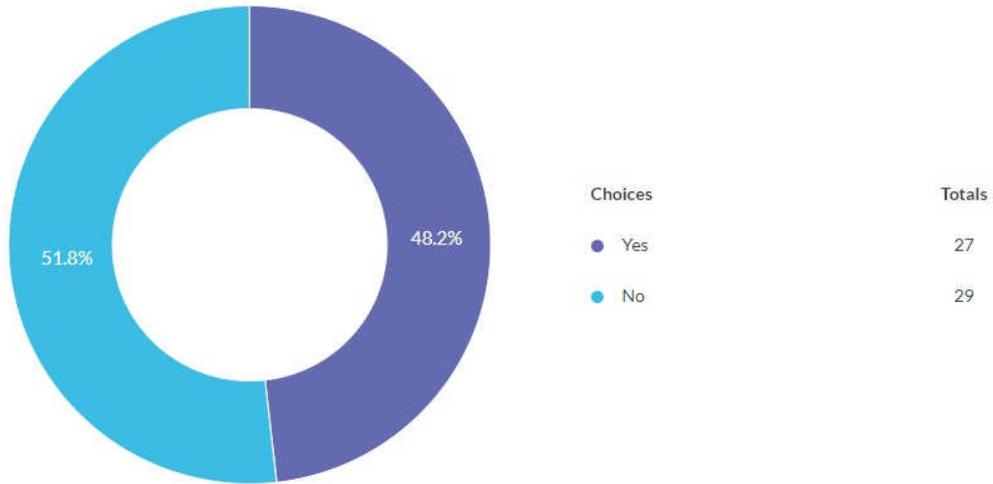
Safety and security of athletes, especially young athletes, inclusion of different target groups through sport and in sport, anti-discrimination and gender balance are priority topics on European level, so the researchers have decided to look for any traces of such policies, information and documents on the analyzed websites of national and European sport organizations. The analysis has shown that only 48.2% of the analyzed organization has traces of such policies on their webpages and more than half of the analyzed websites do not contain any information about such policies.

National sport organizations have revealed that only 35.7% (10 federations) of analyzed sport structures developed policies or included information about safety and security, inclusion and anti-discrimination that has been found on their websites. 18 national websites (64.3%) do not include traces of the mentioned information. On the contrary, reverse results are observed in the European sport organizations that included such information and policies in 60.7% of analyzed websites corresponding to 17 organizations. In the web pages of 11 organizations, forming 39.3%, such information hasn't been found, but it is important to highlight that the majority of the umbrella sport organizations are considering these topics as relevant and important to their activities.

In the following sections of the present report the research team has included useful information that can be used from sport organizations to adapt their websites for people with different disabilities that will allow them quality user experience and access to information. As sport itself is provider of equal opportunities, fair game and non-discrimination, the websites of sport organizations should promote the same spirit and be an example for organizations in other social fields.



Safety and security, inclusion, anti-discrimination – are any traces to see on the webpage.
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	17	60.7%
No	11	39.3%

National sport organizations data		
Choices	Totals	%
Yes	10	35.7%
No	18	64.3%

Question: What are the formal obligations of national sport organizations for publicity of the organizational and management processes on national level (based on the country of registration)?

Country	Requirements
Bulgaria	<p>Each non-governmental organization, including sport ones, is obligated by law to present their annual reports to the Ministry of Justice, including full financial data. The database is in Bulgarian language and it is with open access, so everyone interested can review both activities and financial flows.</p> <p>Data about registration, mandate, board members and contacts of sport organizations is available also in an open register on the website of the Ministry of youth and sport.</p>
Croatia	<p>Croatian NGOs (including sports organizations) are not obligated by any law to announce their financial reports or decisions of their management board on their own. Their obligation is to submit the financial reports and statistics on a half-yearly and yearly basis to the Croatian financial agency called FINA. FINA collects financial statements of NGOs under the Law on the Financial Management and Accounting of NGOs and the Rulebook on reporting in non-profit accounting and the Registry of NGOs. There is no Croatian law that obligates NGOs to announce other data like board meeting minutes, board decisions etc.</p>
Greece	<p>The National Federations, Associations that are supervised by the Greek Ministry of Culture and Sports are obligate to upload all decisions of the managing board and full financial data to the site diavgeia.gov.gr.</p> <p>All legal entities (includes all sports organizations) that have been funded by the Greek State for more then 3000€ in a year, are obligate to justify how this grand was spendend and each expenditure must be</p>

	<p>uploaded to diavgeia.gov.gr.</p> <p>The platform diavgeia.gov.gr is actually a tool for transparency.</p>
Hungary	<p>According to the Hungarian Sport Law (adopted originally in 2004 and modified a number of times since then), the organizational and management structure of national federations shall be governed by the requirements of the Civil Code with the following deviations in relation to technical and financial reports:</p> <p>1) The administrative-representative body (executive body) of the national sport federation must convene the general assembly (delegates' assembly) at least once every year to discuss the technical report and the financial report of the executive body pursuant to the Accounting Act, and its national and financial plan for the subject year, and if the national sport federation is a public-benefit organization, then the public-benefit report as well;</p> <p>2) The national federation's general assembly (delegates' assembly) must elect a supervisory body consisting of at least three members to supervise the financial management of the national federation. If the national sport federation runs a professional or mixed (open) competition system (championship), then it must also employ an auditor in addition to the supervisory body. The general assembly (delegates' assembly) may not adopt any decision on the financial report in the absence of a written report by the supervisory body and the auditor.</p> <p>In case of public-benefit sport organizations the public should have access to the yearly financial and public-benefit reports.</p>
Italy	<p>The section "Transparent Administration" of the institutional website of the CONI (Italian Olympic Committee) conforms to the information</p>

	<p>format contained in the legislative decree 14 March 2013, n. 33 which has reorganized the obligations of publicity, transparency and dissemination of information for public administrations.</p> <p>The data are published in open format (ex: "CSV") in order to guarantee free access to all, without copyright restrictions, patents or other forms of control that limit reproduction.</p> <p>The Sport Federations have to:</p> <ul style="list-style-type: none"> • Publish the name of the board members, consultants, collaborators and peripheral committee. • Publish a public application for the assignment of services or supply of products; • Publish the final activity report; • Public full financial data report (at the beginning and at the end of the year); • Publish board invitations and decisions. <p>The local sport club, depending on their legal entity, in general have to:</p> <ul style="list-style-type: none"> • Organize and publish their annual member's convocation (in which the financial report is approved); • Present their annual reports to the tax office, including full financial data; • Keep the "members book" and all the financial documents (contract, invoices/receipts, bank statements)
Poland	<p>The activity report (substantive) is intended to show what actions the organization has taken at a given time. These activities should be in line with the statutory objectives of the organization and be within the means of achieving these goals, also mentioned in the statute. Only foundations and public benefit organizations have annual reporting obligation on substantive activities. After preparing the report, it is sent to the appropriate minister in accordance with the applicable</p>

	<p>regulations. Associations are not obliged to prepare a report.</p> <p>Each non-governmental organization - regardless of profile - is required to prepare, approve and submit financial statements to the tax office.</p> <p>Non-governmental organizations that run a business must submit their financial statements to the National Court Register.</p> <p>The sport federations operate under the Law on Associations and are subject to the obligation to be entered into the National Court Register; however, they must also be approved by the Minister of Sport and Tourism.</p>
Slovakia	<p>Those sport organizations that receive public funds higher than 100 000€ or when their income exceed 400 000€, are required to publish annual report and financial statements certified by the auditor. Reports should be desposited in special register of financial statements by 31 July of the following year.</p>

Different legal frameworks are used in the project countries – some of the practices are applied for the overall non-governmental sector, other ones are specifically created for the sport entities. Most of the countries posses with state regulation that obliges them to provide financial reports for each year and to publish them in official websites (state owned and administrated). Supervisory body, regliamented by the law, is practice from Hungary that might be adopted also in other EU member states. One of the good practices, related to transparency can relate to the platform, used in Greece <https://diavgeia.gov.gr/> that allows being traced all organizations that have received state funding for more than 3000€. Interesting division of publicity requirements for sport federations and sport clubs is observed in Italy, where the transparency legislation to the sport federations is much higher. Independent audit is performed in some of the analyzed countries that might be also an option to ensure transparency and public access.

International sport organizations are registered in different locations; the preferred ones in Europe are Switzerland, France, Italy, Belgium and Ireland due to better law requirements for registration of international entities.

Question:	Is there available statute or another type of basic document that regulates how the organization is working, where is registered, what are the main responsibilities of the members and the representative bodies?
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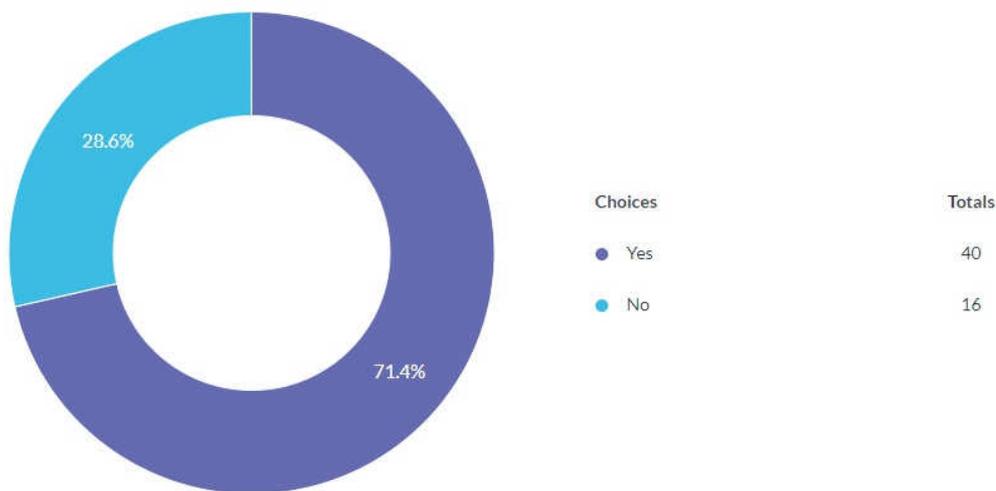
The basic regulatory documents of the functioning of a sport organization provide the official information about how this organization is working, what is the main aim and main responsibilities of the management bodies, where is registered and all relevant information such as how are decisions taken, what are the processes and who takes the responsibility of implemented activities and is strongly recommendable that this information is available as a public resource. 71.4% of all analyzed organizations has published their basic document/s on their web pages as a indicator for their transparency and open government and for 15 organizations, forming 26.8% such information is unavailable. The number of European organizations that has published this information is 21 from 28 in total, forming 75% of organizations that have accomplished this transparency recommendation, while 7 European organizations that form 25% of the analyzed group hasn't made this publicity yet. Slightly bigger is the percentage of organizations on national level that haven't published their statutory document, compared to the European structures – 9 organizations from 28 analyzed in total.

Considering that in the three phase analysis (all organizations together and separate charts for European and national organizations) more than 65% of the organizations has published such documents is a positive sign and the project researchers strongly recommend that the rest of the organizations also ensure the uploading of all basic documents on their public portals so the wide public can be updated and can

recognize the activities of the organization that are following the main aim and highlight the ones that do not correspond (if any). Most of the national organizations have their statute only on their national language, but considering their local registration and main focus of activities, the basic recommendations for government transparency are followed.

Is there available statute or another type of basic document that regulates how the organization is working, where is registered, what are the main responsibilities of the members and the...

Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	21	75%
No	7	25%

National sport organizations data		
Choices	Totals	%
Yes	19	67.9%

National sport organizations data		
Choices	Totals	%
No	9	32.1%

Question: Does the website include a news section for publishing decisions and news for the management of the organization?

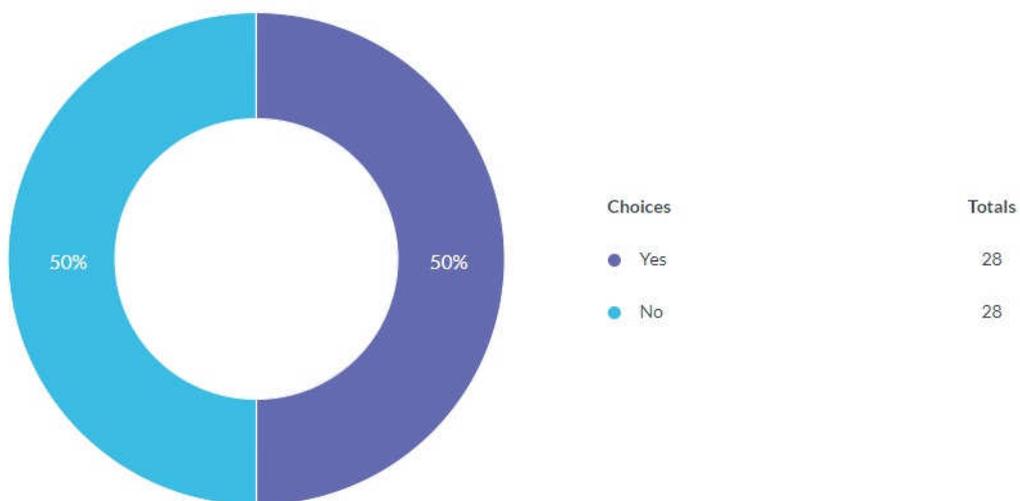
Transparent management requires clear publicity on who makes the decision in one structure and how those decisions are implemented and transmitted to the wide public that in our case is the whole community in the respective region/county/continent. It is highly recommendable that this kind of news, updates and announcements are published regularly, so the members of the organization and the tax-payers that indirectly form the budget of sport organizations can have direct access to such information. Would be even better if there is a dedicated section for management information and updates on the public platform that the sport organization is using as sometimes these important messages can be found in the overall information flow, where their importance can be missed.

During the analysis, project researchers found that such news flow is available in 50% of the analyzed organizations and is missing from the web pages of another 50% of sport organizations that has been analyzed. Both on European and on national level 50% of the organizations have published such information and half of the analyzed entities hasn't provided such section and/or are not publishing enough information on how, who, when, why decisions are taken and implemented.

In most of the analyzed websites this information is still not enough to be defined as an open and transparent government as still there is a huge lack of information about the decision-making process and about the real processes behind the scenes of sport

sector. Strongly recommendable is this trend to be changed as soon as possible and the webpages to contain a separate management news section or to be ensured full information in the overall news section field.

Does the website include a news section for publishing decisions and news for the management of the organization?
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	14	50%
No	14	50%

National sport organizations data		
Choices	Totals	%
Yes	14	50%
No	14	50%

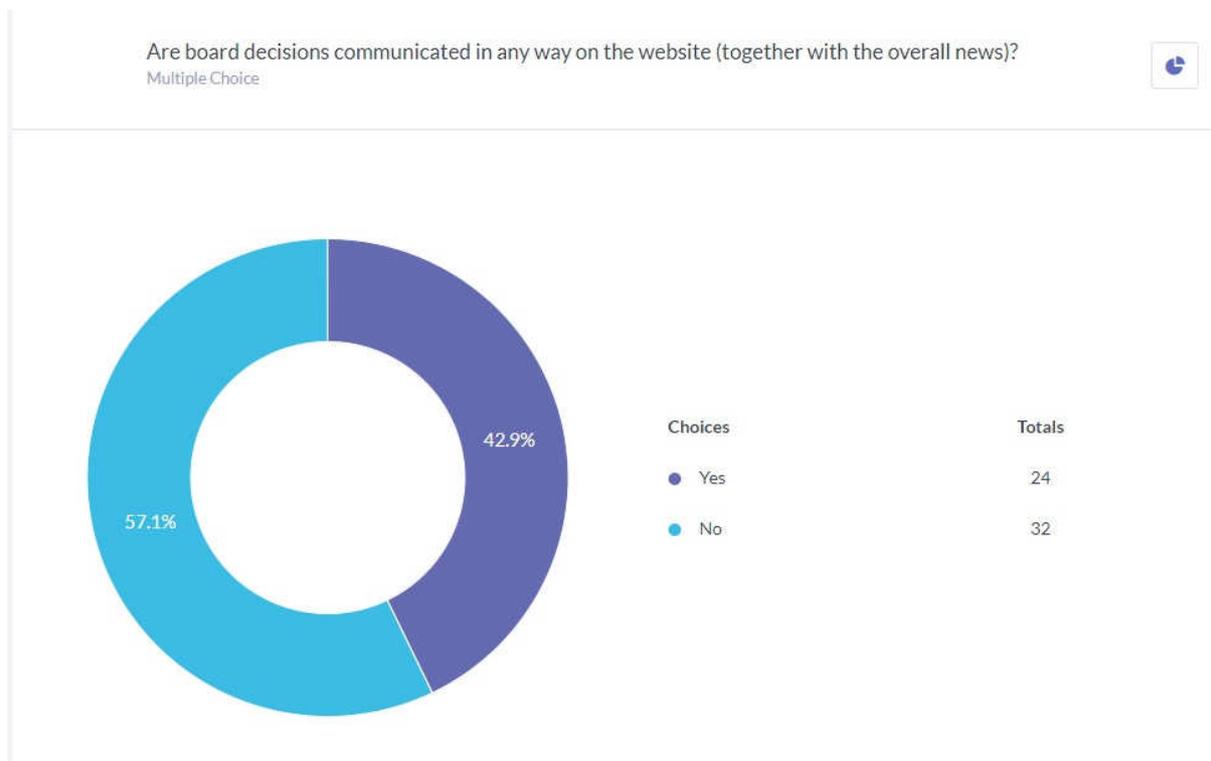
Question:	Are board decisions communicated in any way on the website (together with the overall news)?
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The way that management decisions are communicated to the public is one of the strongest possibilities to put on practice the good governance principles and recommendation. In the research that the project team has implemented has been highlighted that more than half of the organizations on national and European level do not accomplish this recommendation for good governance in sport sector. 57.1% of the organizations haven't published the board decisions on their public portals in any way and this information is hardly reachable from both project researchers and wide public, which might be interested to see how the concrete organization works flows. 42.9% of all analyzed organizations have published relevant information and it is available and can be traced over the time.

On national level half of the sport organizations have accomplished this recommendation, but half of them are recorded as still missing such updates. Surprisingly, only 10 (35.7%) sport organizations acting on European level has published traces of information about their decision – making process while 18 (64.3%) organizations hasn't published such data.

Board decisions are part of the vivid life of one organization and they are guiding the steps that the organization is taking in order to achieve its goal. Unavailability of this basic information can highly possible lead to lowering the trust of both members of the concrete organization and of the wide public that is the main “sponsor” of sport organizations through the tax redistribution that is providing funding for different sectors, including the sport budget of each country. As we see more and more nowadays, the European and local taxpayers prefer their taxes to be invested in sport

activities that are close to them and by which they can benefit themselves. Sport organizations need to increase their transparency and integrity level as soon as possible to avoid that in future state funding for sport and physical activity might be redistributed in a different way and the direct funding for sport structures might decrease significantly due to low transparency.



European sport organizations data		
Choices	Totals	%
Yes	10	35.7%
No	18	64.3%

National sport organizations data		
Choices	Totals	%
Yes	14	50%
No	14	50%

Question: Is the information updated on regular basis (at least every six months or after each board meeting)?

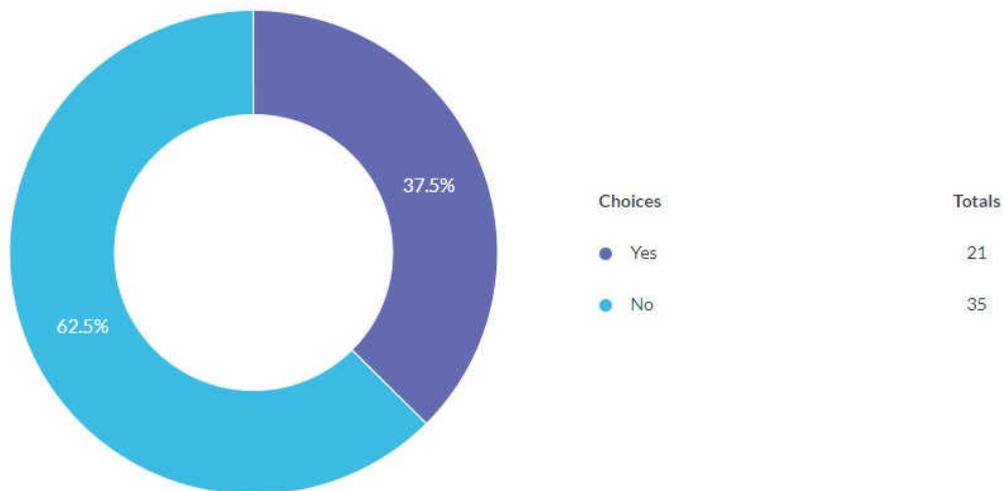
Up to date information is one of the main aims of a public portal such as the website of an organization or company. One of the first advices for any sector in the economy is that the website shouldn't sell, it should provide useful information about what social change or social need the company/organization is providing. Even that six months can be a bit away from the regular updates that we are used to observe for the news stream or for other economy sectors, for sport organizations we have decided to check if the organization has updated their information at least at this period of time, considering that the biggest possible gap between two board meetings or between two events can be half a year. Even with this remarks, the data that has been found was not satisfactory for the project research team as it has been found out that the information is updated at least on every six months only by 37.5% of all analyzed organizations, while 62.5% update the information of their websites less regularly or do not even update the website at all and the page is used only as a static visit card.

The prevalence of positive findings was encountered in the national sport organizations that shows 42.9% of the organizations count on regular updates on their public portals and 57.1% of national organizations haven't made this effort so far. Looking at the summarized data on European level we can find that only 32.1% of the organizations update their web pages regularly with announcements, news, sport achievements, regulations and management information, while 67.9% do not take this step.

In the present reality, sport sector is in huge competitiveness with many other sectors and if twenty years ago this service was unique, now it's a part of the great diversity of many possibilities to spend our free time. With the lowest levels of physical activity in Europe, different problems that each country declare in the fight with inactivity and bringing people back to sport, sport organizations should adapt as quick as

possible and be the natural leader of providing as much information as possible about the service they provide and why that is needed for our society. Right now, proactivity is the best approach.

Is the information updated on regular basis (at least every six months or after each board meeting)
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	9	32.1%
No	19	67.9%

National sport organizations data		
Choices	Totals	%
Yes	12	42.9%
No	16	57.1%

Question: What decisions are relevant?

Many of the research team members haven't found enough information about available decisions on the web pages to conclude if the decisions are relevant or not. Most of the web pages do not include any information about board/management decisions in the organization and the way the decisions are taken. The overall impression is that there is a huge gap in publishing information about the decision-making process and the transparency level of the organization is not high enough in this indicator.

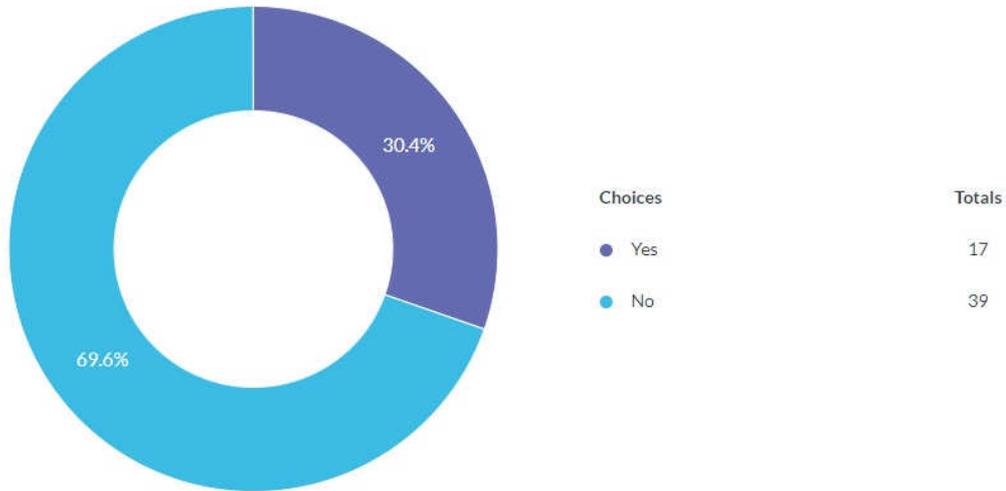
However, research experts agreed that the relevant decisions are the ones that concern directly the organization – organizational life, decisions taken during important meetings, international events, budget, finances, deadlines, sport-related issues, and etc. Traces of this information can be found mainly in the web pages of the European organizations and much less in the public portals of the national sport organizations that has been analyzed. The main documents found are: approvals of regulations, financial documents (in some websites), competition rules and sport events hosting procedures and some reports, commission's appointments, deadlines for players and teams, changing data procedures (for members), technical regulations, strategies, General assembly announcements. Some of the documents are found in one or another web page, but full information about all those important decisions, taken by the sport organizations, has not been found in a single public portal, owned by sport organization.

Question:	Are Board meeting minutes and conclusions published on the websites?
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Sport organizations are community structures that are formed by concrete members and are working with concrete aim. In order this aim to be reached, different meetings are held and various decisions have been taken. One of the good practices that the project researchers have found in other economic sectors is the publication of concrete information regarding the board meetings such as minutes and decisions. As we have already found out in the previous questions, information reach about management processes in sport organizations is quite limited both for their members and for the citizens in the respective country/region. This is reflected also in the present question by which the research team has tried to find out how many of the analyzed organizations has published this kind of information and it has been found out that this particular information is available only on 30.4% of the analyzed webpages. Almost 70% of the analyzed sport organizations hasn't published any documents from their management meetings and it might be a proper way of management by multiple reasons, but again, considering the recent fame of sport sector to be involved in match-fixing, corruption, doping and ect, negative connotations, sport entities need to react and make transparency and integrity part of their activities at all levels. One possible step that is proven as good practice is to publish as much as possible primary management documents and information (excluding the confidential ones). Six European organizations has adopted a transparent way of management by publishing this kind of documents that forms 21.4% of the all analyzed international sport structures, while 22 (78.6%) do not find this action as relevant in the present moment. National data vary a bit as we have 39.3% of the organizations that publish such documents and it might be related also to national obligations to publish this kind of information, while 60.7% of the researched national sport structures haven't published their board decisions and minutes.



Are Board meeting minutes and conclusions published on the websites.
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	6	21.4%
No	22	78.6%

National sport organizations data		
Choices	Totals	%
Yes	11	39.3%
No	17	60.7%

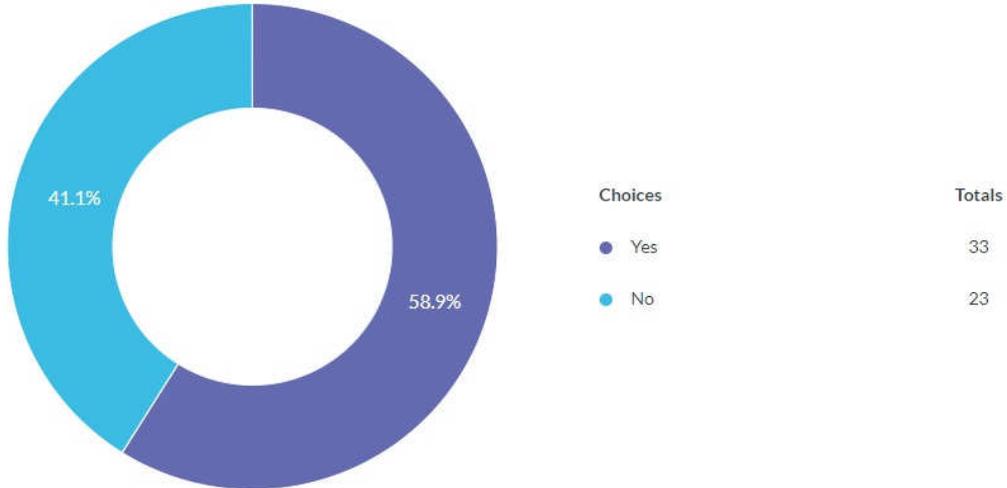
Question: Legal initiatives and policies indicated on the website.

Even that the frame of legal initiatives and policies might be understood differently for the different levels and development of the organizations, the research team has included in their research all legal initiatives, including internal regulations (for participation in sport events for example), policy change initiatives on local and international level, guidelines and policy papers, produced by the organization either for internal and/or external use. With this question, the research team aimed to find how active sport organizations are and what is the involvement of their management in the legal frame of their own environment as well as is there a concrete result about society change through sport.

Significant amount of analyzed organizations has traces of such initiatives on their websites forming 58.9% of the available information and 41.1% of the unavailable data in all analyzed structures. The prevalence of existence of this kind of documents can be naturally found in the websites of the European organizations, with 64.3% of available information, while 35.7% of the umbrella organizations haven't included this kind of policies and initiatives. On national level, 53.6% of the organizations record positive answer and 46.4% of the federations haven't included such policies on their public platforms. As we are aware, many of the positive changes in our society are based on the existence of sport as a change maker factor and we are happy to record increase of public sport facilities, city infrastructure adapted for sport and physical activity, legislation regulations, increased public attention to sport. All this actions cannot further develop without the active role of the sport organizations on different level and the proactivity of the sport organizations has to be warmly welcomed and empowered.



Legal initiatives and policies indicated on the website?
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	18	64.3%
No	10	35.7%

National sport organizations data		
Choices	Totals	%
Yes	15	53.6%
No	13	46.4%

Question:	Is there a list of management/management board members available online?
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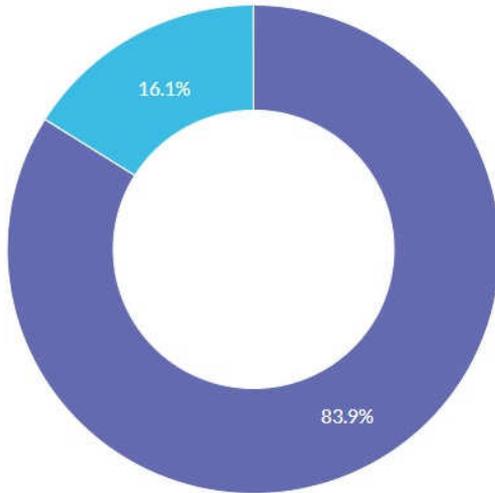
As each non-governmental organization, either in sport or in another field of third sector, is composed by its members (both individuals and organizations) and all of them form the General assembly of the mentioned body, a positive sign of transparent governance is providing full public data of who your members are. Even more, this principle is valid for the people involved in the management of the one structure and at least the list of management members should be available on the public platforms for reference. This way the responsible person/s and decision-makers will be much transparent. Research team was quite satisfied to find out that in 83.9% of overall analyzed sport organizations such information is available and it is missing on the web portals of only 16.1%. The percentage is significantly bigger at the European sport organizations web pages, in which we can count on concrete information about who is managing the structure for 92.9% of the organizations. This number is satisfactory high and it is a positive sign of application of good governance recommendation. The recorded data on national level provide slightly lower amount of availability as 75% of the national federations' posses with such information on their websites, while 25% are still missing this indicator.

Clear information about the management is essential when the achievement of good governance is priority and when application of principles of such governance in the daily activities is the vision that is followed. The recommendation of the research team would be that all sport related organizations include on their public platforms information about the members of the management body, as it might serve also as inspiration for new members to join the organization or new supporters to be attracted. Sport sector needs to ensure that in any moment and for everyone is clear who is involved in management processes.



Is there a list of management/management board members available online?

Multiple Choice



Choices	Totals
Yes	47
No	9

European sport organizations data		
Choices	Totals	%
Yes	26	92.9%
No	2	7.1%

National sport organizations data		
Choices	Totals	%
Yes	21	75%
No	7	25%

Question: Is there additional information on each member of the board of directors/supervisory board available online? (Brief biographical information about each member of the board.)

Reaching deeper understanding of transparency and integrity of sport organizations, reflected in their web pages, the research team was curious to find out what kind of information is available for each board member that is part of the organizational structure. The overall data of analyzed organizations revealed that traces of rich data for the biographical background is available in 33.9% of analyzed websites and is missing on 66.1% of the portals. Interesting finding is that only 4 national organizations (14.3% of all analyzed national sport federations) has revealed such information for wide public, while 24 organizations, representing 85.7%, do not have such information available.

Biographical information can consist of either study-related information or sport achievements of the concrete individual and in any case is quite critical for the transparent governance as this way the citizens can rely on the professional expertise and background that correspond to the position they are entitled to. Availability of this particular information might increase public trust as people would like to see that sport sector is managed by professionals with deep understanding and experience in the field and ensure less possible engagement of persons with non-related education or previous relativity to the concrete sport.

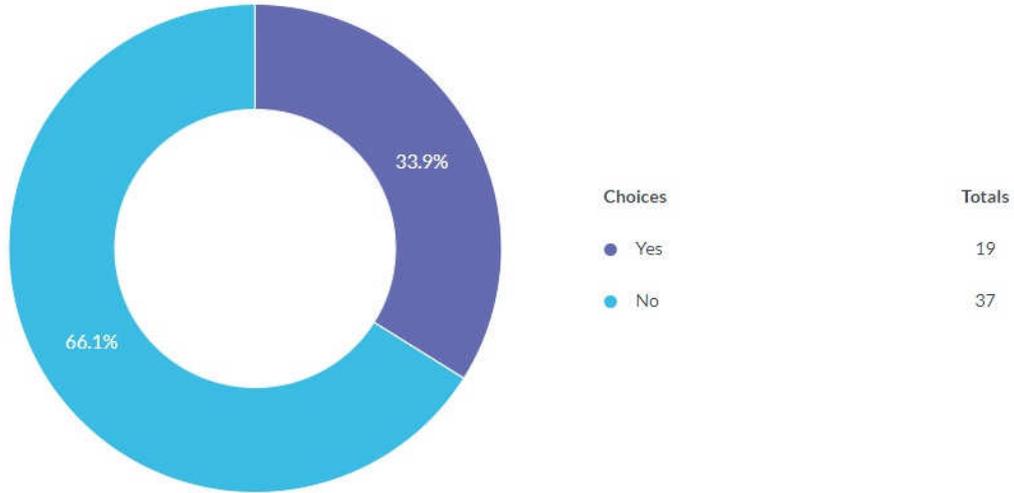
Some of the analyzed websites included rich information with very structured update on what the board members has studied and where they gained their professional experience, accompanied with sport achievements of the concrete individual (if any).



Is there additional information on each member of the board of directors/supervisory board available online? (Brief biographical information about each member of the board.)



Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	15	53.6%
No	13	46.4%

National sport organizations data		
Choices	Totals	%
Yes	4	14.3%
No	24	85.7%

Question: Is there educational and professional background of each individual?

The overall background of each individual, involved in management processes in a sport organization, involves aspects of their educational and professional path until their present position in the analyzed sport organization. Analysis of different in their range and scope sport organizations (national and European level) has revealed that from all 56 analyzed organizations, such data is available only at 13 of them that are forming 23.2% and it is missing in 43 organizations - 76.8% of all analyzed sport federations. European organizations apply the criteria of revealing full data of their management representatives with much bigger rate as 10 (35.7%) from the analyzed 28 organizations has published this kind of information in their web pages. National sport organizations on their turn record only 3 organizations (10.7%) that has published this important acknowledgment which refers to the possibility that wide public can measure the level of compatibility of the individuals on management positions and their background.

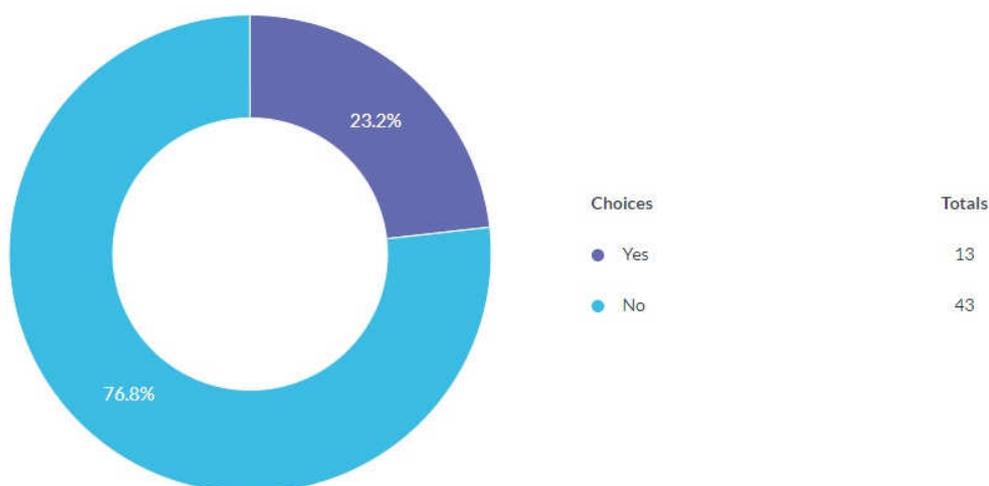
Transparency international has revealed that²: "Sport is a multi-billion dollar business. It has intricate ties to political and private interests. This means rich opportunities for corruption. Yet across the sporting sector, most deals and decisions take place behind closed doors. This allows corruption to go unchecked and unpunished.

Corruption in sport has many forms. Referees and players can take bribes to fix matches. Club owners can demand kickbacks for player transfers. Companies and governments can rig bids for construction contracts. Organised crime is behind many of the betting scandals that have dented sport's reputation. And money laundering is widespread. This can take place through sponsorship and advertising arrangements. Or it may be through the purchase of clubs, players and image rights. Complex techniques are used to launder money through football and other sports."

² <https://www.transparency.org/topic/detail/sport>

That is why researchers believe that the full information of each individual, engaged in management of sport organization, should be open and public, in order to improve sport sector transparency levels in all kind of organizations – local, regional, national and international.

Is there educational and professional background of each individual?
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	10	35.7%
No	18	64.3%

National sport organizations data		
Choices	Totals	%
Yes	3	10.7%
No	25	89.3%

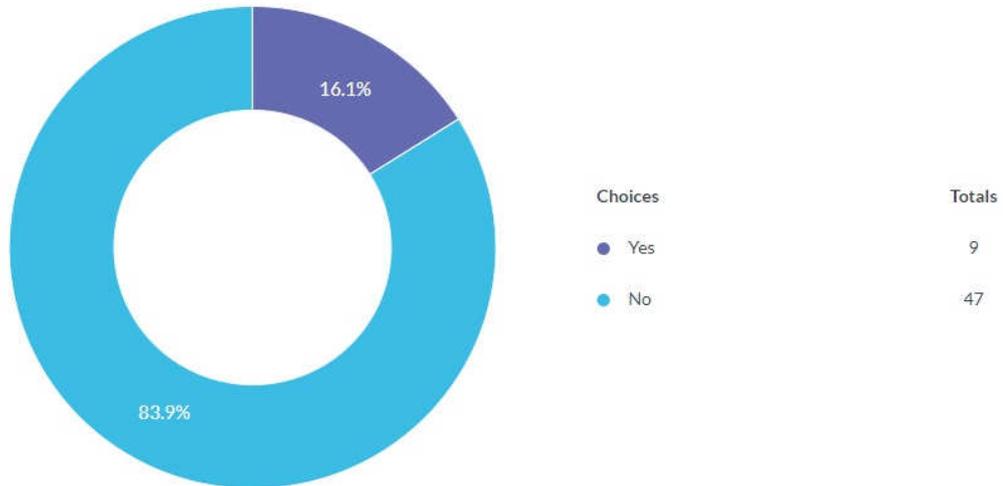
Question: Is there a scope of responsibilities of each individual?

In order to create open and transparent face of sport sector and improve the governance, sport entities should apply in the daily activity of each organization strict division of responsibilities corresponding to each individual, involved in management. This should be reflected in clear scope of responsibilities for each person, indicated publicly, so any interested partner, sponsor or individual that contributes should be aware who does what. Such division has been found in very few of the analyzed sport organization as the overall results show that only 9 organizations (16.1%) have considered this division and have made it transparent and public and 83.9% doesn't include such division on their pages. Only 2 national sport organizations has published the scope of responsibilities of their management verse 26 organizations, acting on local level, that haven't done this at the moment of analyzing.

It is a good time to intensify the discussion on how much transparency sport sector needs to show in order to fight the raising levels of corruption and sport related scandals nowadays. Sport is looked at as a social added value - sport makes people feel that they can trust each other, it builds bridges and the sector needs to promote the same through all the organizational life that is happening. Presenting who is the concrete responsible for each activity might lead to less pressure from citizens/taxpayers and can contribute to concrete responsibility in case of a problem or unpleasant situation in the concrete sport entity.



Is there a scope of responsibilities of each individual?
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	7	25%
No	21	75%

National sport organizations data		
Choices	Totals	%
Yes	2	7.1%
No	26	92.9%

Question:	Is there a description of participation/functions held by each individual in other institutions?
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A conflict of interest occurs when a person has a role or position within an organization that requires decision-making process in the best interest of the entity, but they also have a competing private or personal interest which may affect their judgement. The risk is that persons in such a situation will make decisions, sometimes unwittingly, in their own personal interest rather than the interests of the organisations. That's why it is important to be revealed all possible conflict of interest points that might affect the good name of the sport organizations. Situations of these are not always negative. In some cases sports organizations can get huge discounts, as a result of the fact that a specific board member owns a shop. Another positive advantage could be that a sponsorship deal is easier to be closed, as the spouse of a coach is working for the potential sponsoring company. Nevertheless a situation of conflict of interest is a dangerous one, as the principle of fairplay and good governance is at stake. Every sports organization should take the first step of realizing the danger of getting in such situation and expose the biggest transparency possible.³

One of the easiest ways maximum transparency to be achieved is to include in the public information available for the sport organization's full description of participation/functions of each individual in other institutions, including other organizations or corporate structures.

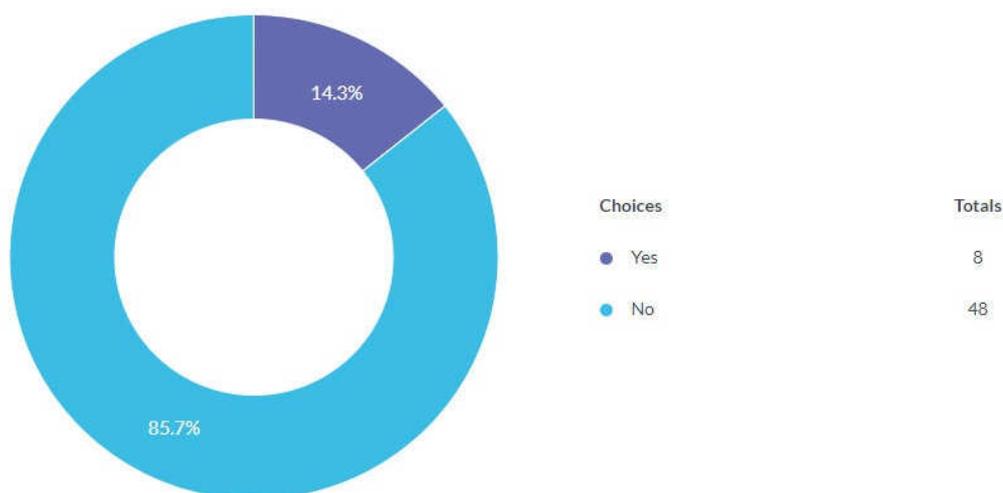
In the performed by the project team research only 8 organizations has published this kind of information, forming 14.3% of all analyzed organizations and at 48 of the analyzed web pages such information is unavailable, that forms 85.7% of sport organizations with missing data on this indicator. As we have seen in other indicators, the data of the European organizations is much richer and count on more federations

³ <http://www.leoisaac.com/boards/boards17.htm>

that has considered this relevant – 21.4% of the European organizations included the data while only 7.1% of the national federations have done it so far.

Most of the organizations that has ensured this clarification for their management representatives have included only the sport organization that they represent as members of the analyzed one (national sport organization, sport club, ect.), but in most of the websites additional information about other affiliations is still not described in details as it is not included the corporate participation/functions (if any).

Is there a description of participation/functions held by each individual in other institutions?
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	6	21.4%
No	22	78.6%

National sport organizations data

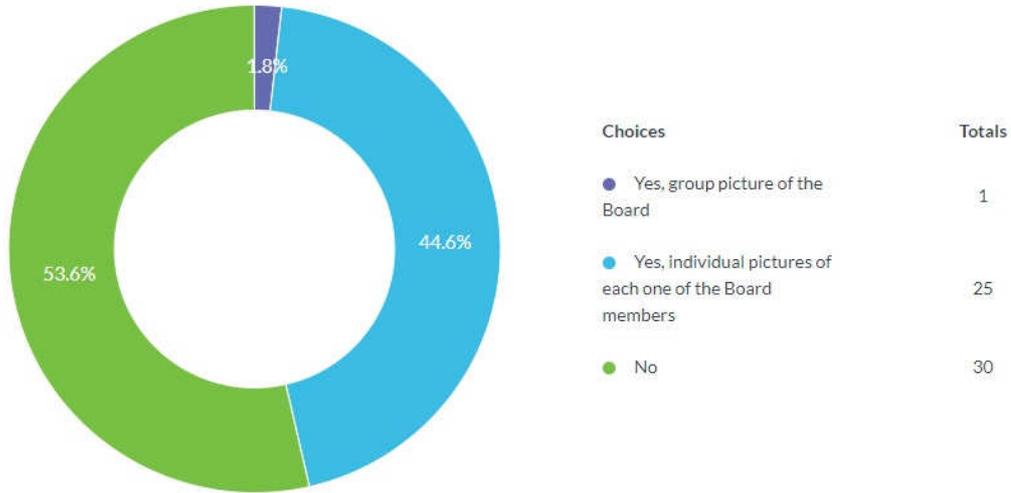
Choices	Totals	%
Yes	2	7.1%
No	26	92.9%

Question: Is there a photograph of each individual or the group as a whole?

The ability to connect a name with concrete face is good sign of transparent and open management process as any user will be able to affiliate the activities of the organization with faces that will become familiar (if not). Presenting the team of the organizations creates higher levels of trust and commitment and the analyzing team has found this kind of information available at half of the analyzed structure. Some of them decided to present each member of their management team with individual photo, while one organization decided to publish also common picture of the board members. Both of the options are suitable and provide personalization of involved actors. More than 50% of the organizations haven't published such information and we believe that in the future they will consider presenting their representatives at the stage of their public portals. Only 6 national organizations (21.4%) has presented their management with concrete details such as photograph/image, while 22 (78.6%) haven't done it until the moment of the current research.



Is there a photograph of each individual or the group as a whole?
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes, group picture of the Board	1	3.6%
Yes, individual pictures of each one of the Board members	19	67.9%
No	8	28.6%

National sport organizations data		
Choices	Totals	%
Yes	6	21.4%
No	22	78.6%

Question: Is there a structure or list of members of other bodies of the organization such as consulting board, control board or supervisory board (if any)?

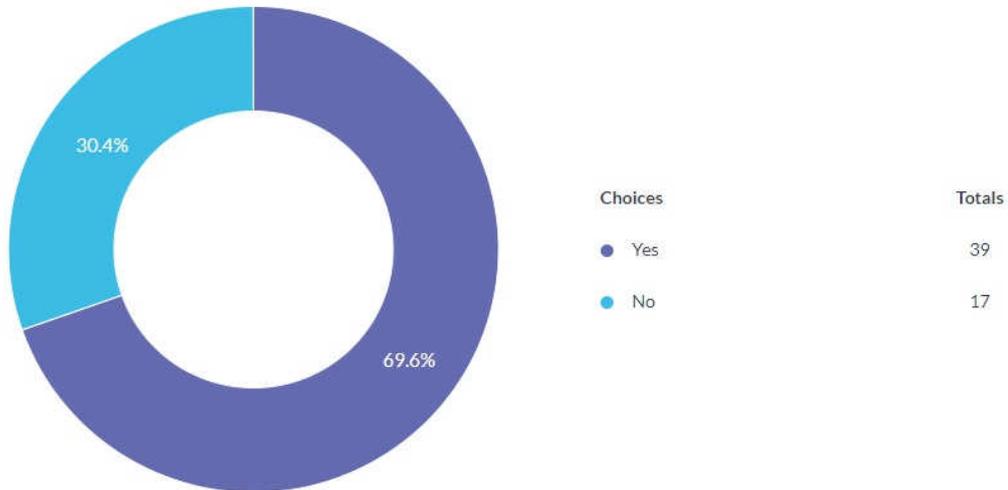
Deepening our research regarding the management of sport organizations project researchers highlight again that as much information is available in public sources – better the public understands the processes and the support for the organization can increase significantly. Supporting or controlling bodies are one of the good practices that can be applied and during last decade many sport organizations has adopted such practice to count on independent from the board structures. For each sport entity that has developed such structures/bodies there should be a good opportunity to present them, including information or section on their public portal. Research team was excited to find out that almost 70% of the analyzed sport organizations have developed this kind of supporting/controlling bodies and information about them and their work is available on their web pages. 82.1% of the European organizations and 57.1% of the national sport structures has published information about those structures and in different places also traces of concrete members has been available during the research. Decentralization of power by including different control levels and mechanisms can ensure proper government and can entitle better decision-making process. Including also all relevant stakeholders in the process can make the transparency levels higher such as: including parents in the control commission of a sport club or athletes/coaches in control commissions of sport federations and ect.



Is there a structure or list of members of other bodies of the organization such as consulting board, control board or supervisory board (if any)?



Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	23	82.1%
No	5	17.9%

National sport organizations data		
Choices	Totals	%
Yes	16	57.1%
No	12	42.9%

Question: Board management changes processes and mandate (inclusion of the new generation board membership and gender balance).

Leaders today have to build a movement, not a mandate. It's about creating a volunteer army of high-performing teams who value their shared mission. It's about cultivating a shared vision about what needs to be done and why, without telling employees how to do their job.⁴ This quote reflects the changing dynamics of the present world, while we are trying to make screen-shot of where sport sector is in the moment. One of the highly discussed topics in the sport field is the process of management changes that each sport organization is ensuring. Mandate rules, inclusion of new generation board members and gender balance are only few of the management related topics, involving human resources, which need to be considered and acknowledged when working in sport organization, regardless of the range.

In many of the umbrella sport organizations, gender balance is still a vivid topic as they are trying to find sustainable solution through creating different commissions and working groups in order to achieve better balance. In some sports and their respective structures this process is still a challenge. Researchers has found out that the bigger part of the analyzed organizations didn't include on their web pages information about if there is a mandate for the management representatives, how this processes are managed, is there a limit of mandates that one individual can have, what is the inclusion possibility for new generation management and how gender balance is ensured. 64.3% of all analyzed organizations don't include such information and this refers also to almost 80% of the national sport organizations (78.6%). At European level there is a significant difference as 50% of the organizations count on such rules and can inspire national sport federations to follow the example.

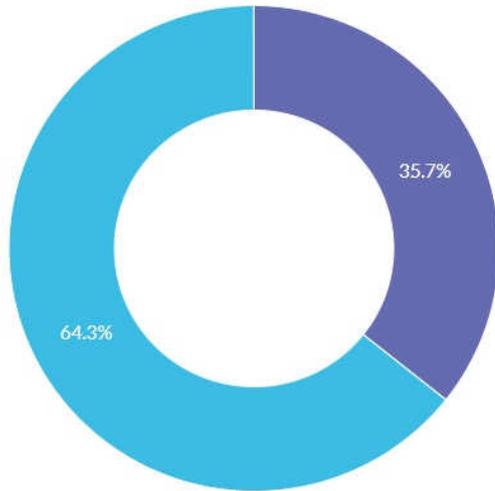
⁴ <https://chiefexecutive.net/leadership-movement-not-mandate/>



Board management changes processes and mandate (inclusion of the new generation board membership and gender balance)



Multiple Choice



Choices	Totals
Yes	20
No	36

European sport organizations data		
Choices	Totals	%
Yes	14	50%
No	14	50%

National sport organizations data		
Choices	Totals	%
Yes	6	21.4%
No	22	78.6%

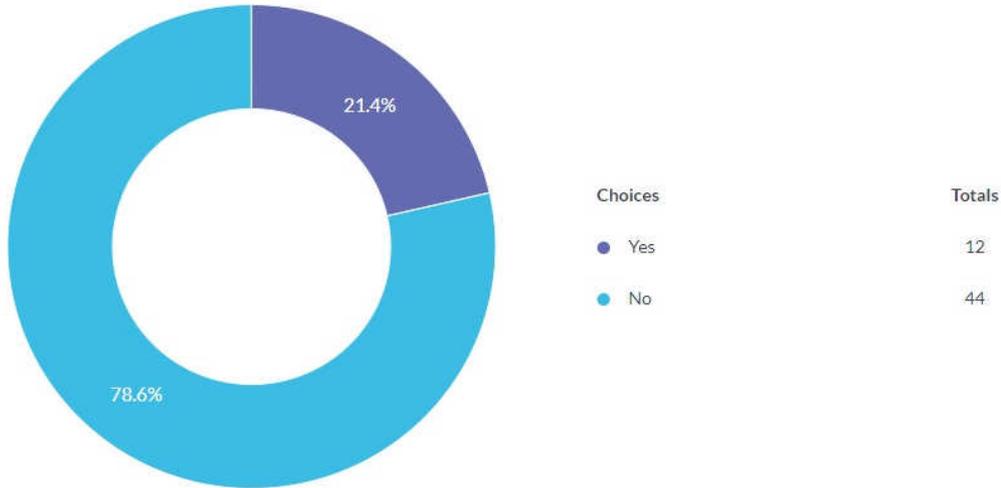
Question:	Does the website include a section about financial reports of the organization?
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Good financial management is key to any successful sports organization. The way funds are managed, solutions to budget problems are issued, and understanding the most significant areas within the specific organization are the most important parts of financial administration.⁵ In some countries publicity of this information is obligatory by law, other states decided to leave this choice to the organization itself. While researching the web pages of 56 sport organizations of national and European dimension, financial report has been found in the public portals of 12 of them, forming 21.4% of all analyzed organizations. Almost 80% of the organizations (78.6%) do not have this information included and through analyzing the separate data we can declare that 89.3% of European organizations and 67.9% of national federations haven't included their financial indicators on dedicated place available for anyone interested. Most of the organizations don't include any trace of financial information on their websites and haven't published either reports or free flow information regarding their incomes and spending during the last or previous years. Three European organizations and nine national sport entities can be highlighted as good practice examples in this field as they have included their financial information and the level of transparency of their management can be considered higher than the rest of the analyzed bodies. Anyway, the levels of financial transparency of the analyzed organizations are quite low, so it is highly recommendable for sport sector to review their publicity policies and to include as much financial information as possible either on their own web pages or on relevant platforms that ensure public access.

⁵ <https://onlinemasters.ohio.edu/blog/finance-administration-of-sports-budgeting-forecasting-and-planning/>



Does the website include a section about financial reports of the organization?
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	3	10.7%
No	25	89.3%

National sport organizations data		
Choices	Totals	%
Yes	9	32.1%
No	19	67.9%

Question: Is the annual report included in this section?

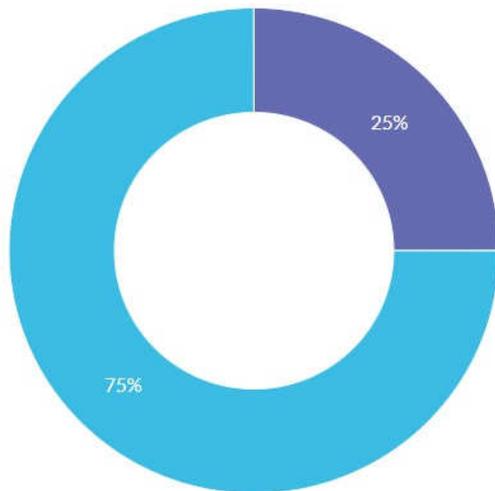
Sport organizations should measure yearly all spending and monitor its impact on their organizations/members, which allows organizations to be agile and adjust their budgets accordingly. Using an accurate, up-to-the-minute reporting tool, sport managers must keep precise and detailed records. These should be used to create future financial projections, improve the accuracy of budgets and analyze the successes and failures that can influence decisions throughout an organization.⁶ Sport finance reporting requirements may vary depending on the state the organization is registered, as well as on the type of organization and its overarching association, but in any case, annual reports are produced for sure in each type of sport organization. Reporting and ensuring report visibility helps organizations improve their project whether and when they will be able to meet these goals and in the same time helps taxpayers, members and supporters to be sure where and how the budget is invested.

The analysis that the project team has implemented has revealed that only ¼ of the organizations that has been analyzed published the relevant information about their record of income and spending for the current/previous year. Prevalence of organizations that haven't enlighten their financial flows provides great opportunity for improve and to provide in future as much information as possible in order to ensure good governance at all levels in sport sector. Breaking down all expenses, including sport preparation, venue costs, insurance, equipment costs, travel, accommodations, marketing, promotions and personnel salaries and of course all revenue forecasts, including public support, membership fees, ticket sales, donations and sales (if any) provide one of the best tools of reducing public tension on sport funding in general.

⁶ <https://onlinesportmanagement.ku.edu/community/understanding-sport-finance>



Is the annual report included in this section?
Multiple Choice



Choices	Totals
● Yes	14
● No	42

European sport organizations data		
Choices	Totals	%
Yes	5	17.9%
No	23	82.1%

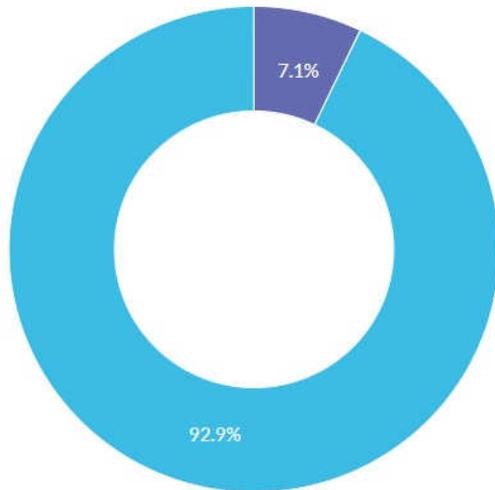
National sport organizations data		
Choices	Totals	%
Yes	9	32.1%
No	19	67.9%

Question:	Is the annual report included in this section, if yes – is it uploaded for each year of existence of the organization?
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Every budget decision that is made should be viewed through a lens of risk versus its potential return, including the likelihood it has to produce a meaningful return at all – financial or social one. One of the recommendations that research team launches with the present report is that the annual report is published not only for the previous and present year, but also for the whole period of existence of the organization. This way, financial sustainability of the organization can be traced and transparency levels will be raised. 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 sport federations. This information is valid for one European sport organization and three national federations and is not relevant for the rest 52 organizations. Of course, this recommendation cannot be supported by sport bodies because of different reasons, but availability of such information and much more, the possibility to track financial flows for different years, is a strong sign for transparency and open government of the organization that has considered publishing this reports. In the overall comments of the researchers the missing financial information is the main point for comments of lack of transparency and good governance. Most of the articles and publications that can be found on the topic of good governance in all sectors of the economy always rely on clear financial information, with possibility to be available for wide public. That is why, either the sport sector considers this recommendation or the states/municipalities might consider creating a public space where the mentioned financial information (at least for the public funding sources) is available and can be traced for past periods.



Is the annual report included in this section, if yes – is it uploaded for each year of existence of the organization?
Multiple Choice



Choices	Totals
Yes	4
No	52

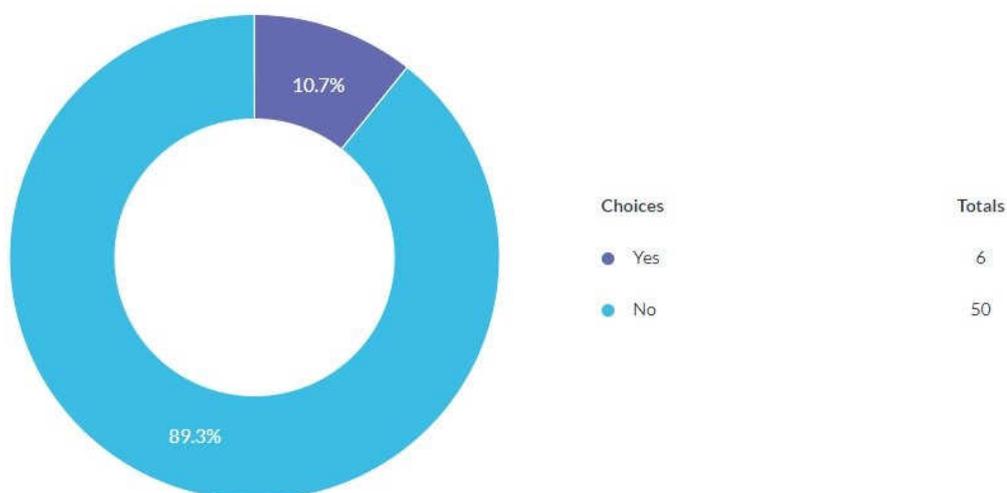
European sport organizations data		
Choices	Totals	%
Yes	1	3.6%
No	27	96.4%

National sport organizations data		
Choices	Totals	%
Yes	3	10.7%
No	25	89.3%

Question: Is there information about where and how the financial report is published?

As it already has been stated, some national or local authorities in different European countries require public visibility through upload of annual financial information of non-governmental organizations, including sport ones. If the financial information is not available at the public portal of the analyzed sport organization, research team has tried to find out if there is information or shortcut to other platforms or locations where this information is available. In 6 of the analyzed websites (10.7%) information has been found about where the financial reports of the organization can be found. Information about internal or external sources is missing on 92.9% of the web pages, but it can be related to lack of legislation that regulates this public data in some of the countries in the European Union. For those countries is recommended in even higher dimension to provide slot for their financial reports if there is no state/municipal location that this information can be stored and available for public access.

Is there information about where and how is it published the financial report?
Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	2	7.1%
No	26	92.9%

National sport organizations data		
Choices	Totals	%
Yes	4	14.3%
No	24	85.7%

Question:	Does the report include all incomes and spending – state and municipality grants, projects, sponsors, private investments? (clarifications about what each grant is available/not available)
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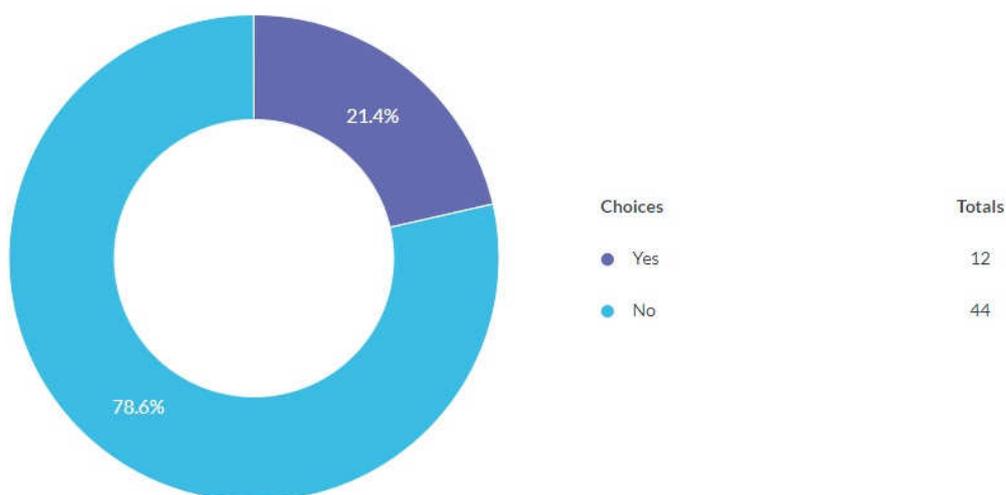
Diversification of funding in sport sector is quite significant as sport organization's budget can be summarized as the amount of state and municipality grants, project based funding, sponsorship and donations, membership fees, sell of tickets and sport rights, event hosting, advertising and ect. All those incomes are with different source and some of them include specific conditions for spending, which need to be considered while management body of the organization implements financial decisions. Clear information about all possible incomes can ensure transparency for their spending if all of them are clearly registered in the financial reports of the organization. 21.4% of all analyzed organizations ensured the availability of information for the different funding sources while 78.6% of the organizations haven't published documents that ensure tracing this data. Probably relying on national regulations, 9 national sport organizations has revealed this flows while only

3 of the European sport federations has mentioned different sources and different expense fields in their reports. Even in a presentation mode, such information can be presented to wide audience and by thus, financial administration of the concrete organization will be much more transparent, open and following the principles of good governance.

Does the report include all incomes and spending – state and municipality grants, projects, sponsors, private investments? (clarifications about what each grant is available/not available)



Multiple Choice



European sport organizations data		
Choices	Totals	%
Yes	3	10.7%
No	25	89.3%

National sport organizations data		
Choices	Totals	%
Yes	9	32.1%
No	19	67.9%

Question: Overall impression and comments of the research experts.

The majority of the research experts has expressed that most of the websites are very basic and poor, with simple design, quite chaotic and the information is really hard to be found in most of the cases. Another issue, which bothered the researchers, was the existence of empty sections and the lack of important information about the organization itself – goals and values as an example.

However, some of the web pages had great functionalities and very user-friendly possibilities. Big part of research team in this output really enjoyed the research and highlighted useful tips that can be applied – a lot of important documents are missing (financial information and decisions), the website is only in English language, the members of the organization are not presented etc., that we believe that following to the present report a positive change might be expected. Some of the conclusions on behalf of the research team are presented as follows:

- Web pages of European organizations are much more professional in their design and functionalities that the ones belonging to national organizations;
- In some websites information is presented only in narrative style, without good graphics and visualizations;
- Missing management and financial information, static webpage in “visit card” mode;
- Simple to use and with good order (all main fields that a visitor would look for such as news, about us, main organization’s documents, list of members) is strongly recommendable;
- In some of the pages was found a good practice that allows organization’s members to have their mini-webpage in the member’s list section and use it for their own presentation;

- Useful information about the concrete sport is another good practice that can both popularize the sport itself and its history, and ensure bigger interest to the particular sport;
- Good step forward is ensuring a “management” space on the web page, dedicated for announcements from the president/chair of the organization, done on regular basis (recommended at least monthly updates);
- Adapt the information to any challenges that someone can meet (refer to next section of this report for tips and tricks on how to adapt information for people facing different challenges);
- Enrich and make useful is one of the basic tips to most of sport organizations that researchers have analyzed. Present, show and make your work visible!

Present your management and organizational structure.
Be transparent – make your Statute, Board decisions and Financial documents visible.
Share your values and antidiscrimination principles.

#GoodGovernanceSport Survey

#GoodGovernanceSport Survey is an additional tool, used in the present research that has been developed to find out the parallel of the perspectives of good governance and to highlight what can be improved by providing tips and tricks for sport organizations. The Survey has been sent to the European and National sport federations that answered to the question grid, set by the consortium.

A questionnaire has been created for the purposes of the project has with a set of questions that had the aim to sort out the view of the sport stakeholders about the websites they administrate and the information that is available in their online space. Questions are very similar to the topics that the project research team has analyzed themselves on the web pages of 56 sport organizations on different level – 28 European and 28 national sport bodies.

Period of implementation of the questionnaire: 01/05/2018 – 30/08/2018

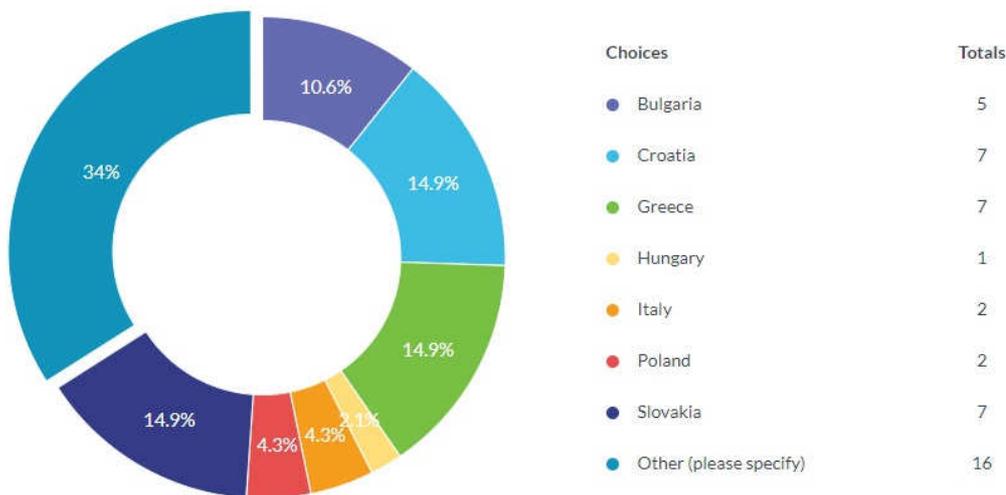
Total number of respondents: 47 sport organizations with different range, located in partner countries or in other locations in Europe.

As the survey has been open, organizations that has responded vary from the ones, analyzed by the research team and contribute with different view of self-assessment of the implemented activities that sport sector provides and in the same time ensure correlation with the project researchers findings during the research, implemented by the project team.

Question: The organization I represent is based in:

Most of the respondents are located in the countries of the present consortium as there has been bigger publicity and information about the research, but we can record also answers from Sweden, FYR Macedonia, Finland, Portugal, Denmark, United Kingdom, Germany, Northern Ireland, Luxembourg and Republic of Ireland. This diversity of organizations that declared their attitude towards the good governance principles they apply on practice is an interesting mixture of truly European overview of what is the public image of sport organizations in their own perceptions.

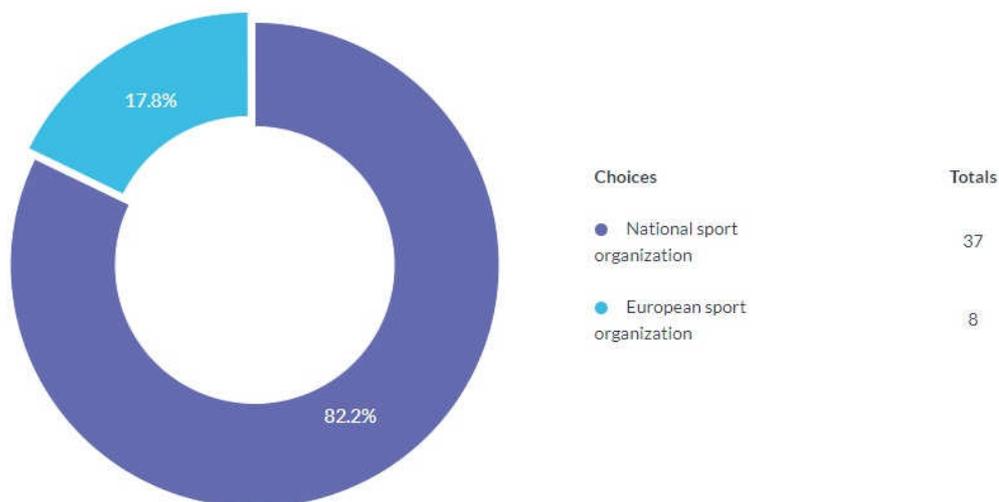
The organization I represent is based in:
Multiple Choice



Question: The organization I represent is:

A lot of different in their range organizations has joined the online survey and they vary from sport clubs, national sport federations, sport for all organizations and European umbrella organizations. 82.2% of the respondents represent organization with national dimension and reach and 17.8% are part of a European sport related structure. In the random survey it is not possible to ensure equal participation of equal by dimension organizations, but it really interesting to be found out the view of such different organizations to the common issues of good governance in sport in relation with transparency and open government. Even the act of responding is providing the possibility to adapt the management of their organizations, inspired by the questions their representatives have responded to.

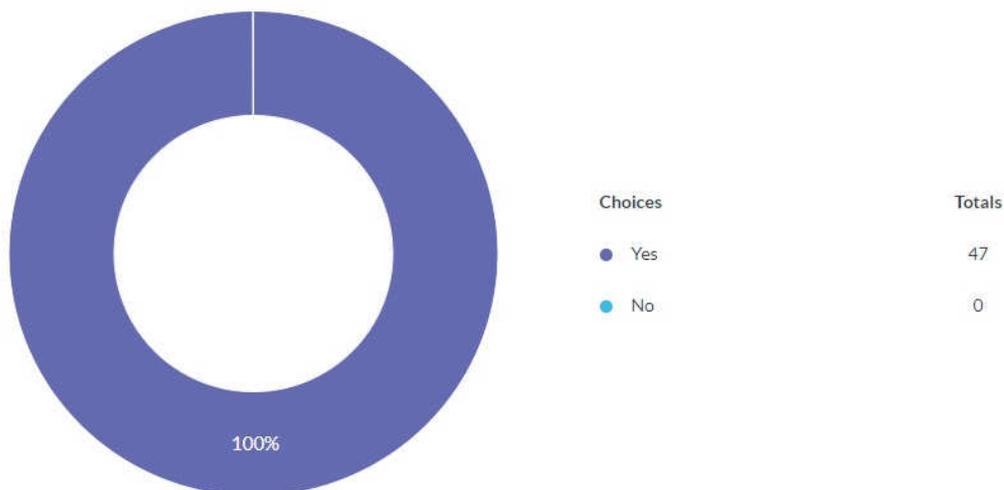
The organization I represent is:
Multiple Choice



Question: The sport organization I represent posses with own web page:

All respondents has declared that the sport organization they represent posses with own web page. That information is critical for the proper feed-back in our survey as most of the questions are connected with the existence of own virtual space where the sport organization, regardless of its dimension, is communicating with the wide public. 100% of the organizations that responded to the survey declared this availability.

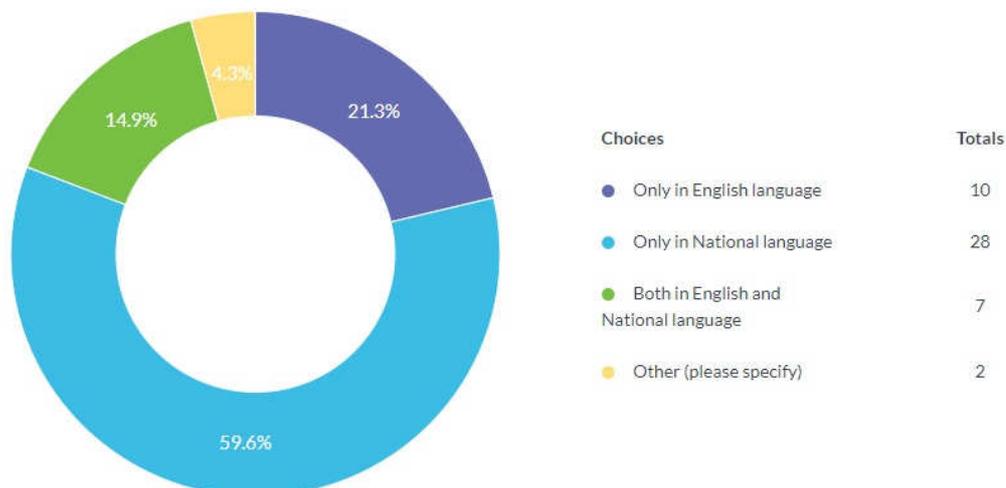
The sport organization I represent posses with own web page:
Multiple Choice



Question: The webpage of my organization is available:

Considering that we have a mixture of respondents, representing mainly national sport organizations, the data that we have received is corresponding to the obtained information about the profile of stakeholders that answered. 59.6% of the organizations have decided to have their public portal only in national language while 21.3% of the organizations have decided to have their page only in English that might be corresponding to the participating European/umbrella sport organizations. 4.3% of respondent has answered that they have the possibility that the information is found also in additional languages, different than English and the national language of the country they are based in.

The web page of my organization is available:
Multiple Choice



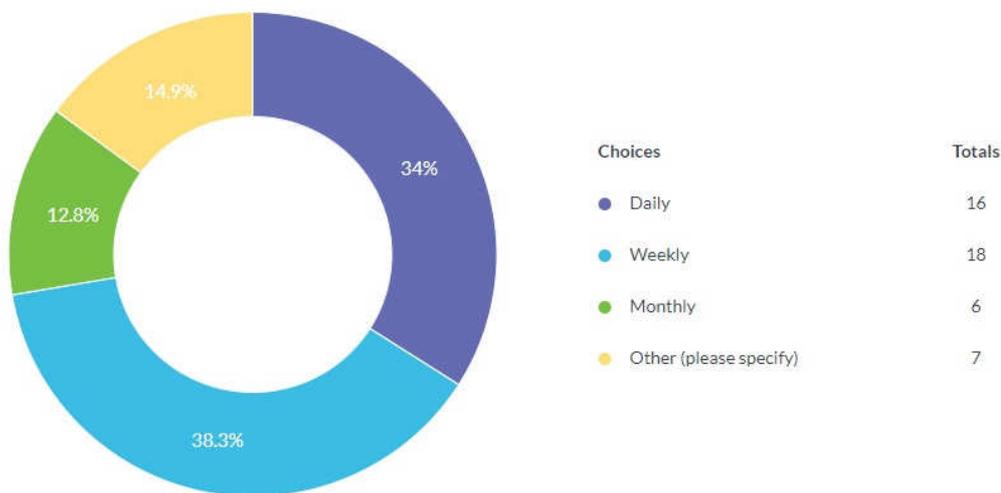


Question: The webpage of my sport organization is updated with new information:

The respondents has revealed very satisfying for the wide public information as their web pages are updated at least monthly – 34% count on daily updates, 38.3% are updating the information on weekly basis and 12.8% update their news feed at least once per month. 14.9% of the surveyed stakeholders have confirmed daily or weekly updates, depending on the density of events or information flow.

The presented information is a good commitment for transparency and open government by informing regularly members, athletes and citizens in general about the organizational life, events, decisions and procedures.

The web page of my sport organization is updated with new information:
Multiple Choice

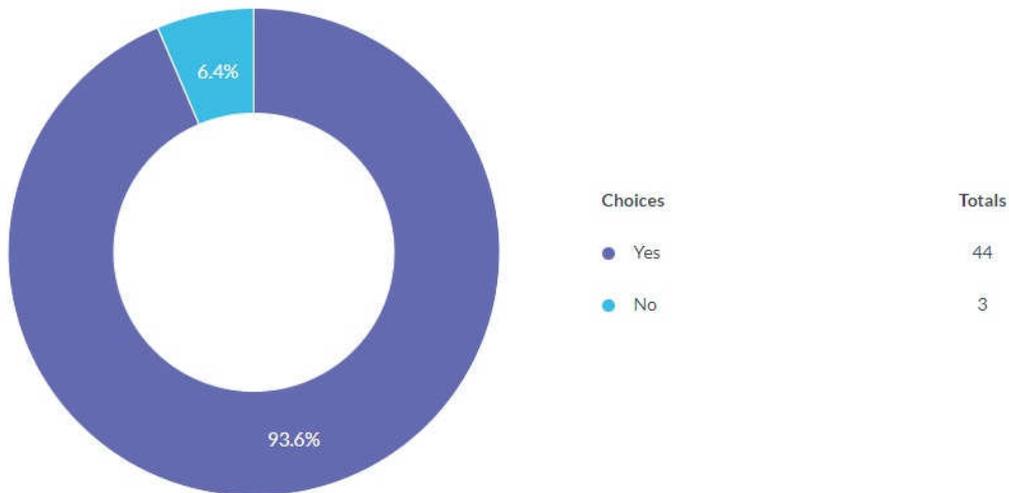




Question: The web page of my organization has clearly visible e-mail contact:

E-mail is one of the easiest forms to contact individual or organization and to be able to request information or services. In many web pages anyway, this information is either hard to find or missing and this way the communication is challenging. In the surveyed organizations 93.6% of respondents have declared that their e-mail contact is available verse 3 organizations that didn't publish this kind of communication, forming 6.4%. It is satisfying to highlight that very huge amount of the respondents are ready to be contacted in this communication method and are available for both members, athletes and/or citizens at any moment, even not in their official working time as e-mail can be send whenever is suitable for the interested person and it ensures possibility to track the forthcoming communication.

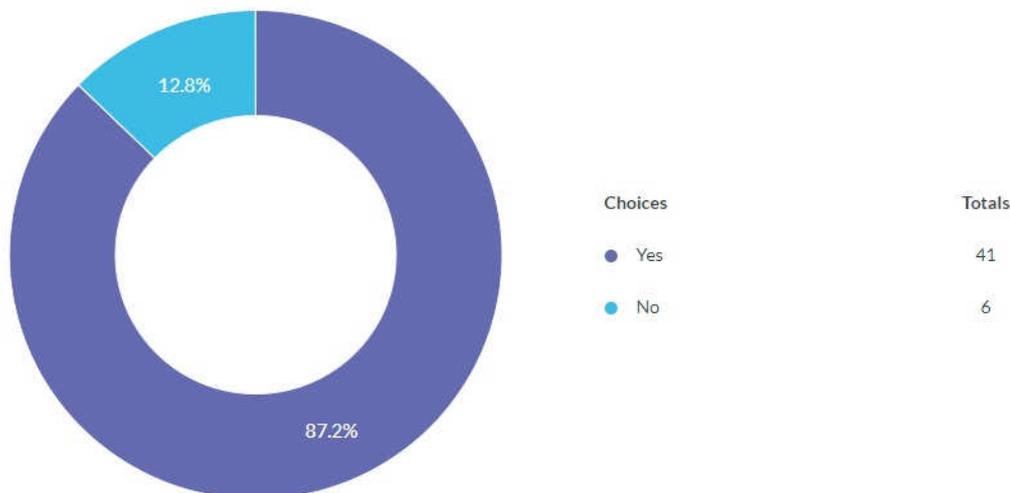
The web page of my organization has a clearly visible e-mail contact:
Multiple Choice



Question: The web page of my organization has clearly visible phone contact:

Even less and less attractive, phone contact is still one of the quickest forms of communication that in few minutes can ensure that your request or question is proceeded. This form of contact is still preferred by some people for different reasons, but many organizations are not publishing this information at visible location and it is quite challenging to be traced. In our present research 87.2% of surveyed sport organizations indicated that they have their phone contacts available, while 12.8% don't include this as contact information. In order to guarantee the maximum transparency of actual government and to ensure short-cut access to sport organizations it is strongly recommendable that all contact data is easy reachable and available.

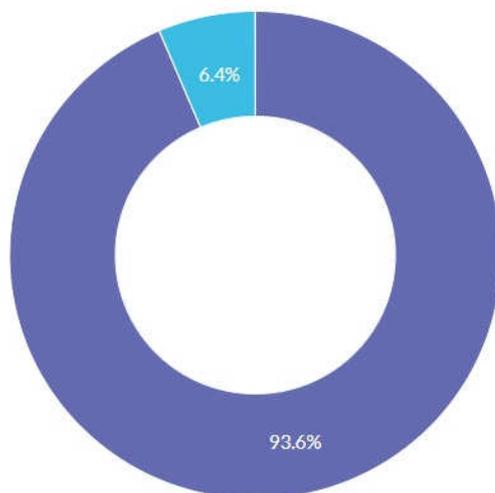
The web page of my organization has a clearly visible phone contact:
Multiple Choice



Question: The web page of my organization has clearly visible physical address:

Physical location or the representative office of a sport organization might be useful if members, athletes or citizens would like to visit on spot the club/federation and to be able to receive offline information or to have a face to face meeting. Sometimes, this information might be useful also in order to communicate in official way by sending letters or hard copy documents, so it is suitable if this information is easy reachable as it has been declared available by 93.6% of surveyed sport structures. 6.4% of the organizations don't have information on their web pages about their physical location and this may rely on absence of physical office or other relevant reasons.

The web page of my organization has a clearly visible physical address:
Multiple Choice



Choices	Totals
● Yes	44
● No	3

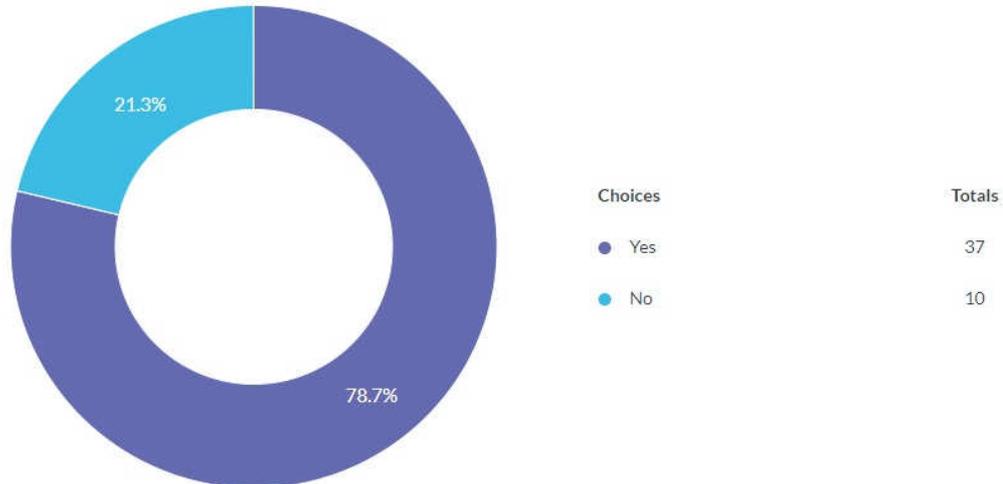
Question: The web page of my organization has clearly visible social media channels:

The impact of social media does not stop online, it is part of a much larger sphere of influence and although social media may initially create a certain buzz regarding a topic, overall the power of it will create word of mouth advocacy. The recruitment world is rapidly changing and it is more relevant than ever to engage in business with the expanding and forever progressing 'social media'.⁷

Social media communication had been one of the less preferred and recognized way to communicate organization's work in the past, but at the same time is one of the easiest and reaching more people by single activity compared to any other, nowadays. Social media ensures that the path that useful information is delivered very quickly to all interested individuals or organizations by a single click and to be used user-friendly language that provides communication in an open and transparent way. Many sport organizations are ensuring perfect knowledge and skills in managing different social media accounts and this might reflect the results achieved by the present survey where 78.7% of stakeholders that responded declared clearly visible social media channels on their public portals. 21.3% of respondents that correspond to 10 sport organizations haven't included such channels on their web pages and we strongly believe that they might consider this in the future. Social media mastering might satisfy the need of an open government that the society aims to see and can provide even further opportunities for partnerships and cooperation in different fields.

⁷ <http://www.premierepeople-ni.com/resources/power-of-social-media>

The web page of my organization has a clearly visible social media channels:
Multiple Choice



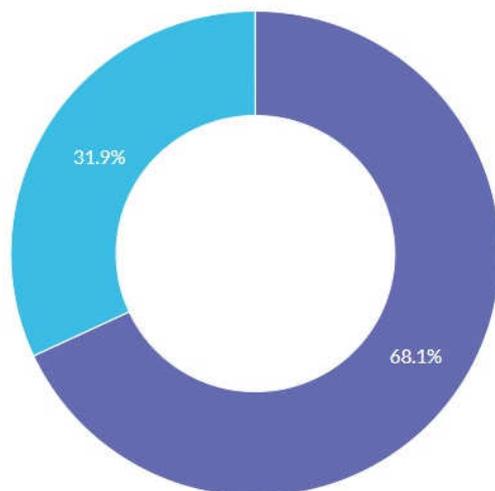
Question: The web page of my organization has clearly visible Vision and Mission of the organization:

Well-crafted mission and vision statements can inspire people to engage with your organization and deserve a well-thought-out place on your website. While the mission and/or vision statement may show up in other places on the site, it's a good idea to give the two a home of their own where visitors can learn in depth more about what the current and future goals are for your nonprofit.⁸ Vision and mission of a sport organization, even that sometimes both are quite clear, are one of the essential tools that enable the match between implemented activities and decisions taken and the direction that the organization must follow, based on its strategic documents. Significant amount of sport stakeholders that responded to our survey has confirmed that those documents are extremely important and need to be available for any interested part as 68.1% of the respondents declared positive answer and ensured that publication of the mentioned documents is available. 31.9%

⁸ <https://wiredimpact.com/blog/10-effective-nonprofit-mission-vision-pages/>

of the organizations we requested didn't ensure such publicity and do not have on their public portals organization's vision or mission or both/similar documents.

The web page of my organization has a clearly visible Vision and Mission of the organization:
Multiple Choice



Choices

● Yes

● No

Totals

32

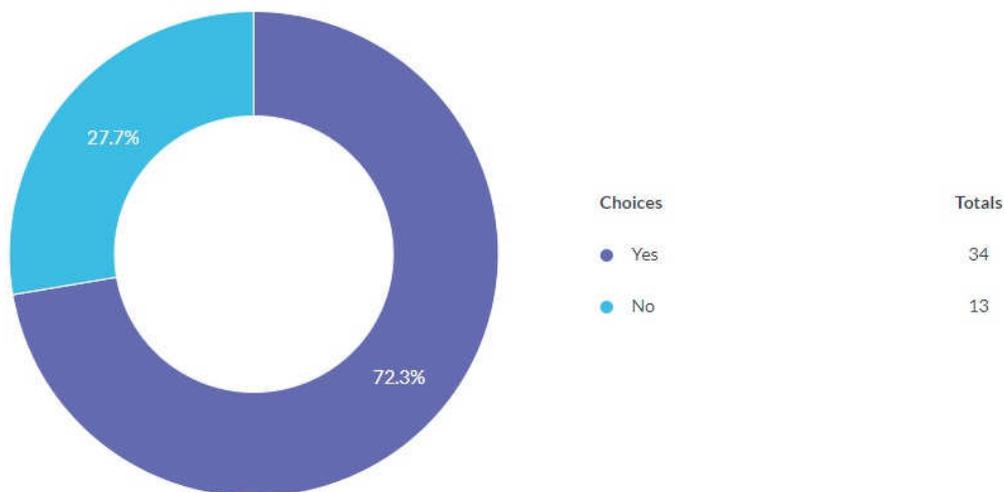
15

Question: The web page of my organization has clearly visible List of members of the organization:

The total amount of members of an organization forms the main decision making authority in the third sector where sport organizations are also located. This amount of individuals and organizations is one of the important links to the quality governance that the organizations are applying or not. Those members both elect and are being elected in different management and control positions, approve financial and operative plans and might be involved in different activities and tasks. For the legitimation of the current government of an organization, one of the most important criteria is transparency of those who has empowered the responsible individuals with the acquired power. That is why the project team strongly believes that the actual and updated information of total amount of members and, if possible who they are, is a great way to promote open and transparent government. The

position of #GoodGovernanceSport project team is supported by the respondents as 72.3% of them has declared that in the present moment such information is already available in their web pages and those 34 sport organizations with different range and scope of activities have recognized the importance of providing publically such database. 13 organizations, representing 27.7% of all respondents declared that do not have this information available for public use and we would like to strongly recommend that such list is added to the corresponding website as soon as possible in order to ensure maximum transparency in decision making and management processes.

The web page of my organization has a clearly visible List of the members of the organization:
Multiple Choice

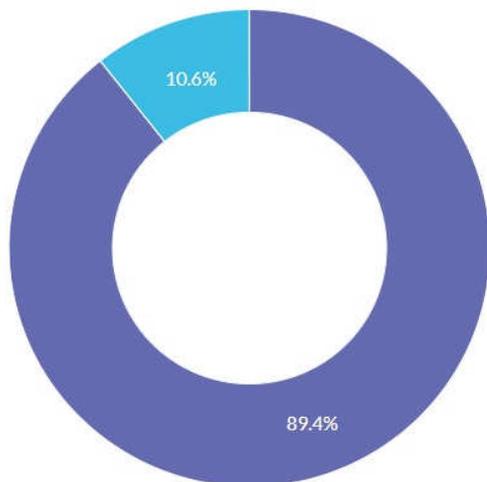


Question:	The Statute or similar applicable official act is available in the web page:
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The Statute is the strategic document that most respondents have declared available at their web pages. While we count much less respondents that had uploaded their Vision, Mission or list of members, we can count on almost 90% of the organizations that made their Statute public. While Vision, Mission and list of members are not obligatory documents that one organization should make public and it is part of its own philosophy and understanding to publish, the Statute is the main document that regulates the organization itself in all aspects and should be available for any enquires regarding the organization's management. Following the standard registration procedures, lacking such documents of sport or non-governmental organization is totally preventing its registration in many of the Member states and by thus this founding paper is basic and regularly needed. Statute ensures the rules and procedures of decision-making, property and finances, administrative and management bodies, strict criteria for their election and management activities, as well as the mandate and management terms (if any).



The Statute or similar applicable official act of the organization is available in the web page:
Multiple Choice



Choices	Totals
Yes	42
No	5

Question: The web page includes published decisions and news about the management of the organization, including board decisions (together with the overall news or in separate section:

Depending on the concrete activities the sport organization implements and how active the organization is, important decisions can be taken even on daily basis. The adopted practice requires regular board meetings and General assembly meeting (at least once per year). As one of the main points in the non-governmental sector is based on the open management, consulted and informed at highest level possible, inclusive for all members, one of the easiest channels that the current management might use is the web page of the organization that might be used both as consultative and informational instrument. Strongly focused on accomplishing the organization' aims, finding traces of decision-making and consultation process is a very good sign of multi-partial and neutral government. Overall positive response about such publications count on 63.9% of sport stakeholders that declared that management information is published either together with overall news or in a separate section

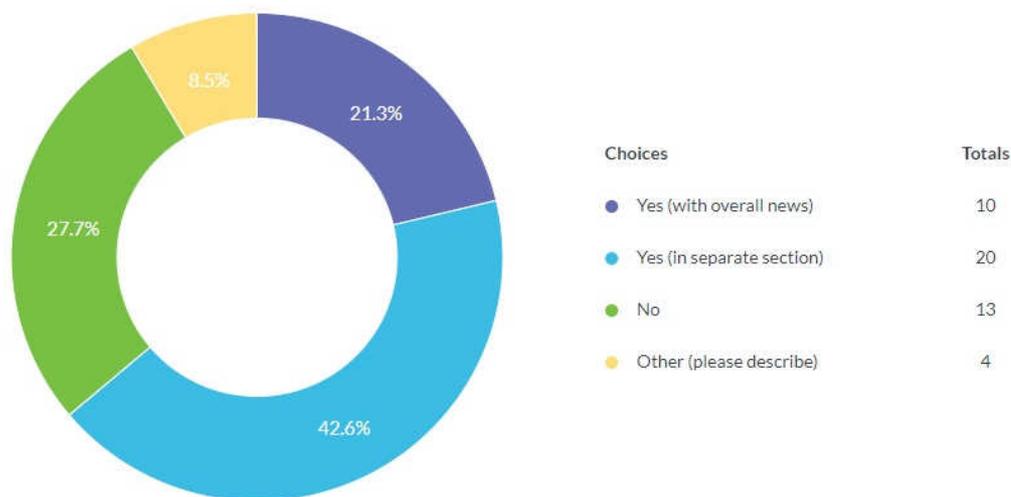
devoted for such updates. The amount of positive answered respondents that has made this information available, has chosen to provide separate section in their public platform, so the management process is highlighted and cannot be confused with the overall activities that the organization delivers. 27.7% of responding sport organizations has informed that do not accomplish with this recommendation for open and transparent government.

In the section of the survey described as “other” the respondents were able to comments and the summary of their comments include that the most relevant decisions are published (with the overall news in most of the cases) and if relevant, those decisions are communicated also through the social media accounts of the organization or included in the newsletter they use for communication with members and interested individuals/organizations.

The web page includes published decisions and news about the management of the organization, including board decisions (together with the overall news or in separate section):



Multiple Choice



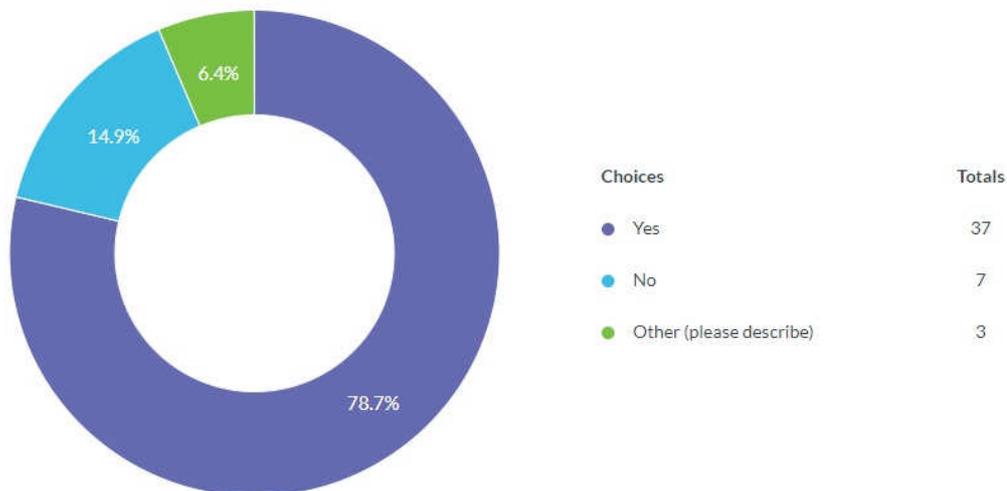
Question: Is the information updated on regular basis (at least every six months or after each board meeting):

Living in dynamic moments when information is with a limited lifetime and news flow is becoming more and more vivid, citizens are used to see up to date information in each field they are interested in. This includes sport and the management processes we are analyzing. As has been already described, management/board meetings should be held regularly in order to ensure common decision-making process and the minimum should be at least twice per year or in every six months. That is why we have decided to ask the sport stakeholders if they update their management information such as board updates and decisions regularly (or at least at every six months). 78.7% of answers are positive and reflects that the majority of sport organizations that participated in the survey are trying to provide up to date information and to ensure transparency. 14.9% of respondents have informed that do not update this information regularly and this finding might prevent the possibility that all interested sides to become easily familiar with full organization activities. Some of the most important and relevant decisions might be found in different media channels if the decision/s that has been taken are counting on high public interest, but this is not applicable to all organization's updates that in most of the cases can be found only on the web page (if published).

In the section of the survey "other", dedicated for further comments, three respondents commented that it is updated when needed, at least annually, or after each board meeting and it has been highlighted also the use of newsletter for updates about the organization's news and decisions.



Is the information updated on regular basis (at least every six months or after each board meeting)
Multiple Choice

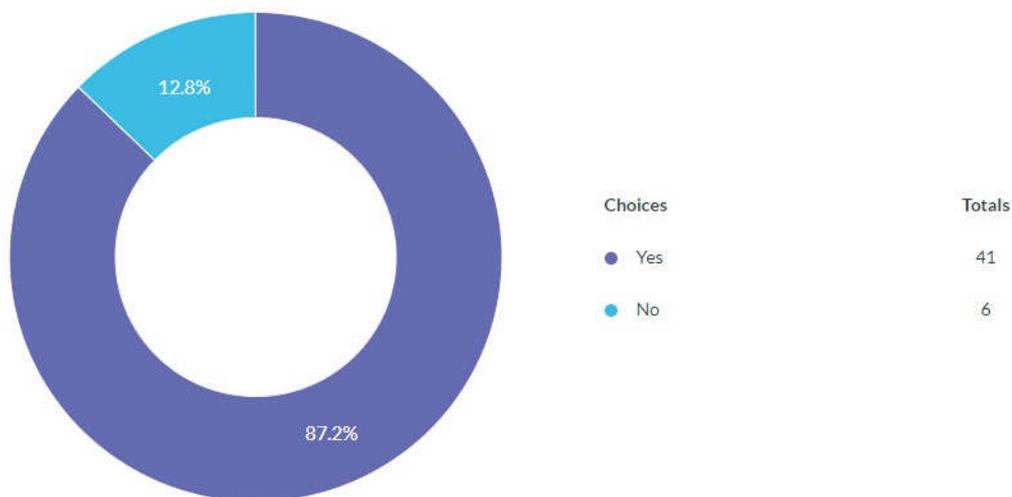


Question: Is the list of management/management board available in the web page:

Sport sector and its proper government depends strongly on good management and proper implementation of different range of activities, some of them strongly related to sport itself and some of them valid for the overall management of all kind of organizations. Specific characteristics that management/board of sport organizations have might include in the processes the expertise of different experts (financial experts, management professionals and other not directly related to sport), that can contribute with their personal commitment and professional experience to the development of the concrete entity. List of those individuals and the possibility to find out easily who is involved in the decision-making process might count only on positive feed-back such as transparent approach, possibility for quick access and government, open to members and citizens. This concept is recognized by 41 of all answered 47 sport organizations that made this information available for whoever

might be interested and has published it accordingly on their web pages. 12.8%, corresponding to 6 sport entities, hasn't published these details and this information can be traced in different channels such as media publications or state authorities that include such public records, but anyway those possibilities are much more limited and unsecure as sources.

Is there a list of management/management board members available in the web page:
Multiple Choice



Question: Is there available educational and professional background of each individual (management body member):

International and national sport federations as well as their member organisations are key actors within the sport system and have a wide range of relationships outside the sport system (e.g. with the state, sponsors, and the media). They are currently facing major challenges such as growing competition in top-level sports, democratisation of sports with 'sports for all' and sports as the answer to social problems. In this context, professionalising sport organisations seems to be an appropriate strategy to face these challenges and current problems. We define the professionalisation of sport organisations as an organisational process of

transformation leading towards organisational rationalisation, efficiency and business-like management. This has led to a profound organisational change, particularly within sport federations, characterised by the strengthening of institutional management (managerialism) and the implementation of efficiency-based management instruments and paid staff.⁹

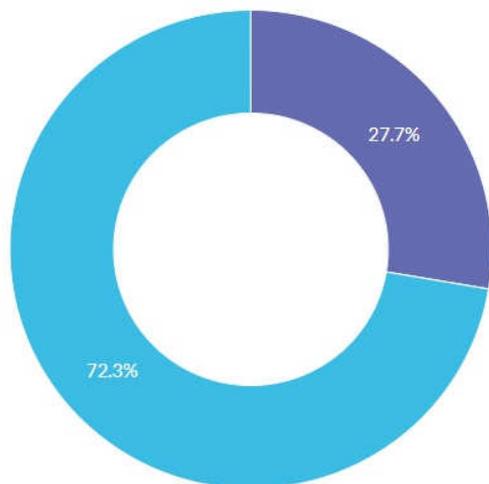
The educational and professional background of management of the sport organizations is critical for the proper implementation of processes and professional management of sport sector at highest possible level. For any interested individual or organization would be useful to track the professional paths that lead the particular manager to the current position he/she is occupying. The respondents declared that they have published such information on 13 from all 47 websites that reflects to 27.7% and informed that this information is missing in 34 sport organization's web pages, forming 72.3% unavailability of such data. Project team strongly recommends that full data for all management positions is available for public access, including the educational and background information of each individual, involved in decision-making process.

⁹ <https://www.tandfonline.com/doi/abs/10.1080/16184742.2015.1062990>



Is there available the educational and professional background of each individual (management body member)

Multiple Choice



Choices	Totals
Yes	13
No	34

Question: Is there scope of responsibilities available on the web page of each individual (management body member):

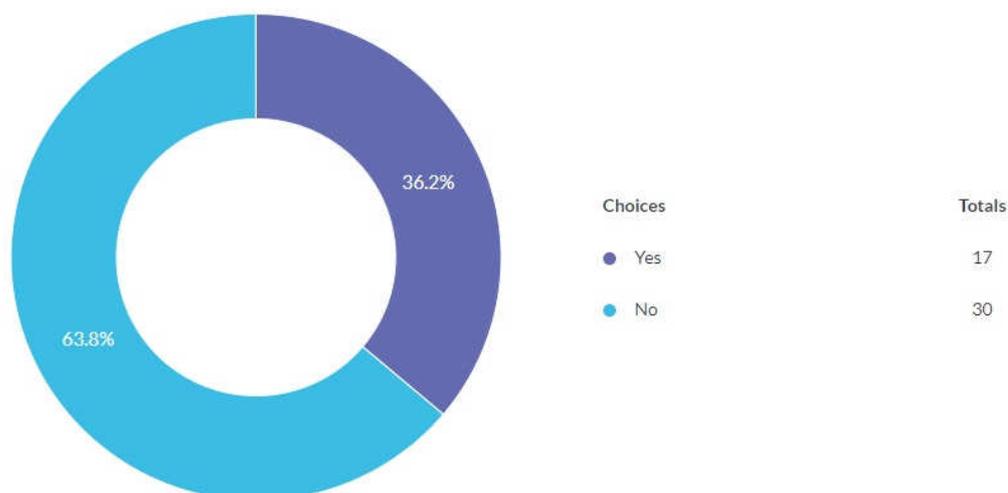
“Every right has its responsibilities. Like the right itself, these responsibilities stem from no man-made law, but from the very nature of man and society. The security, progress and welfare of one group is measured finally in the security, progress and welfare of all mankind.” - Lewis Schwellenbach.

Organizational management requires group effort and common decisions that correspond to shared responsibility of all board representatives for the successful development of the respective sport club or federation. Concrete responsibilities might be different, depending on what are the needs of the concrete entity. Division and sharing of responsibilities, counting on different resources (including human resources) is one of the ways to ensure goal achievement and to be sure that each position is devoted to the best possible expert that the organization possess. Unfortunately, based on the respondents’ records, we can find such recommendation in practice only in 17 from all 47 sport organizations that took part in the survey

forming 36.2% of all respondents. 30 sport organizations (63.8%) do not have public information about such division or this division is not available. Many of the critics that sport sector receives are connected to the single management, lack of mandate terms in sport organizations and low levels of distributing responsibilities, together with providing low amount of information to members and citizens. Ensuring clear scope of responsibilities might be a positive step in the good governance progress in sport sector which is urgently needed. Considering other relevant positive aspects of such division is the possibility to recruit different experts for management positions, counting on the membership diversity and the raising need of professionalization of sport organizations.

Is there available on the web page the scope of responsibilities of each individual (management body member)?

Multiple Choice

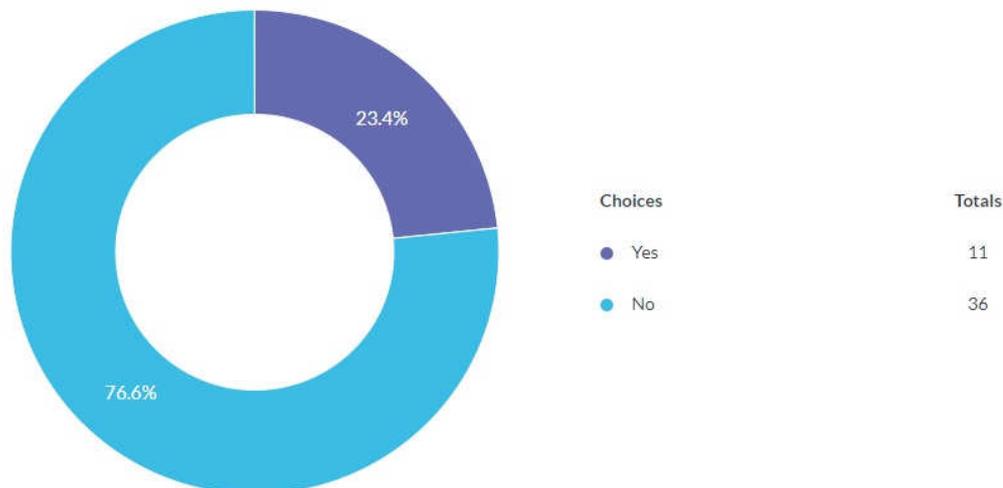


Question: Is there description of the participation/functions held by each individual (management body member) in other institutions and organizations available on the web page (if any):

Some sport organizations have included on their public platforms the affiliation of their management in other structures and entities. This might rely both to the respective sport organization that they represent in another sport body (example: sport club responsible that is member of sport federation management, sponsor that is also a member of a sport club board) as this is considered a regular practice in many sport entities or any other economical or administrative structures the individual is part of. There are few important moments that are related to this recommendation: avoiding conflict of interest or suspicion of conflict of interests by providing complete information about other activities that board members are involved in and possibility for further opportunities that the availability of such information might provide. Quite unusual for the implemented practices in the sport sector, this recommendation can be found in 11 sport structures that form 23.4% and is recorded missing in 76.6% of responded sport stakeholders entities. As in the last years transparency is one of the most used words in connection with governance in sport sector, this is one of the possibilities to be provided higher level of transparency, providing full data of individuals, involved in sport management, including their affiliations. Small steps lead to great journey and the fact that some sport entities managed to ensure proper level of transparency through publishing information related to organizational and economical relativity of management members and to promote their devotion to ensure good governance is a positive sign of #GoodGovernanceSport process.



Is there available on the web page description of the participation/functions held by each individual (management body member) in other institutions and organizations (if any)?
Multiple Choice



Question: Is there a photograph of each individual or of the group of management/management board members available on the webpage:

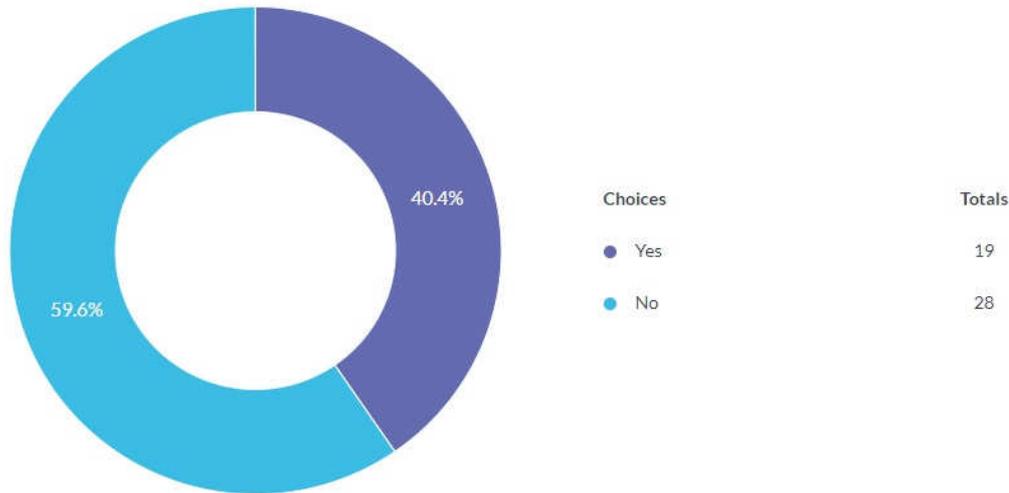
Related to previous analyzed questions regarding transparency and open government, the possibility to connect an image with a name is always a positive sign that both are implemented. Different management practices can be found in other sectors and adopted by sport one and they vary through one common board member’s picture to individual photograph of each person, published in devoted space of organizational website. Both practices are strongly welcomed to become common used as in the present moment almost 60% of surveyed sport decision makers declared that such information is missing in their internet profiles. Other group of respondents that forms 40.4% has implemented this possibility and has published either individual photographs or group picture that can provide clear information about who is involved in management processes. This practice can be applied also to the publication of board updates and decisions that might be accompanied with picture from the respective meeting.



Is there a photograph of each individual or of the group of management/management board members available on the web page?



Multiple Choice



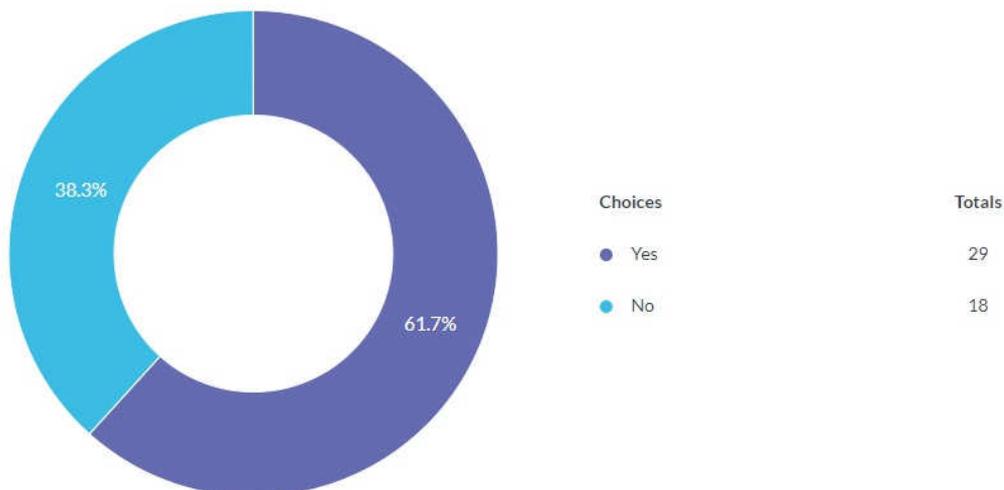
Question: Is there a structure or list of members of other bodies of the organization such as consulting board, control board or supervisory board (if any):

Depending on the complexity of activities that a sport organization implements or following their internal rules, described in the statutory documents, organizational structure might include different flows that can have consulting, control, supervisory or other functions and contribute to the overall goal accomplishment. Those structures might work on regular or ad-hoc tasks and assignments and in the same time might have different lifetime – permanent or temporary, depending on their concrete duties and responsibilities. In sport sector, the availability of such supporting/controlling flows might be considered regular practice as the specifics include different levels of involvement and expertise such as the mentioned above and in addition different commissions and committees (coaches, athletes, rules, doping, event hosting and ect). 61.7% of the respondents from sport sector have declared that they possess such structures and even more – this information is

available on their web pages. This information has been reported as missing by 18 sport organizations that might be both related to the inexistence of such structures or the lack of information about the existing bodies on their web pages. Each one of those organizational structures might have updates, information that would like to be shared or might need further transparency of who is involved in and the availability of such data can improve governmental processes either by including such structures or by making their work visible (if they exist already).

Is there a structure or list of members of other bodies of the organization such as consulting board, control board or supervisory board (if any)?

Multiple Choice



Question: Does the page include a section about financial reports of the organization:

Financial integrity and transparency is a cornerstone of the good governance. While significant strides have been made in the last decade, there is evidence of room for improvement in some existing systems.

The three pillars of the Universal Standards on Financial Integrity are:

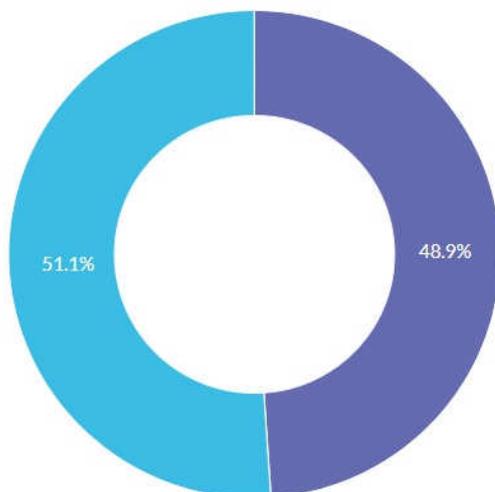
- **Transparency and integrity** – producing and publicising reliable financial information.
- **Financial sustainability** – generating value over time through sound management.
- **Fiscal responsibility** – meeting obligations on tax and social payments.¹⁰

This aim has been transmitted to the sport organizations through question of availability of financial reports on the public portal of the organizations that the respondents represent. Less than half of the surveyed organizations declared that they have such publications – 23 of all 47 respondents that summarize 48.9% of the total amount of answers. 24 of the organizations that form 51.1% of all gathered data stated that they do not possess with a section on their web pages dedicated for financial information and publication of financial reports. The formal obligations of such publicity depends on the local legislation of the country the organization is registered in and in the ones that such obligation exists, it is only on local language and it is published in the informational system of state or municipality structure, responsible for financial reporting of organizations, so the reach of the society members to this kind of information might be limited. Financial transparency of sport sector must be a common aim and sport organizations need to lead this process with providing positive example to their members (sport clubs and structures) in order to achieve high level of application of the principles of #GoodGovernanceSport and to be competitive at the global and national stage.

¹⁰ <https://siga-sport.net/universal-standards-on-financial-integrity/>



Does the web page include a section about financial reports of the organization?
Multiple Choice



Choices	Totals
Yes	23
No	24

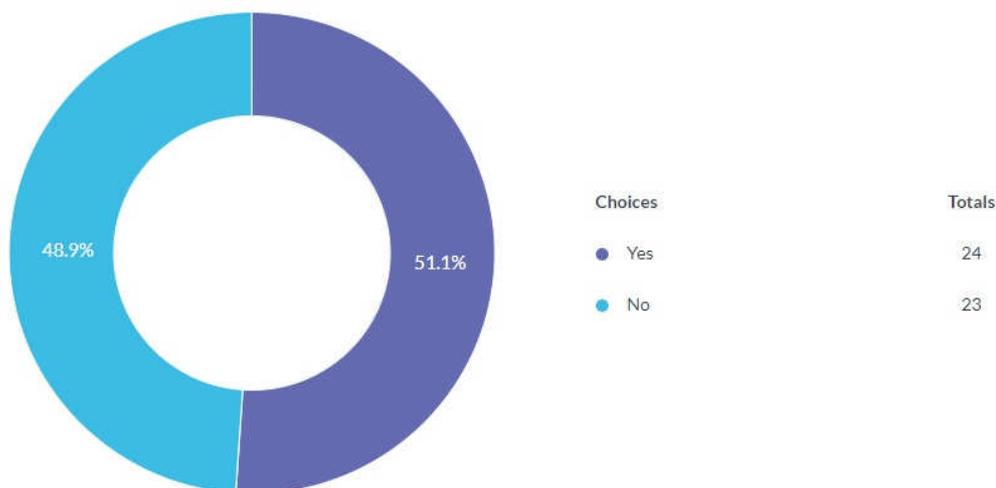
Question: Does the web page include annual financial reports information for all incomes and spending – international, national state and municipality grants, projects, sponsors, private investments...

Cross-funding in sport sector is a usual practice as most of the organizations in the sector do not rely only on one funding mechanism and combine multiple sources. All of the sources – state, municipal, grants, project based, sponsors and private investments, own income from sport services or taxes/fees are forming the overall budget they can count on and all those sources should be part of the annual financial report that the organization is presenting. The financial report should contain both all income and all spending that has been realized and the project team was passionate to find out how much of this information is available for public access. Half of the respondents stated that they have published their full financial information that reflects to 51.1% of all surveyed sport structures. Complete financial information is unavailable on the portals of 48.9% of the organizations that is preventing citizens, members and even current and potential donors to be aware what is the financial

management that the organization applies is. In some web pages the information is very structured, available in presentation form or by uploaded official documents and this availability leads to higher level of transparency of the organization itself.

Does the web page include an annual financial reports information for all incomes and spending – international state and municipality grants, projects, sponsors, private investments... 

Multiple Choice



Question: What do you believe is essential for good governance in sport, related to the public face of sport organizations?

The last question was left for free flow comments on the essential elements of good governance in sport that sport stakeholders consider relevant. All of the participants in this survey agreed that the transparency is the most essential quality of good governance in sport. They also agreed that being open for discussion and communication, being morally and socially progressive, for example being hard on doping, money laundering, manipulation etc. is really important for the good governance in sport too.

Transparency - in activities, decision-making, HR processes, financial intake and expenditures, and overall management, including the board members, members of

Committees, meetings, the Annual Report, the Statutes and Financial documents. Additionally, skilled management is important - competent staff is required to ensure transparency. Transparency in the way decisions are made, the existence of various channels of communication with citizens (mainly digital), special attention to the development of sports focused on youth generation.

It has been highlighted also that strong commitment is needed (staff and volunteers), weekly meetings with members and continuous contacts with other sport organizations and stakeholders. Concerning disability and sport would be useful to be developed guidelines for a good and safe sport practicing and teaching, including medical advice for each disability.

Together with the transparency has been mentioned also being open for discussion and communication, consistency, high moral, keeping the rules, protecting the image of sport and organization, clear rules for position distribution and public announcement of everything.

Timely delivery or/and publishing of information to all stakeholders, visibility to the decisions and to those who made them. Clear structures and responsibilities, open information to the general public and more detailed to its members is another recommendation received in the survey. Respondents mentioned also that reviewing strategic and operational plans and endeavoring to be as open as possible with members and provide suitable information upon request.

Clear description of the governing body and members, administrative staff, pictures of the key persons, contact information, update of the activities, visibility of the financial issues, announcement of the decisions taken, section of news from the members, update of projects or funding possibilities. Good insight (independent, peer-reviewed, up-to-date) and understanding of the issues sport is facing.

Good (functional and user-friendly) web page and regular media releases has been also appointed as important good governance signs as well as increased participation of sport organizations in public ceremonies and conferences, public discussions and meetings.

Surveyed stakeholders also consider important the election process for management bodies - democratic and transparent. It should be regulated the gender balance /how many men/women there should be in the board and the committees. It should also be regulated for how many terms/mandates a representative can be elected for. Continuous education, responsibility and versatility of the employees in sport organizations are other critical activities to guarantee good governance at all levels.

Sports organizations need to play by the rules in any situation. Legal requirements, as well as internal guidelines, need to be obeyed. Members need to have powers within the organization to change the rules when necessary. Today, a sports organization's internal guidelines should go further than legal minimum requirements - they need to be morally and socially progressive, for example – to be hard on doping, money laundering, manipulation, human trafficking, racism and sexual harassment and abuse, actively inclusive in terms of e.g. ethnic, sexual, and gender minorities, and ambitious in terms of gender equality, diversity and equal representation. Decision-making processes have to be democratic and transparent.

Conclusions

During the implementation of the current research, project team has analyzed different aspects of public visibility in sport sector, with accent on available information at public portals of sport organizations (websites). Project team researched 56 platforms, while 47 sport entities answered themselves on the same/similar questions. Based to the research itself and the answers of sport decision makers, the following conclusions can be highlighted:

- Almost 60% of both groups of respondents possess with a public portal available in English language;
- More than 85% of sport organizations from both groups (stakeholders and researched by project team) have easy reachable e-mail contacts on their web pages, more than 83% have available phone contacts and more than 91% of sport entities are easy reachable by clearly indicated online physical address;
- Almost 80% of the federations that has been analyzed or took part in the survey are “social media friendly” and ensured short-cut to their social media channels;
- Vision and mission of sport structures, part of this research has been declared available by 68% of stakeholders that responded to the survey, while researchers found traces of those documents only at 44% of analyzed federations;
- List of members is available in more than 72% of all requested and analyzed sport bodies;
- More than 70% of sport organizations (that took part in the survey and that has been analyzed by project team) included their main document such as Statute for public review;

- Communication of management news and updates is ensured in at least 42% of the overall involved in the research sport organizations. The percentage is significantly bigger in the organizations that took part in the survey themselves – 63%;
- Regular update of management information is transmitted to wider audience by 37% of analyzed by project team sport structures and declared as regularly updated by 78% of sport decision-makers;
- List of management members is available for more than 78% of all analyzed organizations from both research groups;
- Less than 25% are both categories has updated the information regarding educational and professional background of management involved individuals;
- Researchers revealed that only 16% of the web pages published concrete scope of responsibilities for its management members, while the sport stakeholders that responded to the survey has declared more than 36% of availability of this kind of information;
- Low numbers are recorded in both analyzed groups in the indicator of availability of concrete data about the participation/function of board members in other institutions/organizations;
- More than 40% of all included in the research web pages are inclusive of pictures of board/management members;
- More than 60% of sport organizations that current research reached count on different controlling/supportive structures and the information is available on their public portals;
- Detailed financial report, including variety of income and spending flows is available for public review at the internet platforms of more than 51% of the reported by the stakeholders data and has been found on 21% of the web pages, researched by the project team;

Through the present research report has been underlined some aspects of the publicity and visibility of processes in sport sector that should be available and easy reachable by both citizens, members of sport entities and different donors. #GoodGovernanceSport project team strongly believe that the present research 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



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Recommendations regarding the “Ideal Website”

Sport organizations both on national and European level are providers of the social service “sport” at different levels and to different society groups. This responsibility, combined with the fact that most of the funds, dedicated to sport are provided by tax-payers or sponsors (private companies) should ensure transparency and accessibility for each citizen that is interested in the activities, delivered by sport structures. Based on the analysis of the websites of different in their range organizations, we have highlighted some basic elements that might be considered by sport management bodies and included in their future platform’s updates.

Best practice in the European Union (EU) and internationally suggests that the ideal website contains the following information:

- Useful and rich information about the activities of the organization;
- Full contact details, including social media networks;
- Information about organization’s members and their information/contact;
- Information about management processes in the organization;
- Information about management - board members details, mandates and election rules, description of the educational and professional background of each person, scope of responsibilities of each person, brief description of functions held by each person in other companies/institutions, photographs.
- Information about financial management of the organization;
- Basic documents of the organization – statute, decisions and minutes;
- Values, vision, mission of the organization.

The Basics¹¹

1. Define the purpose of your site. Is it a simple informational site (essentially an online brochure), a news site, a store, a community space for visitors to interact, or a combination of all of these?

2. Who is your target audience and what is important to them? Think like your visitors when you're visualizing your website. What do they want and what do they need from your website? How do you want them to feel when they look at your online presence? What do you offer that is unique?

3. What should it look like? Working with a professional designer will make a big difference. Your site should be consistent with your other branding materials and identity collateral. Consider the reason you are using certain colors and fonts. For instance, the food industry uses red to stimulate appetite, purple is a royal and spiritual color, and orange is hot as well as a happy kid color. When using fonts, stick to two or three. The more fonts you use, the more cluttered your site will look.

4. What is your budget? Be realistic when establishing a budget. Defining your needs, based on your business, will help scope the site and define the budget. Your website is an investment in your business and you may want to consider a phased approach for its development.

Custom-developed sites will provide the most flexibility in both appearance and functionality. A basic informational site is not as expensive to develop; generally, the functionality of the site will dictate its cost. If you're on a limited budget yet still want a quality online presence, there are several sites where you can go to get started, which offer easy-to-use web solutions.

¹¹ <https://www.marthastewart.com/265791/how-to-create-the-perfect-website-for-yo>

The Functionality

A website can have differing functionality for both the visitor and those running the site. The functionality the visitor experiences should be defined by the purpose of the site (i.e. purchase a product, make a reservation, learn about your company, submit a form, etc.).

If you plan on changing your site's content frequently, a Content Management System (CMS) will let you update and edit your site's content. It should provide an interface that looks familiar, is easy to use, and can be done without having to use any HTML.

The Content

Once you've determined what the site should do and who your audience will be, it's time to start working on the content.

1. Keep your content concise and to the point. Sometimes, less is more, but in any case your website should help people and articles should aim to inform.
2. Organize your thoughts. Your site's navigation should be easy to understand and use.
3. Use good quality photos and images that are relevant and tell your story.
4. Provide several ways to contact your business.
5. Prepare your copy in advance. Post it to your site only after you have edited and refined it.
6. Make a list of links to other sites and where they should be inserted in your content.
7. Stay on message.
8. Have quality photos of your events, activities and concise descriptions prepared in advance.
9. Your site should answer frequently asked questions.

Building a website takes planning, time and effort. Knowing what the site should do, who will maintain it, who will be visiting it, and what functionality is important will help you build a site that works for, and enhances, your business. Text by Merri Jill Finstrom¹²

Five things your website should achieve¹³

Clean design

Your site should load quickly, feature high-resolution imagery and be separated into crisp and clean sections that are easy to navigate.

Mobile friendly

Responsive web design involves ensuring a site looks as good on a mobile device as it does on a desktop. More people now access the internet from mobile devices than desktops, so failure to get up to speed means you'll be left behind.

Easy navigation

You need to determine the actions you want customers to take on any given web page and make it easy for them to do so. This could range from making a purchase or subscribing to your email newsletter.

SEO friendly

In 2014, 38 million adults in Great Britain accessed the internet every day. Of these, 74% bought goods or services online. In a PWC report on global shopper behavior, 56% of survey participants said the first thing they did when researching a purchase

¹² <https://www.marthastewart.com/265791/how-to-create-the-perfect-website-for-yo>

¹³ <https://www.theguardian.com/small-business-network/2015/sep/30/grand-designs-website-designer-seo-business>

was to use a search engine. This makes it crucial for all small businesses to own SEO-friendly websites that push them higher up search engine rankings.

Stay above the fold

The most important information on any page should be visible without the customer having to scroll down. Be sure to place the benefits of your product or service, your call to action and your main image at the top of the page.

Niall O'Loughlin is a UK marketing manager at 99designs, a graphic design marketplace that connects small businesses with a community of designers¹⁴

Crucial Business Information¹⁵

"The biggest failure that people have is that they try to build the website they want, not necessarily the website they need," says designer Josh Frankel. Take a restaurant, for example — Frankel says "everyone wants music and this giant 'about' page," but they neglect the basic things like the menu, contact information and directions.

Depending on your field, you should have a few things on your website that fall into the realm of "information." We know restaurants need a menu and a list of locations (ideally with directions or a map), but every industry has its necessary items. If you're a retailer, you need product images (and they need to be *good* pictures). If you work in the service industry and have a business that relies heavily on customer service and referrals, put some testimonials on your site. For example, a wedding planner could have one of her recent brides write about her experience with the business. A web designer should include screenshots or link out to previous work. A hair salon could

¹⁴ <https://www.theguardian.com/small-business-network/2015/sep/30/grand-designs-website-designer-seo-business>

¹⁵ https://mashable.com/2012/02/09/website-must-haves/?europe=true#hJBwk_0d48qX

have client testimonials about a stylist's skills and promptness. Tailor your site so that it offers the information users are likely to be looking for.¹⁶

Contact Information

We can't stress enough that most crucial business detail is contact information—which is why it has its own section. Mills exclaims, "How many times do you visit a website and think 'how hard is to contact this company?' Have a number, email, address and a contact form easily accessible and visible," he says. It makes a difference because there's nothing more frustrating than being unable to get in touch with a needed business or service.

When you put an email address or a phone number on the site, don't upload this information as part of an image — the number or address should be able to be clicked on or copied right from the site in order to place the call or send an email conveniently and quickly. Most smartphones these days have the ability to do "click to call" on the web, so make the process as easy as possible for the users.

Don't want your phone ringing off the hook? Just use an email address, but make sure you answer emails in a timely manner. And please, get an email address for your domain. Using Gmail — or worse, an AOL email address — isn't professional, and that's what you're striving to be. If you like Gmail's interface, you can use Google Apps to set up custom email addresses through Gmail — it's free for up to 10 email addresses.¹⁷

Social Media Integration

Twitter. Facebook. Tumblr. YouTube. Pinterest. Google+. LinkedIn. Instagram. Foursquare. There are a lot of social platforms out there, and you should promote your presence on them on your website, because social media is critical part of marketing

¹⁶ https://mashable.com/2012/02/09/website-must-haves/?europe=true#hJBwk_0d48qX

¹⁷ https://mashable.com/2012/02/09/website-must-haves/?europe=true#hJBwk_0d48qX

your business. Though not a traditional business, digital savvy Team Coco does a great job promoting its many social channels on the website.

Integrating these platforms into your website will help boost your SEO, improve your business' footprint on the social web and build your following across numerous social platforms. Is it worth it to maintain a presence on *so many* social platforms? Yes — as long as you actually *maintain* your content, you'll keep your brand top-of-mind and keep users engaged. "Social media is not going to leave us anytime soon and its worth the investment in time — it does make a difference," says Mills.¹⁸

A Mobile-Ready Version

Smartphones and tablets are driving an increasing amount of web traffic, and the numbers are only going to grow as mobile devices become cheaper and more mainstream. Andy Chu, director of Bing for Mobile, says 70% of task completion happens within one hour on mobile sites, meaning that people are often browsing on the web with intent — they're looking to do something, buy something or go somewhere. If someone searches for a restaurant on his smartphone, he's likely to eat at that restaurant within the hour, says Chu. So your website better be readable on handheld devices.

"Until two years ago, designing for the web meant designing for a computer, now it means designing for anything with an internet connection," says Frankel, referring to laptops, tablets and smartphones, all of which have different screen sizes. So, how can you do it? Responsive design.

Responsive website design enables you to use fluid widths, so that your website layout will adapt to the screen on which it's being browsed. You can enter HTML code so that your sidebar takes up, say 20% of the screen width, and the remaining 80% is reserved for the body of your website. Layouts are adjustable and images are

¹⁸ https://mashable.com/2012/02/09/website-must-haves/?europe=true#hJBwk_0d48qX

scalable to make for a better web experience on myriad devices. Here are examples of sites with responsive design, so you can see for yourself.

Do you simply want to focus on developing a mobile website? You can use Mobify and other tools to create a mobile version of your website.

Frequently asked questions /FAQ/

People have a lot of questions. As you hear concerns from customers and receive feedback via email, gather up the most frequently asked questions into a list and offer clear, concise answers. Questions often revolve around materials and ingredients used (for allergy reasons), shipping information, company history, sizing (for apparel brands) and cancellation or return policies.

Approximately one billion people in the world live with disabilities. How we can adapt our website to their needs?¹⁹

With nearly 1 billion people around the world living with a disability, it's important to recognize that people with disabilities use and view websites differently. Different disabilities can offer unique challenges for web design. Fortunately, there are many techniques and tools to help you create a robust website that also addresses the needs of many of your users. In fact, building a disability-friendly website is easier than you might think.

Visual Impairments

Some internet users are visually impaired and have difficulty seeing or can't see at all. To navigate the internet, they often use a screen reader tool, a software program that reads text on a screen aloud to the user. In order to ensure that they can engage with images and other graphics on your website, you can apply alt-tags (alternative

¹⁹ <https://mediag.com/blog/tips-for-making-your-website-disabled-friendly/>

attributes) to every image. These descriptors allow screen readers to properly communicate what the image is.

Similarly, all uploaded documents to your website should be available in a text format, not just a PDF or other image-based format that can't be understood by screen reading tools.

Another good tip to help make your website easier to use for those with a visual impairment is to use periods in between each letter of an abbreviation. Screen readers often won't recognize abbreviations without periods so they'll try to read it phonetically.

Be conscious of colors when designing your website. Nearly 1 in every 12 men experience color blindness. To relieve some of the eye strain your readers may encounter, focus on web designs that embrace contrast and help the text pop. Layering colors from a similar palette, such as using light blue text on a medium blue background, can be challenging to decipher. You should also be wary of using yellow, blue, and green close to one another. Think you see color perfectly? Take the online color challenge to find out.

Your readers will thank you for clear headers with large and simple text throughout your website. Ensure that your text can resize up to 200% without losing information.

Lastly, make sure that any colorful graphs, charts, and infographics also display numbers and values so that users can process the information more easily.

Hearing Impairments

Not all internet users have the ability to hear audio clips without difficulty. When uploading custom videos to your website, be sure to always include subtitles. This ensures equal and enjoyable access to the multimedia content on your website.

Navigation Difficulties

Using a mouse and pointing accurately is a challenge for some users and so they rely heavily on keyboards. Program your website functionality so that all content can be accessed via keyboard, not just a mouse.

It is also important to ensure that there are at least three different ways a user can access information. The most common three are through the search bar, primary navigation, and footer navigation.

Overstimulation

When laying out your website, be considerate of how the graphics and text interact to reach the viewer. Flashy and energetic graphics can distract and potentially over-stimulate the user. This is especially true for people with Attention Deficit Hyperactive Disorder, Autism, and those susceptible to seizures. To reduce the likelihood of over-stimulation, consider the balance of text, graphics, and animations on your webpage and include a clear method for users to hide animations.

General Tips

In order to get your message across, your website needs to be as clear and as specific as possible. Be descriptive when embedding links. Rather than writing “click here for the form,” try “This form will help you complete the application.” Your links should always make contextual sense when viewed on their own and should be underlined and in another color to be easily identifiable.²⁰

²⁰ <https://mediag.com/news/tips-for-making-your-website-disabled-friendly/>



Use alt tags.

When you hover your mouse over an image on a website, the little words that pop up are called alt tags. For someone who has a visual impairment and uses a screen reader (a software program that reads text on a website out loud), the alt tags are read aloud, and are the only way a user knows what the image is.

Take alt tags seriously and use them as an opportunity to describe the image accurately and succinctly. If it's a picture of a person, write out the person's name. If it's an object, use a couple of words to describe it (for example, if it's a photo of pile of bricks, use the alt text "pile of bricks").

Create subtitles and transcripts.

If your web content regularly includes videos, try to provide subtitles — especially if you're producing the bulk of your own video content. Popular video hosting sites such as YouTube have tools that allow users to add subtitles to their clips.

Making a transcription of the video available online is also an incredibly helpful resource for users.

Put periods in abbreviations.

If you're abbreviating something in HTML, put periods in between each letter. For example, if you're referencing the Central Intelligence Agency, write it out as C.I.A., rather than CIA. A screen reader won't recognize the abbreviation without periods, and will instead read it out phonetically as a word (C-I-A will be read as "cia").

Describe your links.

When embedding a link in a post, it's more useful to describe the link, rather than just telling the reader to "click here." For example, it's better to write out, "To learn more

about technology, check out “Our tech channel” instead of "To learn more about technology click here."

Whenever possible, underline your links or make sure that there is a color contrast between hyperlinked text and regular text. That way, colorblind users will be able to find a link immediately without having to hover over it with their cursors.

Utilize color control.

Practicing smart color choices is useful for a website with any kind of audience. Avoid pairing garish colors, and be wary of using yellow, blue and green close to one another (this is especially difficult for colorblind users). Black text on a white background is the best general practice, because it's readable for most audiences.

Get clickable.

For users with mobility problems, it can be difficult to click on small items within a tiny clickable range. It's like trying to nail a bullseye *every single time* you play a game of darts. Give the clickable item in a wider range so the user can click on it within the item's general area.

Keep your copy simple.

This tip is helpful for any audience, but is imperative for elderly audiences or those with learning disabilities. If you're putting a lot of text onto your website, break it into smaller paragraphs. Use simple, straightforward language in the active voice.

Naturally, this might not work for all sites, depending on the content, but you can apply it to various pages (such as an "About" or "History" section).

Include an accessibility guide.

If you've done your best to make your site disability-friendly, include a section that lays out all of the ways your site is accessible. Alternatively, you can post a guide on tips and tricks users can implement on their own computers. A great example of this comes from the *BBC*, which has an entire section devoted to accessibility.

"Rather than providing various tools for accessibility, they provide information on how to make the most of the settings and features on their computer or in their browser," Berry says. As far as accessible mainstream sites go, Berry says he's "impressed" by how user-friendly the *BBC* is.

Broken down into multiple sections, the *BBC* offers support based on the user's disability, with selections such as "I can't see very well," "I am blind" and "I find words difficult." Wassmer also cited the *BBC* as an exemplary site of disability friendliness.

Even if you don't have the same resource level as the *BBC* to create such an exhaustive guide, you should still round up your accessibility selling points. It can be of powerful use for your site's visitors.

Know your audience.

"It's difficult, if not impossible, to design generically for all disabilities," Wasserman says. "Within the main categories of disability — sensory, physical and cognitive — there is such wide variation, so it's important to understand your users first."

If you're passionate about making the most accessible site possible, try to get a physical read on how someone with disabilities actually goes online.

"Watch how people interact with the web, through assistive technologies like screen readers, or how they customize their browser," Berry says.

You can also use yourself as an example. Download a screen reader, like Google's free ChromeVox, and learn firsthand how assistive technology works. The experience will inform you on your journey to designing a more disability-friendly website.²¹



GOOD GOVERNANCE in SPORT

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• eusport.org/GoodGovernance

<p>GOOD GOVERNANCE Good governance is 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.</p>	<p>TRANSPARENCY Imply the public insight in the work of sport organization; ensure availability of instruments for monitoring the decision-making process.</p>
<p>ACCOUNTABILITY Ensure actions and decisions taken by public officials are subject to oversight so as to guarantee that initiatives meet their stated objectives and respond to the needs of the community they are meant to be benefiting.</p>	<p>INTEGRITY Take pride in everything that is fair, honest and knowledgeable and build trust in every situation.</p>
<p>COMMITMENT & DETERMINATION Keep pursuing our goals especially when experiencing adversity.</p>	<p>LEADERSHIP Create vision, inspire others and advance the priorities and mission of the organization.</p>
<p>PASSION FOR SERVICE Show love and compassion for the people we serve and rejoice when their needs are met.</p>	<p>INNOVATION & CHANGE Encourage innovation, adapt to change and be willing to take risk.</p>
<p>TEAMWORK Cooperate and work together for the common good of the people we serve and the organization's mission.</p>	<p>EXCELLENCE Strive for quality in every activity; ensure unusually good quality of all delivered goods and services, surpass ordinary standards.</p>
<p>STEWARDSHIP Use all resources efficiently and effectively in order to further the organization's mission to serve people.</p>	<p>RESULTS Be known for follow-through and responsiveness to our customer's needs and achieve agreed-upon outcomes.</p>
<p>OPEN COMMUNICATION Encourage directness, dialogue and diversity so that people and ideas thrive.</p>	<p>COMPETENCE Thirst for knowledge and self-improvement and demonstrate the skills needed to accomplish a chosen task.</p>

Logos at the bottom: HUNGARIAN SPORTS DEVELOPMENT ASSOCIATION, RS BIECKI SPORTSKI SERVE, ALTOI BEZZANONENSE, Ministry of Sport, Mine Vaganti NGO, Instytut Nowych Technologii, ADEL

²¹ <https://mashable.com/2014/04/22/website-disability-friendly/?europe=true#LurGCTjyKPqH>



Designing for users on the autistic spectrum

Do...	Don't...
use simple colours	use bright contrasting colours
write in plain English Do this	use figures of speech and idioms
use simple sentences and bullets	create a wall of text
make buttons descriptive	make buttons vague and unpredictable
build simple and consistent layouts	build complex and cluttered layouts

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Designing for users who are D/deaf or hard of hearing

Do...	Don't...
write in plain English Do this.	use complicated words or figures of speech
use subtitles or provide transcripts for videos	put content in audio or video only
use a linear, logical layout	make complex layouts and menus
break up content with sub-headings, images and videos	make users read long blocks of content
let users ask for their preferred communication support when booking appointments	make telephone the only means of contact for users

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Designing for users with dyslexia

Do...	Don't...
use images and diagrams to support text	use large blocks of heavy text
align text to the left and keep a consistent layout	underline words, use italics or write in capitals <i>DON'T DO THIS</i>
consider producing materials in other formats (for example, audio or video)	force users to remember things from previous pages - give reminders and prompts
keep content short, clear and simple	rely on accurate spelling - use autocorrect or provide suggestions
let users change the contrast between background and text	put too much information in one place

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Designing for users with low vision

Do...	Don't...
use good colour contrasts and a readable font size Aa	use low colour contrasts and small font size Aa
publish all information on web pages	bury information in downloads
use a combination of colour, shapes and text Start >	only use colour to convey meaning
follow a linear, logical layout	spread content all over a page
put buttons and notifications in context	separate actions from their context

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About #GoodGovernanceSport project

#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:

Bulgarian sports development association	Bulgaria
Rijeka Sport's Association	Croatia
AETOI ΘΕΣΣΑΛΟΝΙΚΗΣ	Greece
Institute of Innovative Technologies	Poland
Hope for children Hungary	Hungary
Mine Vaganti NGO	Italy
A.D.E.L.-Association for Development, Education and Labour	Slovakia

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Attachments

#GoodGovernanceSport Survey questions
Is there a local language(s) website?
Does the organization have a website in a foreign language?
Is there an English-language website?
Is e-mail contact available on the website?
Is phone contact available on the website?
Is physical address available on the website?
Are there social media channels for the analyzed organization indicated on the website?
Vision and strategy of the organization, goals of the organization, milestones.
Values of the organizations?
List of members of the federations/sport organizations?
Safety and security, inclusion, anti-discrimination – are any traces to see on the webpage.
Does the website include a news section for publishing decisions and news for the management of the organization?
Are board decisions communicated in any way on the website (together with the overall news)?
Is the information updated on regular basis (at least every six months or after each board meeting)?
Is there available statute or another type of basic document that regulates how the organization is working, where is registered, what are the main responsibilities of the members and the representative bodies?
What decisions are relevant?
Minutes and conclusions published on the website?
Legal initiatives and policies indicated on the website?

Is there a list of management/management board members available online?
Is there additional information on each member of the board of directors/supervisory board available online? (Brief biographical information about each member of the board.)?
Is there educational and professional background of each individual?
Is there a scope of responsibilities of each individual?
Is there a description of participation/functions held by each individual in other institutions?
Is there a photograph of each individual or the group as a whole?
Is there a structure or list of members of other bodies of the organization such as consulting board, control board or supervisory board (if any)?
Board management changes processes and mandate (inclusion of the new generation board membership and gender balance)?
Does the website include a section about financial reports of the organization?
Is the annual report included in this section, if yes – is it uploaded for each year of existence of the organization?
Does the report include all incomes and spending – state and municipality grants, projects, sponsors, private investments? (clarifications about what each grant is available/not available)
Is there information about where and how is it published the financial report?
What are formal obligations of national sport federations for publicity of the organizational and management processes on national level (based on the country of registration)?
Overall comments on the webpage on behalf of the researchers.
Free flow comments