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## Tasks for the Work Package Sustainability

The task for the project term of the SIGGS Project concerning the topic of sustainability was to develop and analyse sustainability measures for the SIGGS Project. In terms of sustainability, the project aims to develop models as examples for national Good Governance strategies in NOCs. Furthermore, a measure is to describe tasks and responsibilities for national contact points.

The following report contains all results regarding the topic of sustainability that were compiled during six Steering Committee meetings, two conferences, six Strategic Workshops and six qualitative interviews with partner NOCs. It comprises a detailed description of two basic models for national Good Governance strategies as well as recommendations for action.

## Approach and aims of the SIGGS Project

The approach of the SIGGS Project comprises two main aspects. First of all, the project aims at offering NOCs and federations a feasible way to scrutinise their organisations in terms of the four principles of Good Governance of the SIGGS Project through a self-evaluation-tool. Secondly, the goal is to support the federations and NOCs in their implementation and further development of Good Governance through an individual customised and tailor-made Action Plans.

Through these two aspects, SIGGS aims at operating on NOC level as well as encourage NOCs through the use of the SIGGS tool to support their member federations. In the development of the SIGGS self-evaluation tool, various good practice examples in all areas of Good Governance have been collected. The network of project partners was used to exchange ideas and discuss possibilities. SIGGS in general promotes the significance of Good Governance in sports and raises awareness of the topic within NOCs and sport federations.

## Sustainability on SIGGS-level

During the project term, the main goals of the project level have been achieved. In terms of legacy, it is significant that a completed version of the self-evaluation-tool is and remains available to all interested federations even beyond the project term. Hence, it establishes a basis for a sustainable success of the SIGGS Project and creates its legacy beyond the project lifetime.

The tool is considered as very helpful and useful by all partner organisations in the first evaluation round (September-November 2015). However, for an actual implementation of Good Governance Principles, the Roadmaps were crucial. These Roadmaps, which were developed after the first consultation round, have been made publicly available, together with the full self-evaluation tool at the end of the project term. The tool is accessible via the project website ([www.siggs.eu](http://www.siggs.eu) | [siggs.novagov.com](http://siggs.novagov.com)).

The number of respondents is highly satisfactory. The number also increased constantly during the project term. Future objectives aim at an increase of NOCs and users that implement the tool as key component of their Good Governance-strategy in their own as

well as in their member organisations. To ensure the functionality of the tool, the EOC EU Office provides long-term support by ensuring that the tool will remain online and functional. In addition to that, the collection and discussion of good practice examples will be continued by the SIGGS-network. Measures that contribute to an active use of the tool (regular self-evaluation) and to the implementation of the Action Plans have been considered (e.g. possibly a newsletter) and implemented by project partners (e.g. follow-up seminars at national level). Within the scope of the SIGGS Project, all key elements for legacy are met.

## Sustainability on NOC-level

Good Governance is a topic that is implemented and embodied by the federations. For a successful implementation and improvement of Good Governance strategies, a strategic examination and discourse of the topic is essential and goes beyond the simple use of the SIGGS self-evaluation tool.

The tool has to be seen as trigger and companion rather than an overall strategy. This awareness-raising took place in all federations concerned in the project. All actors integrated the topic of Good Governance either in a general strategy of their organisation or in a particular strategy on Good Governance that was created as a result of the project. Everyone is aware that Good Governance is only possible and successful if it is set up as long-term process. For some actors, the tool is a core component of Good Governance activities which all further measures are based on.

As the NOCs and NFs have totally **different starting points**, it is important to take into account the individual framework conditions. Whereas some actors have longstanding work experience on that topic, others are totally at the beginning. Corresponding to that fact, the focus put on fields and principles of Good Governance vary widely. Responding to that challenge, SIGGS is based on an individual approach: regardless in which area a sport organisation wants to improve – the Roadmaps cover all areas and can be used independently and regardless of the level of development.

Furthermore, the NOCs are using the tool not only for their own organisation, but also to support their member federations. In addition to sharing information with their member federations, the NOCs offer support by facilitating the exchange of ideas and strategic planning as well as by providing individual support. The format of Strategic Workshops as developed within the SIGGS Project will be continued and is planned to be held on a yearly basis by various partner NOCs. This is an important step to create legacy on SIGGS- and NOC-level.

The objective of the Strategic Workshops and the support provided by NOCs is to trigger a process of development within their own organisation as well as among their member federations. For those organisations which have not yet worked with the topic of Good Governance, the primary goal is to create awareness about and sensitivity for the topic. In other organisations, activities on Good Governance are ongoing already and there is a certain awareness about the importance of implementing these principles. For NOCs to be able to offer this advisory competence towards their federations, either intern or extern experts are necessary. For a successful long-term implementation of the process, it is essential to get a professional support.

With the two situations described above in mind (“start of the process” and “part of an ongoing process of Good Governance”), the Leadership Academy developed **two models** that NOCs can use when implementing Good Governance. Depending on the applicable situation and model, the use of SIGGS will be different. The models have been described below. In addition, **10 essential recommendations** have been prepared for NOCs. These recommendations are largely based on the experience of the six NOCs that have organised Strategic Workshops in the framework of the SIGGS Project.

## Models and recommendations

Two models can be distinguished. For each model, the indicated steps have been provided as an orientation:

### **Model A = “SIGGS as starting point”**

Exemplary strategic steps:

1. General exchange of the importance and goals of Good Governance (on management level)
  2. Analysis of the current situation and the individual framework conditions (SWOT)
  3. Self-evaluation – SIGGS-tool (together in the Board)
  4. Analysis of the weaknesses and work with the individual Action Plan
  5. Activate and stay in contact with members
- In Model A, the SIGGS methodology and the evaluation tool can be the basis of the activities. The master presentation as used in the Strategic Workshops can help to facilitate step 1 whereas step 2, 3 and 4 can be implemented through the use of the self-evaluation tool and the consultation of the results and customised Action Plan. The importance of undertaking step 3 within the framework of a Board meeting is that it allows each Board member to do the evaluation separately and it enables a discussion on the (possibly diverging) results of the self-evaluation afterwards.
- For the long-term strategy after model A: use model B.

### **Model B = “Ongoing Process”**

Exemplary strategic steps:

1. Development and adoption of a Code of ethics
  2. Assessment of Risks (relating to code of ethics and judicial risks)
  3. Deduction of a Code of conduct
  4. Defining responsibilities
  5. Internal and external communication and training (staff/volunteers)
  6. Definition of a process of controlling & sanction
  7. Determination of regulations in statutes
- Within model B, the SIGGS self-evaluation tool is primarily useful in step 1 to 3. The individual Action Plan can be applied to improve in every step. Risk Management is an important element of the SIGGS methodology with a specific Roadmap on Risk Management. In addition, the risks that an organisation faces in case of no implementation are mentioned for each Headline and included in each Action Plan.

## 10 Essential recommendations for NOCs

- 1) **“Tone from the top”**: Good Governance is a leadership topic. It should be anchored in the Board of an organisation and implemented as top-down topic. Lead by example and encourage your employees to follow the example.
- 2) **“Use the tool”**: the SIGGS-tool is useful during all levels of development of an organisation and can be used for reflection, rising of consciousness and to indicate strength and weaknesses. Try it!
- 3) **“First internally, than externally”**: Good Governance comprises structural as well as cultural aspects. Firstly, place the topic on your own agenda and address your own structures and culture. Only than you can take a step towards your member organisations and support them with their needs and problems. Establish a commission for Good Governance to trigger discussion and exchange.
- 4) **“Promote and sensitise”**: Pass a clear and convincing message to your members. Put the focus on the benefits of Good Governance (e.g. Good Governance linked to sporting success or efficiency) and not only on the risks, uncertainties and negative consequences.
- 5) **“Work with professionals”**: Experts can be found internally (as part of your organisation) as well as externally (consultants). Keep an eye on best practice examples within your federations and use it as internal and external know-how or to encourage other federations to implement Good Governance principles.
- 6) **“Get your partners involved”**: Good Governance is relevant in the interaction with all public authorities. Involve your stakeholders and partners through a transparent and informative communication process.
- 7) **“Start a process”**: Good Governance needs a long-term perspective. Repeat your self-evaluation on a regular basis (1-2 years) and take the communication and a process-orientation as core success factor.
- 8) **“Develop capacity”**: Offer training and workshops for your employees and volunteers on an internal basis as well as open workshops for your members. Integrate the topic in your training and educational programmes.
- 9) **“Support your members”**: Advice and support in the Good Governance process for federations is a key for success. Work with your member associations on an individual level.
- 10) **“Bonus”**: Use SIGGS as basis for target agreements with your members. Possibly consider to apply SIGGS as a financial incentive for your members (e.g. bonus financial support when completed the self-evaluation).



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

