




INSTITUTE
for Sport Governance



Good Governance in National Sport Associations

Best Practices Report

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This Good Governance in National Sport Associations - Best Practices Report constitutes an important step in the progress of the ACTION project. It follows an extensive study on existing codification of good governance in sport in the European Union and selected examples from around the world included in the Baseline Report. One of the motivations behind the Good Governance in National Sport Associations - Best Practices Report is further exploration of the process of convergence in good governance in sport. However, this time the perspective is entirely different due to the introduction of a new point of reference – the European Convergent Code of Good Governance in Sport (“the Code”), already developed in the ACTION project.

The first part of this Report consists of the Code, presented as a system of 20 principles across 5 thematic areas and planned as means for sport organisations to reach specific good governance objectives. It is a unique roadmap for any organisation willing to either improve or start developing its standards of good governance. Although the Code does not necessarily have to be treated as step-by-step list, the relationship between various principles, areas and outcomes is clear. It is up to organisations and the results of internal self-assessments which parts of the Code is read and followed, and in which order.

What follows is detailed information on good practices, selected and summarized by the ACTION project’s partners using examples from their respective countries. The “practices” are programmes, regulations, organisations and any kind of behaviour related to good governance, including social responsibility. To properly explain its relevance to the international reader, each good practice principle is accompanied by details such as the adopted measures, target groups, its explanation and results. This constitutes the educational value of the Report.

Each example of a good practice included in the Report also correlate to at least one convergence principle of the Code and is referred to national legislation (when applicable). The fact that such practices can be observed in their national, legislative (but also cultural, political and educational) context serves great value from the scientific point of view as it provides

vital data on the origins, processes and states of convergence. Moreover, the way the four dimensions of good governance (transparency, democracy, accountability and social responsibility) relate to the various results of the adopted measures, shows the diversity of the concept and process of convergence. Most importantly, the analysed examples are actual, implemented practices, which effectiveness is verified in the functioning organisations.

Did you know?

Institute for Sport Governance and the partners of the ACTION project created an interactive, educational platform based on the European Convergent Code of Good Governance. The platform is available at www.action.govsport.eu.

The platform allows users to explore various aspects of good governance – their meaning, scope and way to achieve positive results within their organizations. Each element has been assigned a short educational video with automatically generated subtitles. The users are encouraged to explore the various areas of good governance according to their individual needs. The complete content of the platform is available to download in multiple languages.

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This report was written based on contributions from all partner organisations.

European Convergent Code of Good Governance in Sport

Area	Principle	Objective
1. Effectave General Assembly	D3. Members of Federation meet at least once a year at the General Assembly.	Process of GA
	A2. Federation's General Assembly supervises the Board's performance.	Purpose of the GA
	T2. Federation publishes the agenda and minutes of the General Assembly on its website.	Be transparent on GA discussion and decisions
2. Legitimate Board	A5. Federation establishes clear conflict of interest procedures for the Board members.	Eligibility for board election
	D4. Federation ensures differentiated and balanced composition of its Board.	Process of election and regulations
	D1. Board members of Federation are democratically (re-) appointed, according to clear and transparent procedures, including term limit.	Process of election and regulations
	T3. Federation publishes Board members' background information on its website.	Be transparent on board election
3. Active Board	D2. Board members of the Federation hold regular meetings.	Process of board meeting
	A3. Federation's Board supervises paid staff.	Purpose of board members
	D5. Board members regularly consult committees consisting of representatives of the key stakeholders.	Process of consultation
	T5. Federation publishes Board decisions on its website.	Be transparent on board decisions
4. Accountable Federation	A1. Federation has a clear structure that defines the role of its Board members in contrast to the role of its paid staff.	Basis of accountability
	T1. Federation publishes its updated statutes, policies, strategies and internal regulations on its website.	Be transparent on accountability
	A4. Federation implements an external financial control system.	Process of external audit
	T4. Federation publishes annual reports, including financial statements, on its website.	Be transparent on performance
5. Responsible Federation	S1. Federation educates on anti-doping and anti-match-fixing.	SR outcomes: clean and fair sport
	S2. Federation promotes fair treatment and inclusion for all its stakeholders.	SR outcomes: sport for all
	S3. Federation implements a policy to avoid any form of harassment and abuse.	SR outcomes: safe sport
	S4. Federation implements a policy on the development and well-being of its athletes.	SR outcomes: elite sport
	S5. Federation ensures its environmental sustainability.	SR outcomes: green sport

The Best Practices

Effective General Assembly	
1.	Malta
	Title: Effective General Assembly
	Sport organisation: Badminton Malta Badminton Malta was established in 1970. It has around 200 members of different ages and coming from all walks of life. The local Badminton season starts in September and ends around June. During this period, Badminton Malta organises several competitions such as the Team Leagues, the National Senior and Junior Championships, and the Individual Singles, Doubles, and Mixed Leagues.
	Source of information: www.badmintonmalta.org
	Short description of measures adopted: It is common practice to ensure that all important reporting is done during the AGM, including the annual report to promote the performance of the committee, the approval of financial reports during the AGM, etc. The members (general assembly) meet on an annual basis.
	Target groups: All members
	Other stakeholder groups: Government authorities
	Are these measures imposed by a legislative framework?: Although not part of the legislative framework to date, these are minimum standards required by AIMS when vetting AGM minutes, which are required for registration. These minimum standards are also monitored when our officials attend random AGMs for monitoring purposes or when red-flagged by members.
	Why is this a good practice: These are surely good practices because they allow members and government authorities to monitor the organisation's activity. These measures and practices also allow transparency and accountability.
	Results (evaluation, incentives for adoption, barriers to adoption): During the pandemic, it was very hard to keep up with this practice, particularly because no one could meet in person. However, meetings started being held online until the pandemic was over. Other barriers could be when members do not attend the annual meeting, resulting in a lack of supervision due to a lack of interest.
	Convergence rules applied: D3. Members of the Federation meet at least once a year at the General Assembly. A2. Federation's General Assembly supervises the Board's performance.

Legitimate board

1.	Bulgaria	
	Title	Appointment of Board Members
	Sport organisation	<p>Bulgarian Boxing Federation</p> <p>The Bulgarian Boxing Federation organises and conducts domestic and international boxing competitions under the provisions of the Bulgarian Physical Education and Sports Act and in compliance with the technical and competition rules of the International Boxing Association. It popularises and promotes Olympic and professional boxing, and prepares, implements, and provides sports development programmes.</p>
	Source of information	www.portal.registryagency.bg
	Short description of measures adopted	<p>The organisation's statute contains procedures for the appointment and reappointment of the board members.</p> <p>The elections governing rules cover information on people qualified to vote; the majority or percentage needed to win the election and many others.</p>
	Target groups	Members
	Other stakeholder groups	N/A
	Are these measures imposed by a legislative framework?	<p>Law on Non-Profit Legal Entities</p> <p>Articles 25 to 32 define the fundamental roles of the general assembly and steering committees (management boards). Sports federations' statutes must comply with the provisions.</p>
	Why is this a good practice	It provides the opportunity for an organisation to recruit the right skills at the right time, to suit its strategic objectives.
	Results (evaluation, incentives for adoption, barriers to adoption)	Clear appointment procedures ensure the Board benefits from a periodic injection of new people and ideas and that power is not perpetually concentrated in one group.
	Convergence rules applied	D1. Board members of the Federation are democratically (re-)appointed, according to clear and transparent procedures, including term limit.

2.	Malta	
	Title	Diverse and democratic committee
	Sport organisation	<p>Badminton Malta</p> <p>Badminton Malta was established in 1970. It has around 200 members of different ages and coming from all walks of life. The local Badminton season starts in September and ends around June. During this period, Badminton Malta organises several competitions such as the Team Leagues, the National Senior and Junior Championships as well as the Individual Singles, Doubles and Mixed Leagues.</p>
	Source of information	<p>www.badmintonmalta.org</p> <p>www.badmintonmalta.org/committee/</p>
	Short description of measures adopted	As one can see from the current board composition, there is a mixture of men (5) and women (2) ensuring gender diversity. Furthermore, the ages of the members vary too, thereby ensuring athlete representation and experienced badminton officials. The statute specifies the election process from beginning to end, making it a transparent one, which takes place at the AGM.
	Target groups	Members
	Other stakeholder groups	Government Authorities
	Are these measures imposed by a legislative framework?	These are minimum requirements within the process of registration with AIMS
	Why is this a good practice	The clarity of the electoral process is vital for the principle of democracy to be implemented. AIMS insists that this process is incorporated in the statute, which is available to members (if not available to the public). Furthermore, the publication of the committee member names ensures that anyone wanting to approach the association, can do so without issues.
	Results (evaluation, incentives for adoption, barriers for adoption)	The fact that the committee is formed by males and females from different age brackets and professions, makes the committee a dynamic one, thereby ensuring diversity and different opinions, leading to more fruitful meetings and further development of the sport. The democratic process for elections specified in the statute ensures proper representation of the association's members.
	Convergence rules applied	<p>D4. Federation ensures differentiated and balanced composition of its Board.</p> <p>D1. Board members of the Federation are democratically (re-)appointed, according to clear and transparent procedures, including term limit.</p>

Active Board

1.	Greece	
	Title	The role of committees
	Sport organisation	Hellenic Equestrian Federation (HEF) The HEF was founded in 1990. It officially represents equestrian sport in Greece, under the rules of the International Equestrian Federation and European Equestrian Federation. The HEF is also a member of the Hellenic Olympic Committee and is supervised by the Ministry of Culture and Sports of Greece.
	Source of information	www.hef.gr
	Short description of measures adopted	<p>The HEF's Board is comprised of 12 persons, of which 11 are voted from HEF clubs' members and 1 is a representative of athletes. All serve 4 year terms . The board is accountable to the General Assembly, which meets annually.</p> <p>Documents and information published on the HEF's official website include: the statute of the Federation and all the regulations of the sport, the decisions of the General Assembly and the Board, annual reports and financial statements, schedules and the results of competitions, as well as information about the activity of the Federation and the sport. There is also a clear section devoted to the HEF's Board and HEF Committees, including their detailed composition, and an organisational chart of HEF staff.</p> <p>Moreover, HEF posts all financial data concerning the amount of state subsidies in the "DIAYGEIA" system. HEF 's Board members meet regularly, at least once a month. All HEF-affiliated club members meet at least once a year through the General Assembly. HEF's Standing Committees, 18 in total, are appointed by the HEF's Board, except for the Judicial Committee and the Audit Committee, which are directly elected by the General Assembly and are equivalent to the Board. The committees' term is the same as that of the Board, 4 years. The role and responsibilities of each committee are detailed in the statutes of the federation. The committees are chaired by a member of the Board and expert members in the field of each committee.</p>
	Target groups	Volunteer Board members / external experts
	Other stakeholder groups	Athletes / Horse Owners / Riding Clubs / Coaches / Officials / Volunteers / Sponsors
	Are these measures imposed by a legislative framework?	The measures are in line with the Greek law and guidelines of the General Secretariat for Sports, for Good Governance for the National Sports Federations which enforces all Federations to adopt all good governance principles, such as: transparency, democratic process, accountability, and social responsibility.
	Why is this a good practice	The role of the standing committees is crucial for the operation of the Federation, since the HEF's Board considers the recommendations of the committees for the decision-making. The existence of committees ensures the participation of stakeholders in HEF' s policy processes. It also supports a proper assessment of the performance of the Board and safeguards a governance structure in accordance with the principle of segregation of duties and separation of powers.
	Results (evaluation, incentives for adoption, barriers for adoption)	It is beyond doubt that the functioning of the committees contributes to a more transparent sporting organisation. As there is a limited number of expert members, the difficulty lies in staffing the committees with the appropriate persons, whilst ensuring there is no conflict of interest.
	Convergence rules applied	D5. Board members regularly consult committees consisting of representatives of the key stakeholders.

2.	Cyprus	
	Title	The Key Role of Standing Committees
	Sport organisation	Cyprus Tennis Federation CTF was founded in 1951. It officially represents the sport in Cyprus under the rules of the International Tennis Federation, and the European Tennis Federation. CTF has also been a member of the Cyprus Olympic Committee since 1984.
	Source of information	www.tennis.com.cy/en/page/structure-organizational-chart
	Short description of measures adopted	<p>The board of CTF is comprised of two persons voted in from each full-member club (founding and non-profit member - 7 in total) and one person that is elected by the associate members (profit-making member). The Board is therefore comprised of 15 persons and their service is for three years.</p> <p>On the CTF's official website, there is a clear section devoted to the standing committees (13 in total). In this section, the Federation reports on (a) the purpose of each of the standing committees and the delegated tasks of each and (c) details each committee's composition. The duration is also reported (2017-2020=3 years). An organisational chart of the Federation is also available on the website.</p> <p>www.tennis.com.cy/index.php/en/file</p>
	Target groups	Volunteer Board members / external experts
	Other stakeholder groups	Athletes / Coaches / Volunteers / Officials
	Are these measures imposed by a legislative framework?	One of the five main objectives of CTF is to establish committees and their terms of reference and to appoint persons other than board members to enable the proper functioning of these committees. Although not strictly imposed, the measure is in line with the Cyprus 2018 Code for Good Governance for the National Sports Federations which (see article #2.1.2 on p. 14) encourages all Federations to make publicly available (via their official webpage) information about the personnel involved in the Federation and the committees' composition thereof.
	Why is this a good practice	The existence of standing committees supports the sound evaluation of the Board's composition and performance and safeguards the application of a clear governance structure according to the principle of separation of powers. Being transparent about what each committee entails and who leads each committee allows for external stakeholders to directly reach the members therein.
	Results (evaluation, incentives for adoption, barriers to adoption)	A detailed description of the standing committees contributes towards a more transparent sports organisation. However, what will make the overall task even more transparent would be publicly available reports (minutes) on the activities of the standing committees.
	Convergence rules applied	D5. Board members regularly consult committees consisting of representatives of the key stakeholders.

Accountable Federation	
1.	Greece
Title	Clear structure of Executive Board and interaction with supervising organisations
Sport organisation	Hellenic Winter Sports Federation (HWSF) The Federation was founded in 1930 and today it represents the sports of skiing, biathlon, ice skating, ice hockey, curling and bobsleigh, luge, and skeleton. The HWSF is governed by the General Secretariat of Sports and is a member of the Hellenic Olympic Committee. It is also member of the International Skiing Federation, the International Biathlon Union, the International Skating Union, the International Ice Hockey Federation, and the World Curling Federation, being committed to all rules and statutes of the above organisations. It has also participated in all Winter Olympic Games since 1936 and organises the annual National Championships.
Source of information	www.wintersports.gr/istoria/ www.wintersports.gr/dioikitiko-symvoulio/ www.wintersports.gr/teknikes-epitropes/ www.wintersports.gr/praktika-gs/ www.gga.gov.gr/epopteyomenoi-foreis/omospondies
Short description of measures adopted	<p>The board of the HWSF consists of 13 volunteer members (11 elected through the clubs-members, 1 athletes' representative and 1 person representing the Coaches and Teachers Union). The Board members meet regularly issuing minutes with decisions and proposals for the General Assembly. Board members serve 4 year terms. Within the HWSF, there are 12 technical and other committees, which meet regularly and submit their proposals to the Executive Board.</p> <p>The HWSF supreme governing body is the General Assembly, which consists of all registered club members (currently about 65 active) represented by 1 person each. The General Assembly meets every year and every fourth year the Assembly votes for the Executive Board and Standing Committees. The voting rights for every club currently derives from different factors, such as the number of participating athletes in races, their athletic recognition validated by the General Secretariat of Sports, etc. At the last HWSF General Assembly, there were 22 voting members. The Federation's financial activity is supervised by the respective General Secretariat of Sports department and is monitored by external independent auditors.</p>
Target groups	Clubs, Executive Board, General Assembly
Other stakeholder groups	Athletes, Coaches, Clubs officials, external partners, technical and other committees
Are these measures imposed by a legislative framework?	The framework that imposes these measures include: The HWSF, the HOC and International Federations Rules and Statutes. In addition, the Sport Law imposes clear procedures regarding the Executive Board structure, the financial control system, the existence of sports clubs and their activity, and HWSF accountability towards the State and all stakeholders
Why is this a good practice	All stakeholders - volunteers and paid staff - within the HWSF have a clear role and clear chain of command and reporting. All decisions and implementations are communicated via email, social media and the website www.wintersports.gr so that anyone can easily be informed and express their opinion.
Results (evaluation, incentives for adoption, barriers for adoption)	So far, the Federation's function runs smoothly, without problems and complaints. All supervising organisations, such as the General Secretariat of Sports and International Federations, regularly propose programmes for participation, with which both athletes and the Federation benefit, with ultimate goal nonstop growth and development.
Convergence rules applied	A1. Federation has a clear structure that defines the role of its Board members in contrast to the role of its paid staff. T1. Federation publishes its updated statutes, policies, strategies and internal regulations on its website.

2.	Greece
Title	The Di@ygeia Programme (Law 3861/2010)
Sport organisation	HELLENIC VOLLEYBALL FEDERATION The main activities of the Hellenic Volleyball Federation are the promotion of the sport of volleyball, in all its three disciplines (volleyball, beach volleyball, snow volleyball) in the territory of Greece, and representing Greece in all International volleyball competitions.
Source of information	www.volleyball.gr
Short description of measures adopted	The Di@ygeia Programme (Law 3861/2010) aims at achieving the maximum possible publicity of government policy and administrative activity, ensuring transparency and consolidating accountability and accountability on the part of public authorities. Since 2013, all decisions of actions of government and administrative bodies, including the Sports federations, have been made available online. Any decision of the Board of Directors of the Federation and the Executive Committee related to the payment of a sum of money is published online, where anyone can see and evaluate it.
Target groups	Clubs/Athletes/Coaches/Referees/Officials
Other stakeholder groups	Parents/Physiotherapists/fans
Are these measures imposed by a legislative framework?	Yes, the Di@ygeia Programme (Law 3861/2010) Law 4210/2013 (article in the Law23)
Why is this a good practice	The Di@ygeia Programme is a good practice because all interested parties have direct access Di@ygeia Programme at any time of the day to see how decisions are made and implemented by the competent bodies of the Federation.
Results (evaluation, incentives for adoption, barriers for adoption)	<p>Evaluation: As we knew that the decisions of the practices of the Boards of Directors and the Executive Committee would be published in DIAVGEIA, this made us more careful in recording them. That is, the posting obligation helped us to become better in two ways: it led us to more transparent governance and to a more accurate recording of the Federation's practices.</p> <p>Incentives for adoption: The process of publishing our decisions generally makes us more careful in the decisions that are made but also in the way they are formulated. Transparency leads to democratic processes and equal opportunities for all.</p> <p>Barriers for adoption: In some cases we have encountered difficulties with the issue of personal data protection</p>
Convergence rules applied	T1. Federation publishes its updated statutes, policies, strategies, and internal regulations on its website.

3.	Bulgaria	
	Title	Governance structure
	Sport organisation	<p>Bulgarian Tennis Federation</p> <p>The Bulgarian Tennis Federation (BTF) was founded in 1930 by the largest clubs in the country. The following year, it became a member of the International Tennis Federation. In 1977 BTF became a member of the European Tennis Association.</p> <p>Currently, BTF unites 128 clubs. Every year the BFT organises tournaments that are part of the international calendar, for all age groups - up to 12 years, up to 14 years, up to 16 years, up to 18 years, men, women, and veterans.</p>
	Source of information	<p>BTF Statute – publication 05.2021</p> <p>www.bgtennis.bg/fls/Dokmenti_offic/Ustav_05_2021.pdf</p> <p>Good practice: Association of the parents of tennis players – neutral press release publication 05.2022</p> <p>www.bnr.bg/post/101652932/balgarskata-federacia-po-tenis-prie-dvama-novi-chlenove-na-upravitelnia</p>
	Short description of measures adopted	<p>The BTF statute defines key positions in the board – president, CEO and others. The BFT Governing Board determines the organisation’s general policy (mission, vision, and strategy) as well as its operational policy.</p> <p>In financial terms, the BTF implements a financial control system. According to the BTF statute, the Governing Board is responsible for drafting the budget, but it is the General assembly that adopts it.</p> <p>The BTF has recently accepted the Association of the parents of the tennis players as its member. This Association will have a representative on the governing board of the BTF.</p>
	Target groups	Federation members
	Other stakeholder groups	N/A
	Are these measures imposed by a legislative framework?	<p>The Physical Education and Sports Act of Bulgaria states that a sports licence shall be issued to a sports federation if it meets the following requirements:</p> <p>7. It has adopted a 4-year programme for the development of the respective type of sport, which is in compliance with the National Programme; and</p> <p>11. Its General assembly has adopted the budget for the relevant calendar year.</p>
	Why is this a good practice	Having a clear governance structure based on the separation of powers is crucial for every sport organisation. An organisation which introduces concrete roles of its decision-making bodies is one which breeds confidence.
	Results (evaluation, incentives for adoption, barriers for adoption)	Optimising the governance structure is a prerequisite for mitigating the risk of corruption
	Convergence rules applied	A1. Federation has a clear structure that defines the role of its Board members, in contrast to the role of its paid staff.

4.	Poland	
	Title	Publishing an annual financial statement
	Sport organisation	<p>Polish Tennis Association (PZT)</p> <p>The Polish Tennis Association (PZT) is a national sports association operating in the territory of the Republic of Poland - the organisation runs tennis tournaments in the country, and is the only legal representative of Polish tennis (in all age categories) abroad. It was founded on August 27, 1921 in Poznań under the name of the Polish Tennis Lawn Association (PZLT). The first Polish championship was held in the same year. The Board is comprised of 7 persons, all of whom serve 4 year terms</p>
	Source of information	www.pzt.pl/1_676/sprawozdanie-finansowe.aspx
	Short description of measures adopted	On the Polish Tennis Association’s website there is a clear section with reports. Since 2013, the PZT regularly publishes their annual activity reports, financial statements, protocols, and opinions of statutory auditors.
	Target groups	Officials, board members, external experts, employees
	Other stakeholder groups	Athletes, Coaches, Volunteers
	Are these measures imposed by a legislative framework?	It is obligatory under the Code of Good Governance for Polish Sport Associations (3B1), but this document is not fully binding. Every Polish Sport Association prepares annual financial statements, but most of them avoid publishing it on their website. The Code of Good Governance for Polish Sport Associations was published in 2017, while the first financial statement which PZT published was from 2013.
	Why is this a good practice	Publishing every report, including financial ones, is good practice because it can inspire trust by others. Any person can check PZT’s financial history, ascertain whether the association has had any trouble, and whether it has been developing over recent years.
	Results (evaluation, incentives for adoption, barriers for adoption)	N/A
	Convergence rules applied	<p>T1. Federation publishes its updated statutes, policies, strategies, and internal regulations on its website.</p> <p>T4. Federation publishes annual reports, including financial statements, on its website.</p>

Responsible federation	
1.	Lithuania
Title	Towards gender equality with media
Sport organisation	Lithuanian National Olympic Committee
Source of Information (link) and publication date on site	www.ltok.lt
Short description of measures adopted	According to the Lithuanian National Olympic Committee (LTOK), women athletes and their achievements are not covered ethically enough in the Lithuanian media. The Committee believes that publications, radio and television broadcasts are dominated by information about the achievements of male athletes, and that most sports news producers are also men. It has been noticed that there are a lot of stereotypes in the media about „men’s” and „women’s” sports, and there is information that humiliates women athletes.
Target groups	Women / Athletes
Other stakeholders groups	Media, Fans
Are these measures imposed by a legislative framework? (explain)	No, it is initiative of the organisation.
Why is this a good practice	LTOK President Daina Gudžinevičiūtė presented recommendations for sports journalists on gender equality and portrayal of athletes in the media. During the event, the regularly collected results of sports media monitoring were also presented. Observing the publications describing the activities and achievements of athletes, LTOK notes that the Lithuanian sports media cannot boast of respecting gender equality. The LTOK report states that an analysis of the current situation shows that women athletes are still portrayed stereotypically in the media, often emphasizing appearance rather than outcome. It is more likely to emphasise the model of the male athlete’s car, earnings, discuss their partners, etc. There is clearly less information about women’s sports in the Lithuanian media. There were also 6-7 times fewer women journalists than men.
Results (evaluation, incentives for adoption, barriers for adoption)	LTOK recommends that the media: 1) Abandon stereotypes in editorial work and content presented to the public. Widespread social images of femininity and masculinity mean that sport is often associated with masculine traits such as physical strength, endurance, speed, highly competitive and sometimes even conflicting attitudes. For this reason, women who play sports can be perceived as men, and men who do “women’s” sports can be considered non-men. Professional journalists should avoid gender stereotypes in covering women’s and men’s sports and their achievements. 2) Avoid sexism and its manifestations in editorial work and public domain content. Women athletes are often sexualised - portrayed in a way that undermines their sporting achievements, with a greater emphasis on femininity or attractiveness rather than strength and skill. We recommend abandoning this attitude of sports journalists towards athletes and not presenting news through the prism of sexism. 3) refrain from giving degrading information based on gender. Escalation of negative events and failures in sport based on gender should be avoided unless it is necessary to the story and there is a real public interest in knowing about it. 4) To balance the coverage of men’s and women’s achievements in the media. Editorials should strive for gender equality on the agenda, addressing the diversity of sports, athletes and sportswomen, without segregating them by gender and without emphasising “men’s” and “women’s” sports. 5) Allocate equal time, space and volume in the media, without discrimination against either sex. Equal attention must be paid to women’s and men’s sporting events, events, and commentaries (timing of broadcasts, number and volume of programmes and articles), without weighing in favour of either gender.

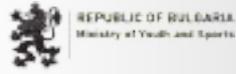
	6) Choose neutral language and terminology. Publications should use as objective language as possible, avoiding expressions or words that compare women to men and express the advantage (or disadvantages) of one or the other sex over the other. 7) Pay more attention to the image. The principles of equality between women and men in sport also mean that it is important to take into account the choice of images when portraying athletes of different genders. Efforts should be made to ensure that single-sex images do not dominate. Particular attention should be paid to respectful personal presentation. 8) To create conditions for the preparation of sports knowledge and publications for women. We recommend that sports editorial staff hire more women, who would not only prepare reports and sports news programs in other formats, but also hold positions of responsibility. 9) Constantly monitor the situation regarding gender equality and take care of self-regulation. We recommend the introduction of self-regulatory instruments: regularly review and update the structure of the sports editorial board, and if necessary, internal rules from the perspective of gender equality; to formulate a gender equality policy in the editorial office, and to include in the annual reports the results of the implementation of the gender equality policy and the monitoring of the published content. 10) Use expert opinion without discriminating between expert or gender by expert. Efforts should be made to ensure the selection and use of expert sources, commentators in media reports to achieve a balanced representation of men and women. 11) Encourage the entire media community to adhere to the principles of gender equality. We recommend encouraging the community to look responsibly at the content of media reports and to provide basic knowledge of gender equality principles and editorial policies on gender equality, human rights, and active participation in democratic processes. 12) Take care of improvement and good practice. To promote and implement good practice, journalists in sport and other fields who compile information on athletes of different genders or sports are advised to read and apply the recommendations of the International Olympic Committee in this field. Limitations: These are only recommendations, and the media representatives may not follow these recommendations in order to attract more readers and get more clicks. Lessons Learnt: To achieve gender equality in the media, readers must also be educated.
Convergence rules applied	S2. Federation promotes fair treatment and inclusion for all its stakeholders.

2.	Poland	
	Title	Rugby Academy
	Sport organisation	Polish Rugby Union (PZR) The Polish Rugby Union is a national sports association operating in the territory of the Republic of Poland, and is a legal entity. It runs Rugby 15s and Rugby 7s games for men and women of all age groups in the country and abroad. The Board is comprised of 9 persons, who all serve 4 year terms.
	Source of Information (link) and publication date on site	www.polskie.rugby www.facebook.com/AkademiaRugby.PZR
	Short description of measures adopted	Rugby Academy is an innovative and educational project which aims to comprehensively raise qualifications in the area of organisation, management and marketing in rugby clubs, which in turn will contribute to the professionalisation of Polish rugby.
	Target groups	Athletes, Coaches , Volunteers, Officials
	Other stakeholders groups	
	Are these measures imposed by a legislative framework? (explain)	In the Code of Good Governance for Polish Sport Associations training for the employees of associations, coaches, athletes are not a required provision. Instead, in this Code it is just good practice which is recommended for implementation.
	Why is this a good practice	It is a unique project that can affect the long-term development of the entire discipline in the country and abroad. The Rugby Academy project engages a large group of recipients, because the lectures are directed both to people from large organisations and small local clubs.
	Results (evaluation, incentives for adoption, barriers for adoption)	N/A
	Convergence rules applied	S1. Federation educates on anti-doping and anti-match-fixing. S2. Federation promotes fair treatment and inclusion for all its stakeholders. S4. Federation implements a policy on the development and well-being of its athletes.

3.	Poland	
	Title	Promoting gender equality policy
	Sport organisation	Institute of Sport - National Research Institute The Institute of Sport has been established by the Regulation No.60 of the Prime Minister of Poland of 4 November 1977 as an independent research unit. Since 25 November 2015, the Institute of Sport has been holding the status of the National Research Institute. One of the main activities in which the Institute is engaged is education. This is delivered through various educational forms and professional training addressed at sports workforce. The Institute carries out a lot of projects in conjunction with the Ministry of Sport and Tourism, one of which concerns female leaders in sport.
	Source of Information (link) and publication date on site	www.insp.waw.pl www.zaradzanieportem.org
	Short description of measures adopted	The project about female leaders in sport is dedicated to all women working in Polish sports associations. The project consists of a series of training sessions for women about negotiation, management and public speaking. Participants also have the chance to meet famous women who have achieved success in sports. Currently, most of the board members in Polish sports associations are men and so it is important to try to reduce these imbalances.
	Target groups	Polish Sport Associations employees
	Other stakeholders groups	Athletes, Coaches, Volunteers
	Are these measures imposed by a legislative framework? (explain)	The issue of the number of women on the management board was raised in the Code of Good Governance for Polish Sport Associations (1Z3), however, this is not a required provision. Instead, this Code is just good practice which is recommended for implementation.
	Why is this a good practice	Thanks to this training, women gain knowledge and skills that help them gain a higher position at work and on boards. If more women are on boards it is more likely to become a general practice or principle in most Polish Sport Associations.
	Results (evaluation, incentives for adoption, barriers for adoption)	N/A
	Convergence rules applied	S2. Federation promotes fair treatment and inclusion for all its stakeholders.

4.	Bulgaria	
	Title	Fight against match-fixing
	Sport organisation	Bulgarian Football Union Bulgarian Football Union is the governing body of association football in Bulgaria, and a member of UEFA since 1954. It organises a football league, Bulgarian Parva Liga, and fields the Bulgarian national football team in UEFA and FIFA-authorized competitions.
	Source of Information (link) and publication date on site	www.bfunion.bg
	Short description of measures adopted	The BFU has a formal (written) policy that outlines objectives and specific actions aimed at combating match-fixing. It implements disciplinary rules to combat match-fixing. These rules include provisions banning any member of the federation from placing a bet related to youth leagues and a competition or match that he/she may (in)directly influence. The BFU undertakes actions to educate elite athletes, young athletes, coaches, referees, trainers, and clubs about risks relating to match-fixing. It has a designated integrity officer who formally acts as a single point of contact and is responsible for all matters regarding match-fixing issues.
	Target groups	Elite athletes, young athletes, coaches, referees, trainers, and clubs
	Other stakeholders groups	N/A
	Are these measures imposed by a legislative framework? (explain)	No, but the Criminal Code of the Republic of Bulgaria (art.307) has a specific chapter called "Crimes against sport" that criminalises offenses against sport, and in particular match-fixing.
	Why is this a good practice	Nowadays, preventing and tackling match-fixing is crucial for preserving integrity in sports. The existence of anti-match-fixing policies and regulations, both disciplinary and criminal, has a great influence over the overall attitude of players and sport staff to match-fixing attempts. If properly enforced, these measures could mitigate the risk of betting related match-fixing, especially when it comes to involvement of players and staff.
	Results (evaluation, incentives for adoption, barriers for adoption)	In the 2012-2013 season the BFU started with 53 alerts generated by the UEFA Betting Fraud Detections System. In the current season the BFU received only 2 alerts.
	Convergence rules applied	S1. Federation educates on anti-doping and anti-match-fixing.


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