



28-29 March 2015

SLOC - SYPMOSIUM



1st GOOD GOVERNANCE WORKSHOP

Bay Gardens Inn

Rodney Bay, Gros Islet, SAINT LUCIA

BIO OF FACILITATOR



Michael Pedersen helps changing the game. He is an internationally recognized expert and leader in good governance, transparency, ethics and integrity. As Founder of M INC., Michael works independently to help sport develop standards of good governance as a winning strategy for building trust, growth and performance into the future. While doing so, Michael Pedersen also supports projects that evolve around the mix of sport, children, values and social change.

He was the Head of World Economic Forum Partnering Against Corruption Initiative, an international good governance partnership with over 175 multinational companies and their CEOs. Michael holds three MSc degrees; an MSc in Global Leadership; an MSc in Responsibility and Business Practice; and an MSc in International Relations. Michael Pedersen is also a passionate athlete himself and strives to do sport twice a day (for a more comprehensive bio, see <http://minc.ch/about-michael.html>).

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EXECUTIVE REVIEW OF WORKSHOP

The First Good Governance Workshop was executed by the Saint Lucia Olympic Committee on **28 and 29 March 2015**. The objective of the workshop was to expose the affiliates and executive members of the Saint Lucia Olympic Committee to the concept and principles of good governance to facilitate improvement in the quality of management and operations of associations, ultimately resulting in better performances by Saint Lucia in sports.

The program commenced with a formal Opening Ceremony which was addressed by the President of the Saint Lucia Olympic Committee, the Minister for Youth Development and Sports and the IOC Member in Saint Lucia. The workshop was facilitated by Mr. Michael Pedersen, a consultant who volunteered his services to the country for the period.

An average of **forty five(45)** participants representing affiliates and executive members of the Saint Lucia Olympic Committee attended the sessions daily. A listing of the affiliates representatives is enclosed. Sessions were highly participatory and generated much discussion. The setting provided the opportunity for sharing, introspection and reflection and the many Case Studies reviewed brought the message home.

Topic covered included the following

- a. The Strategic Imperative of good governance in sport a conceptual framework for agreeing to what it is
- b. Political and Operational management
- c. Risk management, including revenue diversification
- d. Democratic structures and processes
- e. Stakeholder engagement
- f. Transparency and accountability
- g. Management of professional athletes
- h. Event management including management of volunteers

- i. Management of participation in sport
- j. Management of sport for social change
- k. Showcasing what good governance standards in Saint Lucia look like

The details of each subject area above forms a part of this report. However key takeaways included the principles of good governance, the need for greater level of focus on the athletes and the need to have quality people leading the organizations so that the desired quality production can be realized.

At the end of the two days participants left the workshop feeling energized and motivated with the following:

- A future vision for good management practices
- A common understanding of what good management practices look like
- Solid ideas for value adding changes to potentially introduce into their own organizations
- A strong community feeling.

Participants were also issued an assignment to audit their respective organizations using and edited version of the tool design by the IOC (UMAP). The audits are expected to be submitted to the Saint Lucia Olympic Committee within two weeks. That audit would form part of the training program for November 2015 when the participants would further assess their organizations.

Overall the program was a tremendous success (see Summary of Workshop Evaluation). Participants indicated that more programs of this nature should be conducted and as this is in keeping with the Strategic Plan of the Saint Lucia Olympic Committee every effort will be made to continue to engage the membership in initiatives designed to bring about the changes required for success.

The Saint Lucia Olympic Committee expresses appreciation to the Government for its support of the initiative and thanked Olympic Solidarity for its sponsorship of this first event designed to stimulate growth and enhance performance in sport in Saint Lucia.

Fortuna Belrose

President

Saint Lucia Olympic Committee

31 March 2015

LIST OF PARTICIPANTS

ATTENDANCE REGISTER FOR GOOD GOVERNANCE WORKSHOP 28 - 29 MARCH, 2015

Federation/ Association	Participant	Post	Attendance on 28 th March	Attendance on 29 th March
Athletics	Lisa Joseph	Secretary		
Athletics	Brendaline Descartes	Asst. Secretary		
Basketball	Leslie Collymore	President		
Basketball	Velica Augustin	Secretary		
Bodybuilding	Jacqueline Trim	President		
Bodybuilding	Lambert Popo	Assistant Secretary		
Boxing	David Christopher	President		
Boxing	Brian Mc Donald	2 nd Vice President		
Cycling	Cyril Mangal	President		
Cycling	Jeremiah Leslie Serieux	Treasurer		
Football	Victor Reid	General Secretary		
Football	Dara Wilson	Accounts Clerk		
Golf	Joan Paul	Secretary		
Golf	Alexander Blanchard	Committee member		
Judo	Paul Richards	President		
Karate	Oliver Lawrence	Vice President		
Karate	George Radjou	Treasurer		
Lifesaving	Germain Anthony	President		
Lifesaving	Sherma Bernard	Member		
Netball	Liota Charlemagne-Mason	President		
Netball	Adela Arthur	Secretary		
Rugby	Wedrel St. Clair	Vice President		

PARTICIPANTS

Saint Lucia Olympic Committee Members

- Fortuna Belrose President
- Alfred Emmanuel, General Secretary
- Carol Devaux, Honourary Member
- David Christopher, National Federation Representative
- Monica Dudley, National Federation Representative
- Richard Peterkin, International Olympic Committee Representative

AGENDA

SAINT LUCIA OLYMPIC COMMITTEE

Symposium

Good Governance in Sport Governing Bodies in Saint Lucia

28 & 29 March 2015

Lead facilitators: Michael Pedersen and Richard Peterkin (see bios furthest below)

Based on a highly innovative, engaging and participatory symposium design, participants are going walk away with:

- *A future vision for good management practices*
- *A common understanding of what good management practices look like*
- *Solid ideas for value-adding changes to potentially introduce in their own organizations*
- *A strong community feeling*

SATURDAY, 28 MARCH 2015 (8:30am to 5:00pm)

Registration starts at 8:00am

Session 1 8:30am - 9:30am

Opening ceremony

Speed networking

Session 2 9:30am - 10:45am

The strategic imperative of good governance in sport a conceptual framework for agreeing to what it is

Break 10:45am – 11.15am

Session 3 11:15am – 11:30am

Introduction to the case of the Street Ball Federation of Saint Lucia

Session 4 11:30am – 12:30pm

Political and operational management

Lunch 12:30pm – 1:30pm

Session 5 1:30pm – 2:30pm

Risk management, including revenue diversification

Session 6 2:30pm - 3:30pm

Democratic structures and processes

Break 3:30pm – 4:00pm

Session 7 4:00pm - 5:00pm

Stakeholder engagement

SUNDAY, 29 MARCH 2015 (9:00am to 5:00pm)

Session 8 9:00am – 10:00am

Transparency and accountability

Session 9 10:00am – 11:00am

Management of professional athletes

Break 11:00am – 11:30pm

Session 10 11:30 – 12:30pm

Event management, including management of volunteers

Lunch 12:30pm – 1:30pm

Session 11 1:30pm – 2:30pm

Management of participation in sport

Session 12 2:30pm – 3:30pm

Management of sport for social change

Session 13 3:30pm – 4:30pm

Showcasing what good governance standards in the Street Ball Federation of Saint Lucia look like

Session 14 4:30pm – 5:00pm

Evaluation and key takeaways

DAY 1 – 28 MARCH 2015

Registration of Participants

Lead Facilitators

Michael Pedersen and Richard Peterkin

Master of Ceremony - *Mr. Alfred Emmanuel, General Secretary, St. Lucia Olympic Association*

A pleasant good morning to one and all, it is my pleasure on behalf of the Saint Lucia Olympic Committee to call to order the proceedings. As proud Saint Lucians, let me call on the gathering to stand for the singing of the National Anthem.

Opening Ceremony

National Anthem

Prayers

Prayers was led by participant, Mr. Oswald Simon

Opening Remarks-*Mr. Alfred Emmanuel ,General Secretary, St. Lucia Olympic Association*

Thank you, Mr. Simon. President of the St. Lucia Olympic Committee, Mrs. Fortuna , Belrose, Director of Youth and Sports, Mr. Jim Xavier, Facilitators for these sessions, Mr. Michael Pedersen and IOC Member resident in Saint Lucia, Mr. Richard Peterkin; Minister of Youth Development and Sports, the Honourable Mr. Shawn Edward, once again, good morning. It is my pleasure to call on the President of the St. Lucia Olympic Association to deliver the welcome remarks; Mrs. Belrose.

Welcome Remarks– *Mrs. Fortuna Belrose, President, St. Lucia Olympic Association.*

Honourable Minister for Youth Development and Sports; Former President of the SLOC and IOC Member, Mr. Richard Peterkin; Members of the Executive of the Saint Lucia Olympic Committee; Director of Youth and Sports; Facilitator, Mr. Michael Pedersen;

Distinguished members from the National Sports Associations; Members of the media, good morning.

Let me take this opportunity to welcome you all to the first in a series of engagements with you the Affiliates of the SLOC. This first session is designed to broaden our understanding of good governance.

National Sports Associations have been operating in this country for well over seventy-five years. The oldest organizations we have seen in our archives in the Ministry are Football, Tennis what used to be called Lawn Tennis, Netball and Cricket.

There is no doubt that the value and contribution that you the volunteers who are gathered here make to the country is phenomenal, because you provide constant activity and engagement through your respective organizations for all classes of citizens. In fact, it is safe to say that without your efforts the sports programs in our communities and for most part our citizens would not happen. Our athletes, volunteers, coaches, umpires, sponsors rely on your leadership to succeed.

We at the Saint Lucia Olympic Committee value that contribution as it allows us the opportunity to engage you and provide the necessary support to ensure that we achieve our mandate of spreading the ideals of olympism and supporting and realizing the best among us, but as a sporting fraternity we can achieve much more.

Today the global marketplace for sports provides tremendous opportunities and we must position ourselves to capitalize on these opportunities, but it is how well we govern and manage our affairs that will determine how much support we can access from our society and the global marketplace.

It is therefore vital that we understand our place in the scheme of things. It is vital that we operate within democratic principles so that collectively we can all win our country can win.

Our responsibility as the Saint Lucia Olympic Committee is to operate through you our affiliates for sustainable growth and development in sports and in this regard, we have embarked on a series of programs focused on building a greater level of capacity and understanding among you our sports leaders in modern management principles and practices in sports.

We are aware of the fact that the gap in leadership and administrative capacity within some of our federations has limited the benefits that they are able to derive from the Saint Lucia Olympic Committee.

We also recognize that there has been a clarion call for greater levels of accountability and transparency in the operations and management of associations and we trust that this session will offer a greater understanding of the reasons for these demands and assist us all in being bold in taking the corrective actions and instituting the required changes.

Change we know is uncomfortable, but it is inevitable if we are to progress. The reality is we must prepare ourselves for change and if we can do that it means we are making the first step in the right direction.

The next two days we will be taking a critical look at ourselves and our organizations, and I trust that when we leave here we certainly will be better placed to understand the challenges and how we can overcome them with good governance.

The IOC has put forth its Agenda 20/20 and governance is at the heart of that agenda. We certainly cannot be left behind and in fact, in discussing the arrangements for this workshop, Joanna Zipser Graves, who is the IOC lead person, said to me, %Fortuna, you-all are headed in the right direction, that is what the IOC wants to see+, and I want to believe that Saint Lucia we are usually very good models and this is an opportunity for us to lead within the fraternity across the globe the efforts and strive our

Associations in trying to achieve the success that the IOC wants to see.

We are connected, we have a local representative right here in the person of Richard Peterkin. He is seeing what we are doing and he is in a very good position when he sits at those meetings to articulate what is happening in Saint Lucia. So the reality is we must make those changes. We must make those changes in the way we operate and do our business as members of the Saint Lucia Olympic Committee and by extension members of the IOC.

I want to thank Olympic Solidarity for support, so Richard you can convey that for funding this initiative and I want to thank the Ministry, because the Ministry as you know, is the agency responsible for creating the facilitating environment, the enabling environment to allow all of us to function and so people always ask how do I manage it, but I think it has been so much easier balancing being the Permanent Secretary in the Ministry of Sports and being the President of the Olympic Committee.

There is a good opportunity for synergy and I think you are seeing that synergy materialising in programmes like this initiative. So from the Ministry of Youth Development and Sports and I am sure the Minister will articulate that, but from the Olympic Committee I will be happy Mr. Minister that you are thinking like us as we look to move the process along with our National Sports Associations and make Saint Lucia proud. I thank you.

REMARKS

Mr. Michael Pedersen, Lead Facilitator

Good morning everybody. I had a chance to say a personal welcome to most of you here, but for the remaining ones I apologize that I have not yet had a chance to warmly welcome you, but at least let me make up for that now, but warmly welcoming you to this two day workshop.

I hope you are feeling comfortable and that you are ready to work, because you will be put to work and if you don't feel you are being put enough to work, then please let me know because then I will be failing. I expect you to leave on Sunday feeling quite exhausted, because I will be carrying you through a journey, the journey of the Saint Lucia Streetball Federation and we will be working in the year 2020, where everything is possible.

I will brief you properly on what we will specifically be doing, so I will not go into too much detail right now. I would just want to say that I have been very much looking forward to working with all of you. It is my first visit to your beautiful country, but I hope certainly not the last. I have been to quite a few of the other countries in this region and I am someone who works across sports and across countries, so what I basically bring is expert based facilitation.

What you obviously bring and how we are going to complement each other is a lot of knowledge about your own culture and your own sports, by no means can I match that. So see me as the one helping you put the real fish on the table and as the one helping you to find for you most relevant and most critical and most challenging questions and the one helping you to find the right answers to those questions.

There are very few rules of the game for our time together, but maybe this a good moment for me to just highlight the core rules. So basically, first of all, what we do here,

I would like to consider as a brainstorming and what is it that is good brainstorming, well, it's the fact that we are producing ideas so we don't have to agree. In fact, I would not want us to agree, I would want us to account for as many ideas possible and to put a lot of diversity in developing ideas.

So allow yourself to imagine that today 2020, everything is possible, also I would ask you not to say no to perspectives shared by others. You may disagree and that is fine, but please do not say no. I would also ask you to actively listen to the perspective being shared by others and actually to encourage the voice of others, encourage the voice of everyone in the room and last but not least, throughout the exercises we will be doing, please account for as many different ideas as possible.

Now, you may ask yourself, so who is this Michael and what is he doing here? You can take a look at my Bio that is one answer, another answer to put it in a much more simple way, is I am here because I am different, so I will do things differently and help you work together in a different way and help you think maybe in a different way that you usually do.

So please appreciate that I am someone who will be working with you in a different way that you are used to and I may be asking you to do for you let us say a weird thing, but please play along and play in the spirit of collaboration. I would ask you too as much as possible, I think that is one of things mentioned in my Bio, I am someone who has lived and worked in many different countries and my last long term base was Switzerland in Europe and there is one thing that the Swiss are known for beyond the cheese and a lot of other interesting things, that is the Swiss watches and I am actually carrying a Swiss watch today and I am hoping that you will appreciate that.

So what does that mean? Well, the Swiss are known to be very punctual and very focused on time. So I will be the Swiss person in the room for your own interest, because we will be doing a lot of things together and for us to succeed individually and jointly, it's very important that we keep time.

In the sessions as well as coming back from breaks and the like, I will guide you more along the way, but very soon on the screen you will be seeing another Swiss watch, which we will be using for various exercises throughout the workshop.

If you take a look at the agenda, it outlines the various topics that we will be covering. A lot of different and challenging topics related to the overall theme Good Governance. I will not go into details right now about the specific items, but I want to share with you a couple of things around the design. So, basically I have been working closely together with the organizers at your end and not least Fortuna, in designing a two-day workshop for you, which is basically designed along the ways described at the top. So please expect that whatever we do will reflect the designed objectives that you see at the top of the agenda.

So yes, what we are going to do will be highly innovative, highly engaging and highly participatory and when you walk away towards the end of Sunday, tomorrow, please do expect to walk away with at least four things. So, first of all, please expect to walk away with a future vision for good governance in sport. Please also expect to walk away with a common understanding of what good governance practices look like. Somewhat along the same lines, please expect to walk away with solid ideas for value adding changes that you can go and introduce to your own organizations as of tomorrow, and last but not least, please also expect to be walking away with a strong community feeling after having spent two intense days with your peers from across sport in Saint Lucia.

So basically, that is what I want to leave you with as a start and once, again, I very much look forward to working with you during the course of the next two days.

Welcome.

Mr. Richard Peterkin, Lead Facilitator

Thank you Alfred; Mr. Minister, President of the Olympic Committee, I never got used to actually being able to say that, because I was the President for 20 years. Michael, Facilitators, ladies and gentlemen.

I would be very brief, very glad to see this symposium happening, because the whole issue of governance and Michael will go into the great details of what it really all means, but it is so fundamental to what we all hear and what you all as volunteers have been doing in your different Federations. It is clear to me in all the years I was the President that I was not able to achieve some of things that I would have liked, Olympic medal, and I fully accept as well that during that period, we and our Federations did not always perform as we should have.

There is a lot of work to be done. We are not all going to be capable of producing the best athletes in the world, but even you can and even if you can produce one athlete that goes to one of the big games, as long as you are doing as much for your sport and for your athletes that are in the country, then you would have achieved a large part of your objective, and frankly, the only way to do that and get that is to ensure that your organizations are well run.

Since I have stepped down, I have been very impressed with the manner in which the Olympic Committee has been operating over the last couple of years. I think they have been able to do things that I was not able to do in the time I was there and Fortuna has done an excellent job in my opinion.

One of the things that she has continued is good relations with Government and right now we have a Minister that we know is always batting for us when we are putting on the 2017 games and when we are doing other things and he always appears at all of our functions which is something that was not historically so.

I was hoping he would have stayed for the governance for the next two days, because I think there is a lot that his Government can learn from, but we will send him the notes to make sure.

So, I hope that you will stay the course, because I had a chance to meet with Michael and his approach is completely different. I have learnt some new words already when I got a handout from him with something called ~~straw dogs~~ and I had no idea what that was. I had to look it up on the Internet to find out and I encourage you to do the same, because it is a good notion, but his approach is going to be very interactive, getting you to work with each other and with the facilitator. So this is not just a preaching thing, do this, do that, and the hope is at the end of the two days, you will have learnt a lot more that we have been able to do for you over the years in respect of how you can run your organizations as we will always learnt.

I mean, one thing I love about these symposiums and I am always glad to be here, is the fact that I learn a lot and certainly come of the stuff that I have seen from Michael, I wish I could stay for the entire thing. I have issues and I will explain why I can't, but I think you will all be impressed with the approach that he takes and the results, I hope, in the years to come will show that we have been successful.

This is not a one-off thing and when this is done there is going to be other follow-ups. We now will be relying on your folks to assist us with that, because we will not be able to get Michael back every time, but we are really thankful to Olympic Solidarity for being able to fund this initiative and they have always been able to fund things that we have asked and part of that reason actually and I should give him some credit, is the fact that Alfred who has been Secretary General for a long time, has always provided whatever Olympic Solidarity needed and the OIC needed in terms of our reporting requirements, and done it in such a way that it impresses them and so whenever we need things, they are more than willing to jump in there, because they know that we provide and we deliver.

So thank you very much for coming and I hope that everything works well for the next two days.

Honourable Shawn Edward, Minister for Youth Development & Sports

Thank you very much, Mr. Emmanuel. President of the Saint Lucia Olympic Committee and Permanent Secretary in the Ministry of Youth Development and Sports, Mrs. Fortuna Belrose; Director of Youth and Sports, Mr. Jim Xavier; Former President of the Saint Lucia Olympic Committee, Mr. Richard Peterkin; Mr. Michael Pedersen, Workshop Facilitator; Representatives of National Sports Federations; Media Personnel; Ladies and Gentlemen, good morning.

I am indeed pleased with the effort of the Saint Lucia Olympic Committee to implement this, the first in a series of good governance training workshops for key personnel in sports administration in Saint Lucia and more specifically for key personnel in the administration of national sports association.

Over the last two years, the Ministry of Youth Development and Sports has implemented an island wide organization re-registration programme. At the heart of this re-registration exercise is a deliberate emphasis on good governance. Good governance is a prerequisite for the effective administration of any organization. Additionally, good governance enforces adherence to rules in procedure, accountability, transparency and indeed democracy.

I am painfully aware that there are many competent citizens who are willing too and can make very substantial contributions to sports organizations in Saint Luca, but refrain from so doing due to the apparent disregard for good governance practices in many such organizations throughout the country.

Many organizations exist without a written Constitution and in some cases where a Constitution exist they are flagrantly violated during the conduct of Associations affairs.

Some have not had a review of their Constitutions in decades. Many organizations no longer present reports at annual meetings and sadly, very sadly, members accept this. In some cases organizations are run like the private domains of the leaders or a few executive members and again, the members accept this.

We can no longer tolerate instances where the planning and execution of programmes is the business of a select few. The time has come for affiliates and members of organizations to be empowered to challenge the leadership to ensure that their organizations are run in the best interest of members and the fraternity they serve.

The time is right for the leadership of sports organizations to engage in a bit of introspection, to critically and honestly examine their role and effectiveness in their respective organizations. There is no doubt that for sports to reach the optimal in Saint Lucia, the National Sports Associations must be strengthened. There must be visionary leadership and there must be collaboration with key stakeholders and the interest of members must be placed at the forefront. Hence the reason I am so delighted with the introduction of this good governance training initiative.

In this regard, I appeal to you the participants to make the best use of the training opportunity. Ensure that lessons learnt will be transmitted to the other executive members who are unable to be here this morning. Upon completion of this training exercise, the Ministry of Youth Development and Sports will be anticipating significant improvements in the governance, administration and programming of National Sports Association and consequently improvements in the performance of our sportsmen and sportswomen.

I must at this point thank the Saint Lucia Olympic Committee for facilitating this training workshop, thereby fulfilling your mandate of sports development facilitation.

Finally, I would like to wish you a very successful and productive exercise. I am hoping that at the end of it, Saint Lucia will be a much better place for sports development.

Thank you and enjoy the rest of your proceedings.

SESSION 1

SPEED NETWORKING



Participants were asked to sit facing each other and to introduce themselves to each other in one minute, 30 seconds per participant. After the minute they were then asked to move one seat to their right. This exercise continued until all the participants introduced themselves to each other.



SESSION 2

The strategic imperative of good governance in sport. A conceptual framework for agreeing to what it is.

Question

Why is good governance in sports important to Federations and to sports in Saint Lucia?

Answers

- Securing sponsorship for Federation . athletes well prepared to represent
- Ensures proper organization of the Association
- Set standards and transparency
- Develops the Association and executive members
- Participation of members
- Dissemination of information
- Develop social cohesion and transparency in our society
- Structure and organization
- Working with your Constitution
- Good for succession planning
- Enhancing the smooth running of the sports
- The preservation of integrity, continuity, transparency, ownership of members
- Discipline
- Information sharing
- Expansion of the sport in the right direction
- Good governance is primarily for the development, sustainability and longevity of the sport
- Job description/formal meeting
- Organizational structure
- Building self-esteem of athletes
- Without good governance

- Indifference
- Disappointment
- Frustration (key stakeholder and youth athletes)
- Creating environment, positive, social
- Helps bring sports men and women to their goals
- Change the sports where everyone is on the same level
- Accountability, growth and public interest
- Encourage participation
- Improve management of resources
- Develop strategic ideas holistically
- Important to inform every one of the way forward, plan activities, selection of team
- Strong leadership, trust, confidence
- Facilitates better forecasting as set standards allow trends to be better recognized
- Social development
- Good club structure
- Way forward in the running of the Federation
- Better development of the sport
- Strong Constitution to govern the operation of the Association
- Effective structure in the organization
- Participation of the broader membership in the decision making process
- Proper development of the sport and the Federation
- Proper guidelines for the Association executive members
- Attracts persons, sportsmen and administrators
- Organizational structure for discipline
- Removes the fear
- Gives people confidence that develops feeling of national pride
- Proper funding, attracts sponsorship and confidence in sport
- Respect from external stakeholders
- Efficient and effective management

- Attracts new membership to your sport
- Attracts assistance from international stakeholders
- Example for youth membership . translates into good citizens that hold leaders accountable to a high standard
- Important to regulate attitude of persons associated with the sport
- Committed persons to volunteerism
- Good work ethics and integrity
- Identity and ownership

Question

What is good governance all about in terms of issues and challenges?

Answers

- Personality clashes
- Lack of participation
- Small membership base
- Lack of trust
- Lack of structure
- Lack of committed persons to volunteerism
- Personal interests can dominate
- Lack of incentive especially as people are volunteers
- Lack of stakeholders
- Lack of commitment
- Lack of resources human (skilled members), financial, infrastructure
- Poor club/affiliate structures
- Poor facilities
- Inadequate vision
- Conflicting interests
- Self interests
- Identity issues
- Lack of resources

- Limited vision to make informed decisions
- People don't share information as they should
- Poor leadership
- Poor management capabilities
- Challenge good governance
- Lack of awareness on the potential sports
- Funding
- Getting the executive to abide by the Constitution of the Association and sometimes getting members for succession for the continuation of the affairs of the Federation
- Resistance to change
- Enforcement of controls due to poor club structure
- Personal interests can conflict with that of Association
- Dedicated volunteers . committed, trustworthy
- Revenue/finance
- Commitment from persons
- Lack of trust in administrators
- Lack of accountability
- Lack of enforcement of rules and regulations
- Leaders are not committed
- Volunteerism
- Communication
- Good governance should involve persons who are generally keen to organize and not just working to take positions to say they are part of the organization
- Some persons resist because it is more of a power position, not enough willingness to accept change
- Honesty, fairness, willingness, passion, self-confidence, support, professionalism
- Future planning
- Training and promotion of the sport
- Operational management including events and athletes
- Competence of management

- Involvement of affiliates, parents and social groups
- Good governance management allows sport to be socially responsible for development of individuals and accountability
- Inadequate skills
- Mode of thinking (personalities)
- Lack of participation
- Conflicts arising from the need to satisfy personal interests
- Lack of incentive to fuel the forward movement of each organization
- Transparency
- Implementing decisions
- Lack of tools to improve service delivery
- The thinking of some sports . one person in charge
- Sponsorship . lack of local sponsorship
- Poor inter-relations among executive members
- Management structure
- Improper planning
- Lack of understanding and responsibility
- Lack of understanding of the Constitution
- Commitments from members
- Motivation in voluntary environment
- Pressure from stakeholders (parents,sponsors)
- Time/scheduling
- Un-cooperative attitude
- Preconceptions about the sport or the Association
- No cohesiveness or focus on common interests
- Donations
 - Assets/liabilities
 - Disbursement
 - Revenue generated (fundraising)
 - Memberships
 - Budgets

- Builds trust
 - Encourages membership, sponsorship and participation
 - Control
 - Stakeholders are fully cognizant as to what is happening
- Compliance
- Lack of information sharing
- Lack of work ethics

PRESENTATION

Mr. Richard Peterkin, Lead Facilitator



St. Lucia Olympic Committee

Symposium

Good Governance in Sport Governing Bodies in Saint Lucia

March 28th and 29th

Olympic Agenda 2020

Richard Peterkin



CONTEXT AND BACKGROUND



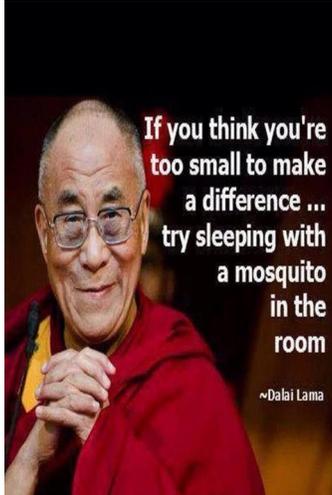
In parallel with this process, since February 2014, the IOC received 1,200 ideas generated by 270 contributions, and 43,500 emails from various stakeholders from within the Olympic Movement, as well as from various organizations and individuals from civil society (academics, NGOs, business, etc.). These ideas were shared with the relevant working groups.

After consolidation, there were 40 Olympic Agenda 2020 recommendations coming from the 14 working groups and enriched by the consultation process as well as by the direct contributions

This Olympic Agenda 2020 was unanimously agreed at the 127th IOC Session in Monaco on the 8th and 9th of December 2014. It is now in the process of implementation, and the recommendations have been broadly circulated to all stakeholders



CONTEXT AND BACKGROUND



The 40 detailed recommendations are like individual pieces of a jigsaw puzzle, which when put together give us a clear picture of what the future of the Olympic Movement will look like. They give us a clear vision of where we are headed and how we can protect the uniqueness of the Games and strengthen Olympic values in society.

Work has already started on implementation. The IOC has begun work on the Olympic Channel. The new Invitation Phase has already been launched for the 2024 bidding process, which allows cities to present an Olympic project that best matches their long-term sports, economic, social and environmental plans. Some of the reforms have already been included in the 2022 process in close cooperation with the bidding cities.

A detailed working plan for the implementation of all the 40 recommendations was presented to the IOC Executive Board in February.



EARLIER IOC INITIATIVES ON GOVERNANCE



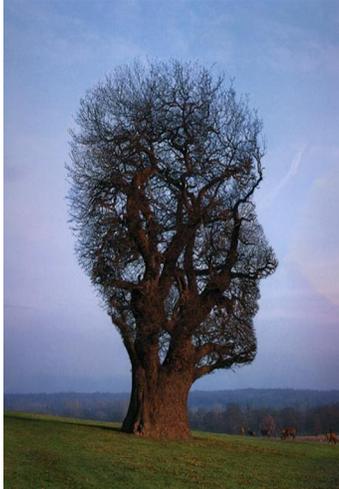
Baron Pierre de Coubertin noted that ethical considerations have received only occasional and involuntary support from sport, and in order to make sport a direct stimulus for ethics, we must make the purpose of sport the creation of a sense of solidarity, which will cause sport to reach beyond itself.



The Report of the IOC 2000 Commission, chaired by Henry Kissinger, to the 110th IOC Session in Lausanne in December 1999, contained many recommendations regarding the governance and transparency of the IOC itself. Most were adopted, some reluctantly.



OTHER IOC INITIATIVES ON GOVERNANCE



Seminar on the Autonomy of the Olympic and Sports Movement held in Lausanne in September 2006 to discuss issues affecting Autonomy. Conclusion that Governance was critical to autonomy

Technical Working Group formed to study proposals based on a consultancy carried out by Ernst & Young. Their document was wide ranging and touched on some issues that have not since been adopted, but should be considered

Seminar on the Autonomy of the Olympic and Sports Movement held in Lausanne in February 2008, with major theme of “Good Governance” Seven Basic Universal Principles of Good Governance of the Olympic and Sports Movement articulated.

Recommendations discussed and adopted at the Olympic Congress in Copenhagen in 2009



OTHER IOC INITIATIVES ON GOVERNANCE



“We cannot expect others to adhere to high ethical standards if we do not do so ourselves. We cannot expect proper conduct on the field of play if we do not have good governance within the Olympic Family.” (Jacques Rogge, XIII Olympic Congress Copenhagen 2009)



“We should go a step further in order to ensure that the ethical principles enshrined in the Olympic Charter are respected by sports organisations at all levels and that they are all committed to the principles of good governance.” (Thomas Bach, XIII Olympic Congress Copenhagen 2009)



RELEVANT AGENDA 2020 RECOMMENDATIONS



Recommendation 27

Comply with basic principles of good governance

All organisations belonging to the Olympic Movement to accept and comply with the Basic Universal Principles of Good Governance of the Olympic and Sports Movement (“PGG”).

Recommendation 28

Support autonomy

The IOC to create a template to facilitate cooperation between national authorities and sports organisations in a country.

Recommendation 29

Increase transparency

To further increase transparency



RELEVANT AGENDA 2020 RECOMMENDATIONS



Recommendation 30

Strengthen the IOC Ethics Commission Independence

The Chair and the Members of the IOC Ethics Commission to be Elected by the IOC Session

Recommendation 31

Ensure Compliance

The IOC to establish within the administration a position of a Compliance Officer

Recommendation 29

Strengthen Ethics

Ensure that the Code of Ethics and its Rules of Procedure are fully aligned with the Olympic Agenda 2020 drive for more transparency, good governance and accountability



CONCLUSION



Ethics and Basic Universal Principles of Good Governance of the Olympic and Sports Movement are now embedded in the Olympic Charter.

All NOC, OCOGS and other IOC organizations are required to comply. IFs, NFs and other stakeholders are expected to adopt similar principles.

Will ensure best results and practices to strengthen autonomy and improve relationships with Governments and the public, and will be in the best interest of athletes.

SESSION 3



Introduction to the case of the “Streetball Federation of Saint Lucia”



IMAGINE

IMAGINE. That today is 28 March 2020 and that you have been leading the Streetball Federation for Saint Lucia for the last five years.

1. **IMAGINE.** On 28 March 2015, streetball was a very small sport in Saint Lucia. Back then, the Streetball Federation of Saint Lucia was struggling to even just get its day-to-day operations to work. Not only was the Federation facing limited funding and limited interest among citizens of Saint Lucia in playing and following the sport. It was also facing a limited number of professional athletes bringing home medals from international sport events as well as limited media interest and limited interest from sponsors.
2. **IMAGINE.** Today, 28 March 2020, your leadership has had profound impact on changing what seemed a vicious cycle back in 2015, streetball has become one of the most sports in Saint Lucia. The results speak for themselves. Everyone looks up to you, the Streetball Federation of Saint Lucia and the sport of streetball as a model example of success, professionalism, fair play and sportsmanship. That is for both the way that you manage the Federation and the way that athletes compete in the

sport of streetball . amateurs as well as professional athletes. Citizens of Saint Lucia and all key stakeholders of streetball trust you, your Federation and your sport.

3. **IMAGINE.** The number of citizens of Saint Lucia playing streetball is growing every day, like never before. The same is the case for the number of citizens attending streetball sport events and following them in printed and online media. The revenues of the Streetball Federation of Saint Lucia are growing too. You benefit from increased funding from the government, increased membership fee revenues from a growing number of members of the Federation, increased ticket revenues from streetball sport events and increased size and number of sponsorship and media broadcasting deals. In fact, companies are lining up to become the next sponsor of streetball.
4. **IMAGINE.** The number of professional athletes playing streetball is growing to an extent that you could only dream of, when you took office back in 2015. Streetball in Saint Lucia now counts of remarkable pool of professional athletes, who bring home medals from almost all international sports events.
5. **IMAGINE.** Some even think that streetball might exceed cricket and football as the most popular in Saint Lucia by 2030, in just ten years from now.
6. **IMAGINE.** Everyone is asking what they can learn from you and how they can replicate our recipe for success in their own sport governing bodies.

IMAGINE.

The following were the 5 Tips for a successful missionq

- Consider this brainstorming
- Allow yourself to take the perspective that in 2020 everything is possible
- Do not say no to perspectives of other that you disagree with
- Listen to and encourage the voices of everyone
- Account for as many different ideas and perspectives as possible

BRAINSTORMING BY PARTICIPANTS

Governance in Netball New Zealand: A Winning Model for Professionalizing the Boardroom and for Handling Conflicts of Interest

Already back in 1999, way ahead of most other sport governing bodies throughout the world, Netball New Zealand went through a comprehensive governance modernization. Fourteen years on, the continued success of the governing body and netball in New Zealand as such is indeed noteworthy.

While it is probably fair to say that the 1999 governance modernization created the foundation for sustained success rather than necessarily guaranteeing it, the case of Netball New Zealand raises at least two important questions for sport leaders to consider. On one hand the question about the importance of governance modernization as a means to sustainably develop an organization and a sport in terms of building trust, growth and performance. On the other hand, given how the current governance model of Netball New Zealand stands out, how to best professionalize the boardroom and handle the inherent conflicts of interest that most boards of sport governing bodies are still facing.

This contribution of mine to Sport Connect's expert columns on sport governance follows two other contributions; one offering perspectives on what sport governance is all about and the other one offering perspectives on the business case for good governance in sport. My forth contribution, to be published by mid-July, is going to offer perspectives on the case of Badminton World Federation with a particular focus on democratic representation and voting.



Over 20 million people play netball in more than 80 countries. The picture shows New Zealand playing against England.

Netball New Zealand's continued success is indeed noteworthy

There is no doubt that Netball New Zealand has proven sustainably successful over the course of the fourteen years that have followed the 1999 governance modernization of the sport governing body, inside as well as outside of sport arenas.

Today, New Zealand ranks number one in the International Netball Federation's world ranking. Netball is the most popular women's sport in New Zealand—both in terms of player participation and public interest. More than 140,000 New Zealanders are registered netball players. And netball has the highest participation rate of any organized sport in New Zealand among girls aged 5–17 years, almost 20% percent.

In financial terms, Netball New Zealand continues to have steadily growing annual revenues of now 8.7 million USD (2012). The body more than doubled its annual revenues compared to 3.6 million USD just eight years ago (2004). This impressive revenue increase mostly originates from an increase in revenues from sponsorships. In

thesameperiod,NetballNewZealandsequityalsoalmostdoubled . from 1.2million USD (2004) to2.3 millionUSD (2012).

Strategicambitionofmovingfromverygoodtogreat

The ambitionlevelofNetballNewZealand'scurrentstrategyseemstoreflect its sustainedsuccesswell.Thesportgoverning bodywantsnetballtobecomeNew Zealand'sleadingsportby2020.Itconsiders itskeyroleinensuringthataslooking afterthesustainablegrowth ofnetballanditspeople.Noteworthy targetsareas follows:

- “Growparticipationnumbersin linewith populationgrowthby 5% perannum
- “Increasespectatorbaseat alllevelsofthe game by at least15%
- “Make 80% ofelite playersfullyprofessional
- “Ensurethateverycitizenhasaccesstoanetballfacilitywithinareasonabledistance fromhis/her home
- “Reduce at riskrevenue tolessthan 20% oftotal
- “Increasegovernmentfundingby 20%
- “Growthe valueofsponsorship/commercialrevenueby 30%

Question

What do you like particularly about the case in New Zealand?

Answers

- The ability to attract many people as possible
- A clear goal set as to what they want to achieve as the number one sport in New Zealand by 2020
- In terms of Board Members the fact that it is staggered.
- Honorarium payment
- Acknowledging the need for change and embracing that change
- Structure and governance for the sport, making it part of the culture for ease of bargaining.
- Voting

- Clear vision
- Ability to attract revenue base on the image and the positioning of themselves and having a vision that was clear and that in fact put trust in the stakeholders so they could in fact be entrusted with increased sponsorship.
- The openness in terms of membership that was opened to everybody in the greater population so they can bring in their specialization and expertise and that encourage participation by everybody.
- Clearly defined aims and objectives based on analysis; consideration to include participants; governance risk assessments
- Revenue increased both government and private sector and the time limit for board members
- Professionalism
- Transparency
- Accessing of playing the game and bringing the game to everybody.
- Shows the different ways that you can structure the overall sport
- There was no specific requirements to the game of netball for persons to be part of the organization or the board. It opens up our position as a small island that there is no automatic representation for geographical membership as well as the fact that there was a target.
- Good governance and handling of conflict of interest within the members.
Rotation of board members.

MISSION BRIEF

Streetball in Saint Lucia in the year 2020



Special Agents,

Your mission, should you choose to accept it, involves highly visionary and expert based work. Your country's future depends on it.

You may be as creative as you like, but it is essential that you take the stakeholder perspective assigned to your team of special agents. You have limited time to complete your mission. Upon successful completion, you will have a chance to demonstrate that you are ready to join the Special Agents Elite Force.

As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions.

This message will self-destruct in five seconds

Netball New Zealand offers an interesting model for professionalizing the boardroom and for handling conflicts of interest

A particularly noteworthy outcome of Netball New Zealand's governance modernization in 1999 was the sport governing body's decision to create a professional board comprised of only eight members - three elected members, four appointed members and its chief executive.

In accordance with the governance standards that were put in place fourteen years ago, the membership of Netball New Zealand elects a total of three board members for a three-year term, including the President. While there are specific nomination criteria for people to stand for election, there is no automatic board representation

for specific geographical membership groups. The elected President mainly has a representational role, as it is the role of the Chair to lead the board.

A so-called Appointment Panel appoints a total of four members to the board, also for a three-year term. The Panel is comprised of three people nominated by the board, including a member of the Institute of Directors in New Zealand. There is a process in place for receiving and considering applications from candidates. Any person can apply. There are no specific requirements of affiliation with netball or independence of the sport from potential candidates. The candidates running for election by the membership can also apply to be considered for appointment. Should a candidate decide to do so, (s)he is automatically taken off the list of applicants to be considered for appointment in the case of election.

The commencement of the terms of office for board members is staggered so as to ensure a rotation of board members over a three-year period. The board appoints a Chair to lead its work. All board members, except for the chief executive, can serve in the board for a maximum of nine years.

All board members have one vote in board meetings and are entitled to request a secret ballot for any voting. At the beginning of every board meeting, board members are asked to declare any potential conflicts of interest related to the agenda items of the meeting, personal as well as institutional ones. It is possible to expel board members in the case of bankruptcy, insolvency, conviction of an indictable offence or repeated absence at board meetings.

Board members can be appointed to represent Netball New Zealand in boards of other bodies. Beyond reimbursement of relevant and appropriate travel expenses, board members are given a yearly honoraria payment in appreciation of their work. In 2012, all board members received 8,500 USD each. The Chair received 21,000 USD. The CEO does not receive an honoraria payment.

Some key questions for sport leaders to consider

The governance model that Netball New Zealand introduced in 1999 raises a lot of interesting and challenging questions for sport leaders to consider, as they also start to take their organizations and sports through comprehensive governance modernization. A non-exhaustive list of some key questions is as follows:

- “ To what extent is the sustained success of Netball New Zealand to be attributed to its 1999 governance modernization?
- “ What does a professional boardroom of a successful sport governing body in the 21st century look like?. Which are the desirable skills, expertise, experience, network and qualities of character to bring into the boardroom?. For specific board member roles and for the team of board members to compliment and support each other?
- “ Which qualities and challenges do elected vs. appointed board members and the potential mix of the two bring to the boardroom?
- “ Which are the opportunities and risks in having a both a president and a chairman?
- “ Which are the strengths and weaknesses in having the chief executive as a member of the board on equal terms with other board members?
- “ What comprises potential conflicts of interest of board members, personal as well as institutional ones?. How to best prevent, detect and address cases of conflict of interest that unduly affect board decisions?. To what extent is self-disclosure a sufficient means of addressing the challenge?
- “ Which are the pros and cons in allowing secret ballots in the boardroom?
- “ To whom should a board member representing a sport governing body in another body be loyal?. Should (s) he serve the best interest of the one body or the other?- Can it be both?. Always?
- “ Should board members be financially compensated for their work? -To what extent is such compensation an effective way of attracting and retaining the people best fit for the boardroom?. If compensated, what is the right and appropriate level?

SPECIAL AGENTS FINDINGS

What do I like the most?

- The ability to attract so many participants at such young ages
- Is the increase in participation a result of good financial incentive or whether there is financial incentive because of widespread participation
- Participation at an early age
- Continuous growth
- Elected three (3) members, plus solicited four (4) members
- Set targets
- Impressive
- Revenue increased over an eight-year period
- Ability to attract people to the sport
- Growing financially
- Clear goal in what they what to achieve in 2020
- Clearly defined aim and objective base analysis
- Consideration to include participants
- Governance risk assessment
- Revenue increased from both government and private sector
- Time limit for board members
- Acknowledging and rewarding of effort
- Term limits and rotation to ensure continuity
- All stakeholders were engaged
- Everyone owned the vision and mission
- Professionalism roles and duties, transparency, projection, structure
- Increased membership
- Drastic risk taking with transparency
- Acknowledge the need for change and embrace that need for:
 - New idea of new structure and new governance for the sport making it part of the culture for ease of Buy-In
- Strategic mission
- Structure that neutralizes conflict of interest

- Governance modernization created the foundation for sustained success rather than necessarily guaranteeing it
- Projections
- Ability to expel board members
- Honoraria payments
- Open memberships
- Sustained success
- Adoption of good governance
- Handle the inherent conflict of interest
- Rotation of board members
- Strategic ambition
- Better management structure
- Staggering appointment of board members
- Elected appointment/mix
- Objectives are clear/measurable
- All athletes adhere to high standards of behavior and conduct on and off the field
- Fair and transparent selection process
 - Ability
 - Performance
 - Ranking
 - Conduct (personnel)
- Strong athletes union with representation on the board
- Athletes have a clear understanding of their roles in society

SESSION 4

MISSION BRIEF

Political and operational management



Good morning, Special Agents.

Your mission, should you choose to accept it, involves highly visionary and expert based work. Your country's future depends on it.

You may be as creative as you like, but it is essential that you take the stakeholder perspective assigned to your team of special agents. You have limited time to complete your mission. Upon successful completion, you will be asked to participate in a quick debriefing. Other missions will follow.

As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions. This message will self-destruct in five seconds.

Today is 28 March 2020. Take the stakeholder perspective assigned to your group of special agents. Describe as many aspects as you can of the way that the Streetball Federation of St. Lucia is run in terms of political and operational integrity. Give particular consideration to the following questions:

- *What makes people say that you have a professionally run board?*
- *How do you ensure that you have board members and staff with the right mix of skills, experience, expertise, network and qualities of character?*
- *What is the role of the board vs. Operational staff?*
- *How do you define, prevent, detect and address conflicts of interest, personal as well as institutional ones?*
- *Which were the three key focus areas in your last 4-year strategy for further developing the sport of streetball, which you just finished implementing? - how did you measure success in achieving the strategy on an annual basis?*

TIPS FOR A SUCCESSFUL MISSION

Consider this a brainstorming

Allow yourself to take the perspective that in 2020 everything is possible

Do not say no to perspectives of others that you disagree with

Listen to and encourage the voices of everyone

Account for as many different ideas and perspectives as possible

SPECIAL AGENTS ANSWERS

SPECIAL AGENTS 001 - GOVERNMENT

- Provide guidelines and help with policy development of the sport
- Infrastructure to include secretariat for each organization and establishing frameworks so that each organization has a checklist of requirements and they are being monitored, evaluated on an annual basis.

SPECIAL AGENTS 002 – BUSINESS

- Ensure they accomplished short and long term goals
- Board members given contracts to ensure transparency and accountability
- Marketing
- Ensure they accomplish their task
- Focus area, competition so that they increase in numbers

SPECIAL AGENTS 003 – AMATEUR ATHLETES

- Clear developmental paths for opportunities for armature athletes to develop
- Fairness, transparency and equality of participation and support.
- Clear cut criteria to serve on board and also have an athlete commission to bring out the concerns on the board
- The board is there to set policies, guidelines and the staff to implement the policies and there will also be an ethics and policy commission.

SPECIAL AGENTS 004 – PROFESSIONAL ATHLETES

- All athletes adhere to a high standard of behaviour on and off the field.
- Athletes selection process is in place and transparent based on performance and adherence to status of conduct.
- Strong Board based on athletes and athletes union that have representation on the board.
- All board members resumes are accessible to members of the public and all stakeholders throughout the sports
- Goa is the formation of an athletes union, ensure that representation of that union to all individual clubs and that we have effective representation of that union on the board.

SPECIAL AGENTS 005 – NATIONAL OLYMPIC COMMITTEE

- Structure of the Board
- Quality of persons
- Training opportunities
- Resources facilities
- Constitution outline policies
- Personnel for operation
- Outline of Constitution
- Growth in membership and participation
- Successful tournaments and events

SPECIAL AGENTS 006 – CIVIL SOCIETY ORGANIZATIONS

- Developing programmes that civil society works in our activities in terms of our social responsibility on the street ball federation and how we incorporate ourselves in how civil society works.
- Publicized our organizations goals and what it stand for to attract all persons. We also have symposiums, workshops, refreshers courses.
- The board to set guidelines to run the affairs of the organization.
- Clearly defined relation with personnel and institutions across the board.

SPECIAL AGENTS 007 – INTERNATIONAL STREETBALL FEDERATION

- Adhere to rule and regulations
- Fair selection process
- Board to approve activities and the staff suggesting activities
- Disciplinary committee to oversee any conflict or any situation that may arise thereafter
- Development of athletes
- Legislative review on a constant basis and activities proposed and accomplished

SPECIAL AGENTS 008 – MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS

- Professional run board
- Based on the management of events and the planning and execution of events you will be able to see how the organization is together.

SPECIAL AGENTS 009 – SCHOOL

- Harmonious relationship
- Ensure that the board have the right people
- Getting the community and review the staffing and ensuring that the right people are trained

SPECIAL AGENTS 010 - PARENTS

- The level of expertise . people are specialized in the different area in terms of board composition
- Make sure the board has the mixes of experience and skills and good review; the qualification of these board members, what they have achieved so far.

SPECIAL AGENTS FINDINGS

Good Governance

- Necessary for the expansion of sport
- Promotes transparency and as a general rule all the members have an interest and a desire to know what is happening in Association
- Continuity of members as the assets of the Association
- Primarily need for the development of the sport
- Responsible for guidance in the way forward for running of Federation
- Proper development of the sport and the Federation
- Transparency in terms of public interest and also for quality control
- Internal to succession planning
- Building the self-esteem of athletes
- Social development
- Competition
- Participation and organizational structure
- Build trust from your members and team
- Good functioning, Growth
- Proper development and management of the Association and your affiliates
- Encourages accountability, participation, sustainability, succession planning
- Improves the management of resources
- Helps develop strategic ideas in a holistic way
- Encourages affiliates and athletes to take part in sports
- Important when information is filtered down to all members,
- Builds confidence and trust in organizations
- Helps the feeling of national pride
- Tracks sponsorship
- Confidence in sports
- Respect from external stakeholders
- Develops social cohesion and transparency in society
- Enables the Associations to work with their Constitution
- Attracting or securing sponsorship to the Federation

- Personal development for self, individuals around you, your country, unions etcetera
- Formation of a strong and effective Association under our Constitution that maximizes the effect in terms of the resources which include the members of the Association and the broader membership to responsibly administer the sports of which you trust the responsibility of governing
- Effective participation of the broader membership in the effective management of the sport in question
- Build good club structure
- Without good governance, there would be indifference, disappointment and frustration among our key stakeholders who are the young athletes
- Fosters positive social change in sports
- Future planning
- Funding
- Training and promotion of the sport
- Training of Athletes

SESSION 5

Risk management, including revenue diversification



(Likelihood of occurring)



MISSION BRIEF

Risk management, including revenue diversification (1 of 2)

Good afternoon, Special Agents.

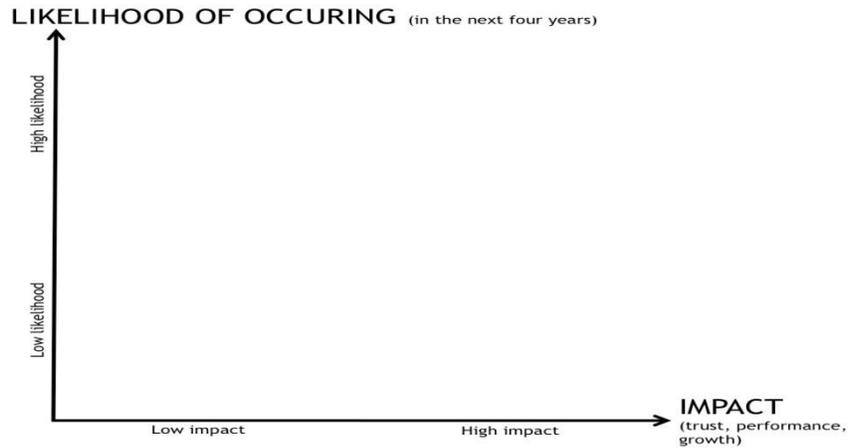
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As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions. This message will self-destruct in five seconds.

Today is 28 March 2020. Take the stakeholder perspective assigned to your group of special agents. Describe the risk mapping that was done by the Streetball Federation of Saint

Lucia a few years back as part of its strategy process. Give particular consideration to identifying and placing risk issues along the following lines:



TIPS FOR A SUCCESSFUL MISSION

Consider this a brainstorming

Allow yourself to take the perspective that in 2020 everything is possible

Do not say no to perspectives of others that you disagree with

Listen to and encourage the voices of everyone

Account for as many different ideas and perspectives as possible

PARTICIPANTS LOOKED AT THE RISK OF THE STREETBALL FEDERATION ARE FACED WITH AND PRIORITISE ALONG THE LINES OF LIKELIHOOD AND IMPACTS

SPECIAL AGENTS ANSWERS

SPECIAL AGENTS 001 - GOVERNMENT

- High turnover of executive board leaders within the group
- Poor and misuse of facilities
- Non-compliance
- Drugs in the community may have a negative impact on the sport

High Likelihood/Impact: Poor and misuse of facilities

SPECIAL AGENTS 002 - BUSINESS

- Drugs (high likelihood/high impact)
- Criminal action (moderate between high likelihood/low impact)
- Discipline (high likelihood/high impact)
- Mismanagement of funds (high likelihood/high impact)
- Misrepresentation (low likelihood/low impact)
- The public image (between high likelihood/low impact)

High Likelihood/Impact: Drugs

SPECIAL AGENTS 003 – AMATEUR ATHLETES

- Injury (high likelihood/low impact)
- Migration (high likelihood/high impact)
- Players regulations (low likelihood/low impact)

High Likelihood/Impact: Migration

SPECIAL AGENTS 004 – PROFESSIONAL ATHLETES

- Injury (high likelihood/high impact)
- No medical coverage
- Corruption (high likelihood)
- Loss of funding and remuneration/low prize money
- Loss of interest

High Likelihood/Impact: Loss of funding

SPECIAL AGENTS 005 – NATIONAL OLYMPIC COMMITTEE

- Growth and participation (high likelihood/high impact)
- Governance structure in the federation (low likelihood/high impact)

SPECIAL AGENTS 006 – CIVIL SOCIETY ORGANIZATION

- Meeting without actions (high likelihood/low impact)
- Misused of funds (low likelihood/low impact)
- Expansion restriction through social responsibility locally and internationally
- Setting goals to employ only non-specialist

High Likelihood/Impact: Expansion restriction

SPECIAL AGENTS 007 – INTERNATIONAL STREETBALL FEDERATION

- Equipment (high likelihood/impact)
-

SPECIAL AGENTS 008 – MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS

- Winning culture (low likelihood/low impact)
- Crowd support (high likelihood/low impact)
- Conflict of interest . no news/no press releases/no broadcasting facilities
- Poor visioning (high impact)
- Reduced revenue streams or funding of sponsorships
- Mission unaccomplished
- Unqualified or non interest Board members (low likelihood/high impact)
- Participation/expulsion of persons (low likelihood/high impact)
- Lack of facilities (low likelihood/high impact)
- The question of high performance athletes and support staff

High Likelihood/Impact: Unqualified Board members

SPECIAL AGENTS 009 - SCHOOLS

- Injuries (high likelihood/low impact)
- Drop in grades (low likelihood/low impact)
- Drug abuse/child abuse (low likelihood/high impact)

High Likelihood/impact: Injuries

SPECIAL AGENTS 010 - PARENTS

- Obstruction of traffic by the children
- Injuries
- Children being active and occupied

High Likelihood/Impact: Obstruction of traffic

ISSUE MAPPING

Findings

- Misuse of facility
- Drugs
- Migration
- Funding
- Injuries
- Traffic obstruction
- Low skills on board
- Equipment
- Expansion restriction
- Participation

(Impacts and costs)



MISSION BRIEF

Risk management, including revenue diversification (2 of 2)



Good afternoon, Special Agents.

Your mission, should you choose to accept it, involves highly visionary and expert based work. Your country's future depends on it.

You may be as creative as you like, but it is essential that you take the stakeholder perspective assigned to your team of special agents. You have limited time to complete your mission. Upon successful completion, you will be asked to participate in a quick debriefing. Other missions will follow.

As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions. This message will self-destruct in five seconds.

Today is 28 March 2020. Take the stakeholder perspective assigned to your group of special agents. Describe the risk mapping that was done by the Streetball Federation of Saint Lucia a few years back as part of its strategy process. Give particular consideration to listing solutions to mitigate identified risks along the following lines:

COSTS (time, money)

↑
High costs



TIPS FOR A SUCCESSFUL MISSION

Consider this a brainstorming

Allow yourself to take the perspective that in 2020 everything is possible

Do not say no to perspectives of others that you disagree with

Listen to and encourage the voices of everyone

Account for as many different ideas and perspectives as possible

SPECIAL AGENTS ANSWERS

SPECIAL AGENTS 001 – GOVERNMENT

- Risk: Misuse of facilities
- Solution: Encourage community ownership of facilities for maintenance and provide forms of compensation

SPECIAL AGENTS 002 - BUSINESS

- Risk: Lack of discipline
- Solution: Workshops and strict guidelines

SPECIAL AGENTS 003 – AMATEUR ATHLETES

- Risk: Doping education

SPECIAL AGENTS 004 – PROFESSIONAL ATHLETES

- Risk/high impact: Low medical coverage and lack of insurance for athletes
- Solution/low cost: Formation of an effective athletes union.

SPECIAL AGENTS 005 – NATIONAL OLYMPIC COMMITTEE

- Risk/High impact: Governance training
- Solution/low cost: Through social and public media

SPECIAL AGENTS 006 – CIVIL SOCIETY ORGANIZATIONS

- Risk/High impact: Setting goals too high
- Solution/low cost: More effective vision of labour with setting goals and timeframes.

SPECIAL AGENTS 007 – INTERNATIONAL STREETBALL FEDERATION

- Risk/High impact: Training facility
- Solution/Low cost: Convenience of location

SPECIAL AGENTS 008 – MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS

- Risk/High impact: Poor advocacy
- Solution:

SPECIAL AGENTS 009 - SCHOOLS

- Risk/High impact: Child abuse
- Solution/low cost: Mitigation, counseling and mentoring programmes

SPECIAL AGENTS 010 – PARENTS

- Risk: Training

RISK MITIGATION STRATEGIES

Findings

- Training facility
- Public advocacy for change
- Training
- Formation of an athletes union
- Medical coverage/insurance
- Abuse (child) mitigation
- Counselling and mentoring programmes
- Encourage community ownership of facilities for maintenance (provide forms for compensation) example, tax credit incentives
- Lack of discipline; workshop and strict guidelines
- More effective division of labour with idealistic goals and timeframes determines by comparisons with market conditions
- Doping education

SESSION 6

Democratic structures and processes

Badminton World Federation: A Winning Model for Democratizing Sport in the 21st Century?

Many national and international sport governing bodies find themselves stuck in outdated governance systems of democratic voting and decision making that were designed for the early days of amateur sport. However, the democratic governance system of Badminton World Federation offers a fresh and unorthodox perspective on democratizing sport for the 21st century.

In moving away from the traditional democratic governance system of many sport federations, 'one member association, one vote', Badminton World Federation has introduced a democratic governance system according to which its member associations are allocated votes based on their ability to further develop badminton. Besides being an inspiring case of change, the democratic governance system of Badminton World Federation offers an interesting opportunity for sport leaders across the world to rethink sport democratization, as they start modernizing their governance standards to get fit for purpose in the 21st century.

*This fourth contribution of *minetoiSportconnect's* expert column on sport governance will be followed by a fifth one in the middle of August. The next contribution is going to offer perspectives on transparency and accountability in sport with a focus on the case of England and Wales Cricket Board.*

The democratic governance system of sport is quite different from the one of countries and not really fit for purpose in the 21st century

The majority of countries in the world are now classified as democracies, inasmuch as they have democratic governance systems in place that are designed to ensure equality, freedom and rule of law. Yet, the nature of the democratic governance systems varies substantially across the world. While some countries directly elect a president or a prime minister, others have parliaments do it. While some countries have one parliamentary chamber, others have two. While some countries have a strict separation of power between executive, legislative and judicial bodies, others have a more blurred set of checks and balances. While some countries have time-in-office limits, others do not. This same diversity of democratic governance systems is at play when countries come together in regional and global intergovernmental bodies.

In comparison, the democratic governance systems of sport governing bodies are less diverse, nationally as well as internationally. Typically, such bodies have a democratic governance system in place according to which all member associations have one vote at the general assembly, regardless of the size of their participation base and their actual contribution and importance to a particular sport. Many sport governing bodies elect their presidents/chairmen and board members at the general assembly, some with a guarantee to certain member associations or regional groupings of member associations of getting representation in the boardroom, often with no time-in-office limits. Also, many boards of sport governing bodies both have executive, legislative and judicial powers or a mix of the three for the sport that they govern.

While the traditional democratic governance system of sport governing bodies may have served the development of sport well in the amateur days of sport, it is no longer fit for purpose in the 21st century. In acknowledging that, the most relevant question for sport leaders to consider is how their democratic governance systems could be rethought to better support the further development of sport. In an era of growing interdependence and importance of stakeholder engagement for all societal player

s, properly answering the question includes considering what all key stakeholders of sport consider legitimate and fair in ensuring equality, freedom and rule of law.



Badminton World Federation's democratic governance system stands out in allocating votes based on member associations' ability to further develop the sport

Unlike most other sport governing bodies, nationally and internationally, Badminton World Federation does not have a democratic governance system along the lines of a member association, one vote at its general assembly. Rather, member associations are allocated a minimum of one and a maximum of five votes based on criteria that favor the ones proving able to contribute the most to the further development of badminton.

Allocation of votes to member associations is made for a four-year period at a time, based on a four-year retrospective assessment period. Accordingly, under the precondition that a member association is in good standing, its number of votes at the general assembly is allocated along the lines of the following criteria:

1 vote:	A member of Badminton World Federation.
1 additional vote:	More than 10,000 registered players in each of the four years of the assessment period.
1 additional vote:	Participation in 7 out of 12 international events during the assessment period: Sudirman Cup (2 events), Individual Continental Championships (a maximum of 2 events), World Championships (3 events), Olympic Games (1 event), World Junior Team Championships (4 events).
1 additional vote:	Having one player or more in the top-40 world ranking in any of the five (5) disciplines as per the world ranking list for the qualification for the most recent Olympic Games held.
1 additional vote:	Hosting at least one (1) of these events in three (3) out of the four (4) years of the assessment period: Super Series, Grand Prix or International Challenge.

Rights and responsibilities go hand in hand for member associations in Badminton World Federation. Consequently, the actual size of a member association's membership fee is determined according to a scale of units that is a function of the number of votes allocated to the association. The scale of units is as follows:

Total number of votes at the general assembly	Total units to be applied when calculating the size of the actual membership fee
One vote:	1
Two votes:	4
Three votes:	9
Four votes:	26
Five votes:	31

Badminton World Federation covers travel expenses for all member associations to send one representative to attend its general assembly. Representatives must have citizenship of the country of the member association that they represent. They must also be a member of the equivalent of a board of the member association or be an employee of the association, for no less than 12 months. Vote by proxy is not allowed. Only member associations directly represented at the general assembly are in a position to cast votes.

With a few exceptions, all matters at the general assembly are decided by a simple majority of the votes. According to the statutes of Badminton World Federation, it takes the minimum presence of 1/3 of the members in good standing to form a valid general assembly quorum. Voting may take place by a show of hands or by voice. A secret ballot may take place, if requested by a member association in good standing and approved by a simple majority of the votes, or if decided by the chair.

There are 26 members of the Council of the Badminton World Federation. The Council constitutes the equivalent of a board. 21 of the 26 Council members are elected at the general assembly; the president, the deputy president, one Vice-President representing para-badminton and 18 additional Council members. The remaining five Council members, all at the level of vice-president, are elected at general assemblies of their respective regional federations to represent the group of member associations in their regions. Those general assemblies and elections are held prior to the general assembly of Badminton World Federation.

Beside the member associations, the following stakeholder groups have the right to speak (but not vote) at the general assembly:

- “ Regional federation
- “ Regional or special interest members or associate members
- “ Council members

- “ Honorary life-long vice presidents
- “ The Secretary General of Badminton World Federation

Nominees for election not otherwise authorized to vote or speak can attend the general assembly, during which the election takes place. However, they are not permitted to speak, unless authorized by the chair. Also, the chair has authority to admit observers to attend the general assembly. Such observers are not permitted to speak unless authorized by the chair.

Except for particular legislative matters such as approving revisions to the Constitution and Laws of Badminton, which are the sole responsibility of the general assembly, the Council of Badminton World Federation both oversees executive, legislative as well as judicial matters. Accordingly, on one hand the Council is entitled to devise internal, athletic, event and sport in society governance standards, i.e. in the form of specific policies and processes. On the other hand, the Council is also entitled to monitor and investigate the adherence to such standards and to eventually sanction proven cases of wrongdoing.

There is a particular governance system in place to consider and sanction breaches of rules. It is designed to ensure checks and balances and a high degree of independence in the process of considering specific cases. On one hand, a particular Disciplinary Committee is mandated to sanction member federations, players, coaches, competition officials and others for infringement of rules. On the other hand, a particular Appeals Panel is mandated to consider appeals to sanctions imposed by the Disciplinary Committee. Members of the Disciplinary Committee are appointed by the Council and can be Council members too. Members of the Appeals Panel are independent arbitrators in the sense that (1) they are elected at the general assembly upon nomination by member associations and (2) Council members and staff of Badminton World Federation as well as council members and staff of regional federations are not eligible for election. Furthermore,

potential national and regional conflicts of interests are structurally evened out by ensuring a minimum of two members in the Appeals Panel from each of five regions.

The Court of Arbitration for Sport is the only competent judicial authority external to Badminton World Federation. Its rulings are final with no possibility for further appeal. Appeals, complaints and dispute-resolution processes must be fully exhausted within the Badminton World Federation governance system, before a case can be referred to the Court of Arbitration for Sport.

Some challenging questions for sport leaders to consider

Besides being an inspiring case of change, the democratic governance system of Badminton World Federation offers an interesting opportunity for sport leaders across the world to rethink sport democratization, as they start modernizing their governance standards to get fit for purpose in the 21st century. A non-exhaustive list of key questions is as follows:

“Which are the strengths and weaknesses of the democratic governance system that characterizes Badminton World Federation?”

“To what extent do all member associations that form part of the democratic governance system of a sport governing body consider a one member association, one vote governance system legitimate and fair in ensuring equality, freedom and rule of law? - What are the characteristics of member associations losing and winning in such a democratic governance system?”

“Acknowledging the importance of the separation of executive, legislative and judicial bodies in the democratic governance system of a country, what could be the nature of similar independent checks and balances to be introduced in the governance system of a sport governing body?. Which are the strengths and weaknesses in having a person wear one hat only vs. two or three hats as far as executive, legislative

- and judicial matters are concerned?. Which are the potential conflicts of interest to handle for a person wearing one hat vs. two or three hats?
- ~ How to best ensure a high rate of member associations represented at a general assembly?
- ~ How to best avoid the risk of member associations selling and buying votes for a general assembly?
- ~ How to best give all key stakeholders of a sport the opportunity to have their voices heard at a general assembly?
- ~ Which are the pros and cons in having transparent voting vs. secret ballots at a general assembly?
- ~ How to best ensure that the candidates most fit for the job have a fair chance of getting nominated for the board and eventually elected?
- ~ Which are the pros and cons in having a general assembly directly elect the president/chairman of the board?
- ~ How long should a term-in-office be for a board member? - How many times should it be possible to re-elect a board member?. Should there be different rules for the president/chairman of the board vis-à-vis other board members?
- ~ Which should be the criteria and the process for raising a censure and subsequently expelling a president/chairman, another board member or the entire board before the end of the term-in-office that they have been elected for?
- ~ What would a model democratic governance system of a sport governing body look like, which makes it fit for purpose in the 21st century? - What would be different compared to existing governance standards?

PROS AND CONS OF A DEMOCRATIC STRUCTURE IN A SPORTING WORLD

SPECIAL AGENTS ANSWERS

SPECIAL AGENTS 001 - GOVERNMENT

- Pros: Structure accelerates the growth of the sports
- Cons: Voting

SPECIAL AGENTS 002 - BUSINESS

- Pros: System of providing incentives for associations to work hard and get rewards
- Cons: The association that grow initially will be at an advantage and the others will not catch up

SPECIAL AGENTS 003 – AMATEUR ATHLETES

- Pros: No proxy at voting
- Cons:

SPECIAL AGENTS 005 – NATIONAL OLYMPIC COMMITTEE

- Pros: Impact on change
- Cons: Smaller organizations not in a position to effect change

SPECIAL AGENTS 006 – CIVIL SOCIETY ORGANIZATIONS

- Pros: Room for improvement in structure, organization and participation
- Cons: Smaller federation will be disadvantaged in terms of voting structure and the ability to represent on the board

SPECIAL AGENTS 007 – INTERNATIONAL STREETBALL FEDERATION

- Pros: Travel expenses for one member to attend
Allocating votes based on member\$ Association to clearly develop their sport
- Cons: The right to speak and not vote

SPECIAL AGENTS 008 – MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS

- Pros: Promote growth for the sport and federation with regard to the type of voting system

SPECIAL AGENTS 009 - SCHOOLS

- Pros: Allows other stakeholders to speak
- Cons: The smaller groups non-elite groups/Associations would be singled out

SPECIAL AGENTS 010 - PARENTS

- Pros: Voting aspect
- Cons: Marginalized powers

MISSION BRIEF

Democratic structures and processes

Good afternoon, Special Agents.

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You may be as creative as you like, but it is essential that you take the stakeholder perspective assigned to your team of special agents. You have limited time to complete your mission. Upon successful completion, you will be asked to participate in a quick debriefing. Other missions will follow.



As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions. This message will self-destruct in five seconds.

Today is 28 March 2020. Take the stakeholder perspective assigned to your group of special agents. Describe as many aspects as you can of the democratic structures and processes in the Streetball Federation of St. Lucia. Give particular consideration to the following questions:

→

What makes all stakeholders widely agree that elections are free and fair in the Streetball Federation of Saint Lucia?

→ *How and by whom is the president elected? – for how long can s(he) stay in office as a maximum?*

→ *Which are the terms of reference for the board?*

→ *What is the division of power and level of independence between people who are responsible for making the rules, people who are responsible for monitoring the adherence to the rules and people who are responsible for sanctioning cases of proven breaches of the rules?*

TIPS FOR A SUCCESSFUL MISSION

Consider this a brainstorming

Allow yourself to take the perspective that in 2020 everything is possible

Do not say no to perspectives of others that you disagree with

Listen to and encourage the voices of everyone

Account for as many different ideas and perspectives as possible

SPECIAL AGENTS ANSWERS

SPECIAL AGENTS 001 – GOVERNMENT

- Set office terms for elected officials
- Approval of Constitution

- Ensure good standing with International Federations
- Review of Finances
- Oversee elections

SPECIAL AGENTS 002 - BUSINESS

- Memorandum of Understanding
- Contract . corporate interest
- Financial Report
- Commitment
- Letter of good standing
- Ballots
- Transparency
- Audit

SPECIAL AGENTS 003 – AMATEUR ATHLETES

- Elections are free and clear
- Ensure transparency by using elections procedures clearly outlined in the Constitution
- How and by whom is the President elected
 - General Assembly consisting of all affiliates to serve two (2) consecutive terms at least four (4) years
- Terms of Reference
 - To develop, regulate and organize the sport
- What is the division of power and level of independence
 - The appointment of different commissions as guided by the Constitution with the majority of the members being from outside of the sport

SPECIAL AGENTS 004 – PROFESSIONAL ATHLETES

- Proper functional use of the Constitution which is clearly defined and allows for review
- President to be elected by affiliates of Federation. One vote per affiliate member

- Term . 3 years, maximum 3 terms
- Terms of Reference shall be defined within Constitution and will be used in conjunction with job description
- Professional athlete commission represented by members of the board
- Form committees to assist in monitoring, sanctioning and ratifying by general body, that is affiliates

SPECIAL AGENTS 005 – NATIONAL OLYMPIC COMMITTEE

- Clearly defined roles and responsibilities
- Constitution and By Laws
- Open and transparent election process
- President, Association oversight
- Disciplinary

SPECIAL AGENTS 006 – CIVIL SOCIETY ORGANIZATIONS

- Open voting process where non-voting stakeholders can view the process
- How . through a voting process of one man, one vote
- Whom . membership, 3 years, 2 terms
- Selected by membership through voting process; member can only serve two terms
- Executive board making the rules
- Monitoring - a sub-committee on the board
- Sanctioning . Disciplinary committee

SPECIAL AGENTS 007 – INTERNATIONAL STREETBALL FEDERATION

- Confidence, trust, happy with your running, transparent elections
- General Council . General Body . Clubs and athletes (Four-year terms, one or two terms)
- Development, sport, expansion . Constitution . Rules of the sport, guidelines of the sport, how will it be run, management of the sport; terms of reference . follow terms of reference of the international body
- Board . make the rules, umpires, coaches, athletes, referees, spectators, media .

radio commentators

- Disciplinary Committee . Usually an independent body not including executive members

SPECIAL AGENTS 008 –MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS

- They are part of the process
- Members elect for 6 years
- Constitution
- Separate committees, rules, regulations and terms of reference

SPECIAL AGENTS 009 –SCHOOLS

- Governor General
- Executive
- Legislative
- Judicial

SPECIAL AGENTS 010 – PARENTS

- Have elections and vote by secret ballot
- President will be elected by the general body and serve one terms with the possibility of re-election at some time in the future
- The terms of reference will be the Constitution
- Segregation of duties by the identification of sub-committees such as governance and discipline which involve participation by all stakeholders except board members. They will have responsibility of reviewing, monitoring and reporting to the local body

SESSION 7

Stakeholder engagement

MISSION BRIEF

Stakeholder engagement

Good afternoon, Special Agents.

Your mission, should you choose to accept it, involves highly visionary and expert based work. Your country's future depends on it.

You may be as creative as you like, but it is essential that you take the stakeholder perspective assigned to your team of special agents. You have limited time to complete your mission. Upon successful completion, you will be asked to participate in a quick debriefing. Other missions will follow.

As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions. This message will self-destruct in five seconds.

Today is 28 March 2020. Take the stakeholder perspective assigned to your group of special agents. Describe the stakeholders of the Streetball Federation of St. Lucia. Give particular consideration to the following questions:

- *what does your top 10 stakeholder ranking look like? - who are your stakeholders with skills, experience, expertise, network and/or funding to impact your level of trust, growth and performance?*
- *whom among your stakeholders are able and willing to stand up for you at the time of a crisis, for instance when there is a case of doping or match-fixing?*
- *what is your preferred strategy of engagement with the individual top 10 stakeholders? - to empower, to involve, to consult, to collaborate or to negotiate?*



TIPS FOR A SUCCESSFUL MISSION

Consider this a brainstorming

Allow yourself to take the perspective that in 2020 everything is possible

Do not say no to perspectives of others that you disagree with

Listen to and encourage the voices of everyone

Account for as many different ideas and perspectives as possible

SPECIAL AGENTS ANSWERS

SPECIAL AGENTS 001 - GOVERNMENT

- Athletes, coaches, federations, trainers, government, SLOC, corporate entities, technical officials, international and regional bodies, media, parents, schools and other federation
- Corporate government/coaches other federations, regional or international bodies

SPECIAL AGENTS 002 - BUSINESS

- All athletes, Association members, coaches SLOC officials referees, fan based supporters, schools, coaches, grassroots community, media, International Association of parent body, corporate citizens, corporate partners, government
- International Association
- Negotiation

SPECIAL AGENTS 003 – AMATEUR ATHLETES

- National Federation, Olympic Committee, government, sponsors, parents, fellow athletes, coaches, media, schools, community, fan base
- Top quality performance

SPECIAL AGENTS 004 – PROFESSIONAL ATHLETES

- Professional athletes, businesses, Olympic Committee, government, Federation, media, schools, amateur athletes, parents, general public, civil society

- Federation and athletes
- Press conferences, regular meetings, e-mails, workshops

SPECIAL AGENTS 005 – NATIONAL OLYMPIC COMMITTEE

- National Olympic Committee, professional athletes, amateur athletes, business, sponsors, National Streetball Association, parents, schools, media, civil society
- Best support . Government
- Empower

SPECIAL AGENTS 006 – CIVIL SOCIETY ORGANISATIONS

- Sponsors, community, coaches, players, media, government agencies, national Federation, member fraternity, referees
- National Federation at the community level, open communication

SPECIAL AGENTS 007 – INTERNATIONAL STREETBALL FEDERATION

- Member Associations, athletes, executive members, government, media, sponsors, financial institutions, coaches
- Affiliate Associations
- Regular communication, e-mails, media, press releases, press conferences

SPECIAL AGENTS 008 – MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS

- Athletes, coaches, sponsors, government affiliates, communities, promoters, referees, judges,
- Coaches, executives and government affiliates
- Meeting, facilitators, training/keeping communication line open

SPECIAL AGENTS 009 - SCHOOLS

- Athletes, parents, Ministry of Education, Ministry of Sports, sporting federations, officials, civil society, corporate business, media, SLOC
- Open flow of information through meetings, public relations
- Parents, Ministry of Education, Coaches

SPECIAL AGENTS 010 - PARENTS

- Athletes, clubs, schools, coaches, families, local governing bodies, community, government agencies, sponsors, officials, media
- Local governing bodies, training, keeping communication lines open

Findings

- Coaches
- Association Executive
- Member Federations
- Athletes
- National Olympic Committee
- Community
- Professional Athletes
- Parents

CONCLUSION

Participant's feedback/Key takeaways on what was learnt

- Importance to adopting to a changing environment
- The importance of stakeholder engagement
- Importance of good governance and the strategy for growth
- The importance of good governance in the role it plays in the Association and from the development of sports
- The need for sporting bodies to be more organized, more accountable, more prudent in the way they operate and interact with governing bodies
- Risk assessment and the Association cost
- The session on stakeholders and how we have to deal with our stakeholders
- Issues and challenges encountered by other organizations
- Case studies participants went through really opened our minds to possible different ways and perception
- Accessibility that we have in Saint Lucia through the SLOC and the Ministry of

- Youth Development and Sports and do their best in meting out support to us
- Better governance to improve growth
 - The workshop was very impressive in the way the Facilitator conducted it, the energy was high and no participant felt sleepy
 - Camaraderie was very high and visible
 - The importance of setting very specific goals and targets and optimizing your organizational structures
 - Recognizing the importance and the structure of the stakeholder relationship and find ways to explore good relationships
 - Time management
 - Sport Administration
 - Networking
 - Team work
 - Brainstorming
 - Review of Governance of their organizations/Associations
 - New approaches to sports management
 - Learn how to implement new ideas
 - Importance of adopting change
 - Importance of stakeholder engagement
 - Risk assessment
 - Perception of stakeholders
 - Case studies . opening of minds to other possibilities
 - Adopting better practices
 - Workshop was impressive, energy was high, participants were alert
 - Time management (swiss clock)

Day 1 ended at 4:56 p.m.

DAY 2 – 29 MARCH 2015

REMARKS

Mr. Michael Pedersen, Facilitator

Good morning, special agents. I wanted to quickly follow up on a few things from yesterday before we get down to the missions for today. Some of you approached me yesterday and asked me a bit about the beyond sports, the short Bio. You asked me basically what is it that you doing? So I thought a good start today would be to share with you very briefly what is it that I am actually doing right now?

So basically from my Bio, I have a private sector background, but for the last three years, I have focused on good governance in sports and basically what I am doing under the umbrella good governance in sports are three different kinds of materials. So in the space where you are right now is basically what I refer to as further developing sport leadership, isport leadership.

The second thing I am devoting a lot of time with is doing extra practice in support of modernizing. I spend a lot of time writing and you can see some of my pieces that we will use today. I also facilitate workshops and speak at conferences. So all that in the space of further developing governance standards in sport. So for instance, right now I am doing a project in Peru involving all the sports federations. First, develop a common framework for good governance in Peruvian sports and also helping the individual federations implement the framework and all that is being done in support of Lima hosting the 2019 Pan American Games.

I am also doing various specific projects like focusing on sports and climate change, gender equality in sports and probably soon will be moving into doing a couple of activities in Africa, one football club in South Africa and another one focusing on servicing the culture of volunteering in Cameroon. They are hosting the 2017-2019 African Cup.

So that is a flavor of at least what I am doing in the projects and the last thing I am trying to do as much as possible is basically doing some volunteer work in support of projects that revolve around sports, children, better use and social change. Right now I am supporting a group of teenage girls who play football in the only professional women

league in Peru, and my specific contribution there is taking them through some activities to help them develop a common understanding of the value of sports and fair play.

So that is kind of a bit of what I am doing under the umbrella of good governance in sports. So I hope that answers the questions that some of you have been raising also the way, but besides this, I thought another useful start for us today would basically be we will be very quickly take a look back at what we did yesterday. I have a few fellow agents helping me along the way and I must say I appreciate their wiliness to do so.

We started off yesterday looking at a couple of conceptual frameworks. We looked at why is it that good governance in sports is the key to achieving importance? Why is it not just nice and the right thing to do, but why it is that it is actually adding a lot of value to what you doing in our federations?

I offered three perspectives and they are very much inline with what we have on the wall over there that you developed yourself, that basically good governance is a foundation for building trust, growth and performance in sports and remember for growth, growth in terms of revenues and growth in terms of participation.

The other aspect we looked at around good governance was basically a conceptual framework around to what is it that we talking about in the first place when we talking about good governance. If we agree that it is key to achieving importance then what it is really that good governance is all about?I offered this matrix and you will get copies; this helps us fill the boxes and get a common understanding of what governance is and then start a more chatty conversation. So if we agree on the scope of governance then what is it that we want good governance to look like?

You will see that we are already working along the lines of some of them and you will be working along the lines of the rest of them throughout today. I offered the perspective that these are useful to cover four different aspects. From one end internal governance, the operational and political management of the federation; on the other hand athletic

governance, all main and practice standards relating to creating a level playing field for professional athletes. Thirdly, elect governance focusing on good management practices and last but not least, sporting society governance, which from one end of our management practices to increase participation in sports and on the other hand good management practices, focusing on using sports as a vehicle for creating society change.

For all four dimensions it is important to look at what I call preventative, detective and sanction governance. So the prevention, what kind of rules we want to put in place, how we communicate them, how we train people so that they know what is expected of them. Detective governance, how do we approach proactively and reactively that people actually know the rules and last but not least, for sanctions how do we sanction cases that are proven for the breaches of rules.

So that is at least a good conceptual framework for starting the conversation around what it is and you offered a lot of useful perspectives here as well through the exercise that we did yesterday.

That was a quick reflection of the conceptual frameworks from yesterday, we covered a lot of additional themes and a couple of your fellow agents have kindly offered to share just very briefly some key insights from the themes that we covered yesterday as a way of us just quickly reminding ourselves about what we covered yesterday.

REVIEW

Four participants gave a review on what transpired the day before, namely:

Mr. Barnard Erlinger Forde, Tennis Association, on the Political and operations management.

- On the topic of Political and Operations management we looked at how the adoption and application of good governance practices at the administration level of sports and perhaps the successful and overall of the programme. We also looked at things like ensuring that you have the right qualification, the right people in the right positions at the Board and administration level. We looked at the selection process for Board members having a fair and transparent process and we looked at the establishment of committees and sub committees to be able to handle issues of corruption, conflict of interest and disciplinary measures.

So, basically it was the application of good governance practices at the administration level to ensure that you have a professionally run Board and the right management practices for the proper administration of the sport.

Mrs. Junia Emmanuel-Belizaire, Special Olympics, on Risk Management.

- As it related to Risk Management we looked at two key areas, we looked at issue mapping and risk mitigation strategies. Under issue mapping we spoke a lot on the highly likelihood of things happening, the high impact and also the low impact and the low likelihood. But our focus really ended on the highly likelihood and high impact where we pulled out a lot of issues more particular, we looked at migration, funding, participation, governance as it relates to the skills set of the Board. With risk mitigation strategies we looked at some of the issues and the solutions we pulled out was basically to encourage participation through community groupings, formation of athletes unions, training and education, in terms of the overall development to mitigate against the issues.

Mr. Brian Mc Donald, Boxing Association on Democratic Structures and processes.

- One of the main things in democratic structures and processes we looked at in terms of the Constitution which set out clear guidelines for the governance of organizations. The Constitution holding the key in terms of whatever happens for the organization in terms of setting clear defined rules for the Board and the other aspects of it.

Also in terms of being other prudent organizations and other organizations good governance to have transparency and trust in whatever you do so that you will always have support in the public, the rest of the organizations, they are the ones involved.

Very important was sanctioning, this was one of the things which came up as well. So basically setting out clear set guidelines, in terms of governance everyone would follow in the organizations in terms of the Board, the management, the affiliates, the athletes etc.

Mr. Samuel Decaille, Taekwondo, on Stakeholders Review of what was done yesterday

- The last topic covered was stakeholders. We identified who are main stakeholders are: athletes, coaches, association members, professional athletes, NOC, SLOC and also parents.

SESSION 8

Transparency and accountability

England and Wales Cricket Board: A Winning Model for Transparency and Accountability in Sport?

Unlike most other national and international sport governing bodies, England and Wales Cricket Board has taken a great leap forward in providing high level of transparency and accountability. By making a broad range of governance measures publicly available on its website, the sport governing body is not only building high level of trust with key stakeholders of cricket. It is also building the foundation for future performance and participation and revenue growth.

This fifth contribution of mine for iSportconnect's expert column on sport governance offers perspectives on noteworthy transparency and accountability measures of England and Wales Cricket Board. It also offers some challenging questions about transparency and accountability for sport leaders to consider, as they start modernizing their governance standards for the future.

My next contribution will be published in the middle of September. It is going to offer perspectives on collective action as a means of addressing governance challenges related to hosting big sporting events. The contribution will focus on the case of the Brazilian project 'Clean Games Inside and Outside of the Stadium'. Under the leadership of Ethos Institute, the project is centered on the 2014 FIFA World Cup and the 2016 Olympic Games.

Many sport governing bodies fail to get full credit for their governance standards

Since they were established in the early days of amateur sport, many national and international sport governing bodies have traditionally considered transparency and accountability as a responsibility to their members only. Accordingly, even today, the transparency and accountability measures available on public websites of many sport governing bodies are limited to statutes and lists of board members.

Transparently accounting for only a fraction of governance measures in place comprises a missed opportunity to sport governing bodies, especially at a time that is characterized by extraordinary technological possibilities and evergrowing stakeholder expectations to all societal players. Not only do many sport governing bodies miss out on getting full stakeholder credit for all governance measures in place. They also miss out on building high levels of trust in and around their sports through transparent and accountable engagement with all their key stakeholders.



New standards for transparency and accountability in sport governance as defined by England and Wales Cricket Board

England and Wales Cricket Board transparently accounts for a large number of internal, athletic, event and sport in society governance measures on its website. The information, which includes measures of prevention, detection and sanctioning of wrongdoings, is easily accessible on a series of pages under the heading [About ECB](#)

Particularly noteworthy internal governance measures transparently accounted for on England and Wales Cricket Board's website include comprehensive bios of board

members and information about how independent board members are appointed. Such measures also include a four-year strategic plan with specific and measurable targets as well as annual reports for the last five years with detailed information about identified risks and financial and organizational results. Furthermore, it is particularly noteworthy that the sport governing body transparently accounts for the nature of the relationship with all its specific sponsors and media broadcasters.

Beyond the rules of the game for cricket, particularly noteworthy athletic governance measures transparently accounted for on the sport governing body's website include a code of conduct for players and players support personnel. Such measures also include policies related to equality, social inclusion, anti-racism, anti-corruption, players' agents, doping and child protection. Policies and information available related to anti-corruption and doping are especially detailed. Furthermore, it is particularly noteworthy that England and Wales Cricket Board transparently accounts for detection and sanctioning measures in place – such as a new seven-strong team of anti-corruption officials, which monitors matches in professional competitions and reinforces a wider program of player education. That is also the case for detailed information about decisions of the sport governing body's disciplinary panel to impose life bans on specific professional cricket players for breaches of its anti-corruption policy. Last not least, it is particularly noteworthy that detection measures available include a secure e-mail and hotline, which make it possible for all stakeholders to report any suspicion of unfair play in confidence.

As far as event governance measures transparently accounted for on England and Wales Cricket Board's website are concerned, it is particularly noteworthy that the sport governing body makes available detailed rules that outline rights and responsibilities for hosts of sporting events. Particularly noteworthy sports in society governance measures available included detailed information regarding England and Wales Cricket Board's foundation and other charity projects that the

sport governing body manages or supports, i.e. a detailed account for where the funding comes from and how it is spent.

The only way to build the trust of your key stakeholders is by earning it

Inspired by the example of England and Wales Cricket Board, critical questions for sport leaders to ask themselves are: who trusts you, and who stands up for you in a time of crisis? Trust is not about how you perceive yourself, but rather how key stakeholders of your game perceive your organization, your sport, your events, your sport in society or projects and not least you personally. To earn the trust of your key stakeholders, everyone in your organization, and you in particular, must behave with integrity. transparently and consistently.

Other critical questions include:

What do key stakeholders of your game expect you to transparently account for on your website as far as internal, athletic, event and sport governance standards are concerned?

Which governance measures do you have in place that you currently do not get full credit for, because you are not transparently accounting for them on your website?

Which are the pros and cons in making your strategy available on your website?

How to best account for measures in place to detect and sanction wrongdoings, inside and outside of the stadium?

Which are the pros and cons in making minutes of board meetings available on your website?

How to best account for conflicts of interest and how they are handled, especially in the boardroom?

How could you best offer all your key stakeholders a credible channel to raise any concerns in confidence about how people in your sport conduct their

business, inside and outside of the stadium?. And how could you best account for concerns raised and how they are being dealt with, transparently and consistently?

MISSION BRIEF

Transparency and accountability

Good morning, Special Agents.



Your mission, should you choose to accept it, involves highly visionary and expert based work. Your country's future depends on it.

You may be as creative as you like, but it is essential that you take the stakeholder perspective assigned to your team of special agents. You have limited time to complete your mission. Upon successful completion, you will be asked to participate in a quick debriefing. Other missions will follow.

As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions. This message will self-destruct in five seconds.

Today is 29 March 2020. Take the stakeholder perspective assigned to your group of special agents. Describe the high levels of transparency and accountability, which the Streetball Federation of St. Lucia are admired for. Give particular consideration to the following questions:

- *which information is in the annual report of the Streetball Federation of St. Lucia? - how is annual reporting used as a means of transparency and accountability towards key stakeholders?*

- *what is the rationale for publishing all board decisions, monthly financial statements and declared conflicts of interest by board members on your website?*
- *what is the thinking behind the decision to publish results of all anti-doping tests on your website?*

TIPS FOR A SUCCESSFUL MISSION

Consider this a brainstorming

Allow yourself to take the perspective that in 2020 everything is possible

Do not say no to perspectives of others that you disagree with

Listen to and encourage the voices of everyone

Account for as many different ideas and perspectives as possible

SPECIAL AGENTS WEBSITE INFORMATION

SPECIAL AGENT 001 – GOVERNMENT

Website Information: St. Lucia Streetball Federation

- About Us
- Yearly Report
 - Financial Statement, Strategic Plan, Developmental Achievements, Plans for 2021
- Upcoming Events
- Anti-Doping Test Results
- Members
- Suggestions
- Information (Click here for more information about our project)

SPECIAL AGENTS 002 – BUSINESS

Website and Website Information: streetballslu.com

- About Us
 - Vision and Mission, History, Board Members, Stakeholders
- Policies
 - Discipline (Anti-doping), Sport Development, Events
- Activities
 - Athlete Development, Sport Development, Events
- Contact Us
 - Email, Address, Telephone
- Publications
 - Annual Reports (last 5 years), Annual Financial Reports, Reports from International Affiliates, Strategic Plan

SPECIAL AGENTS 003 – AMATEUR ATHLETES

Website Information

- Vision
 - Objectives, Goals, Missions
- Athletes
- Calendar of Events
- Board of Directors/Staff
- Affiliates
- Finances and Reports
- Constitution and Regulations
- Volunteers
- Discipline and Procedure
- Results of Events

SPECIAL AGENTS 004 – PROFESSIONAL ATHLETES

Website Information: St. Lucia Streetball Association

- Home
- About Us
 - Board Members, Location, Contact
- Results
 - National, Regional, International
- Reports
 - Minutes, Financial Statements
- Rules Regulations
 - Standards, Code of Conduct, Selection Policy
- Upcoming Events
 - Commonwealth, Pan American, Caribbean Cup, Saint Lucia National

SPECIAL AGENTS 005 –NATIONAL OLYMPIC COMMITTEE

Website Information

- About Us
 - Board of Directors (Bios), Committees, Policies and Procedures
- Reports
 - Financial Information (monthly Report/each month to date), Other Committee Reports
- Games Information
 - Clubs, Tournament Schedule, Results

SPECIAL AGENTS 006 - CIVIL SOCIETY ORGANISATION

Website and Website Information: www.civilsociety.org

- Accountability
- Board Members Bios
- Monthly Meetings
- Financial Statements

- Annual Report
- Minutes of Meetings
- Rules and Regulations

SPECIAL AGENTS 007 – INTERNATIONAL STREETBALL FEDERATION

Website: www.internationalstreetballfederation.org

Website Information

- Home
- Board . Bios, Tour of Reference
- Affiliates . Country
- Achievements . Athletes, Events, Awards, Reports
- Education . Seminars, Articles, Courses. Archive
- About Us . History, Vision, Values, Governing Rules, Strategic Rules
- Contact Us . Address, E-mail
- Other Links %Click to Link+

SPECIAL AGENTS 008 - MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS

Website Information:

- Home
- Vision, Mission, Stakeholder Relation
- Financial Reports, Strategic Plan, Annual Report, Anti-doping, Organization - Structure
- Third Party Links - Media Kit, Affiliates, Athletes, Constitution, Code of Conduct
- News and Events
- Athletes
- Contact Us
- Member Login

SPECIAL AGENTS 009 - SCHOOLS

Website Information

- Logo
- Executive Members Bios
- Name of Schools/Affiliates/Etcetera
- Members
- Athletes
- Coaches
- Audited Financial Report
- President's Report
- Secretary General Report
- Annual Activity
- Future Plans 4 . 5 years
- News . Presently happening
- Accomplishment
- Upcoming Activities
- Tournaments
- Fundraising
- Trips

SPECIAL AGENTS 010 – PARENTS

Website information

- Home
 - Downloads, Tournament Results, Training and Development
- About Us
 - History, Financials, Board of Directors, Executive Members, Financial Reports, Constitution, Mission and Vision, Strategic Plan, Anti-Doping
- Membership
 - Player Guidelines, Members, Registration Forms
- Calender of events
- Gallery

- Parent Body, International Federation
- Social Media Links
- Contact Us

SESSION 9

Management of professional athletes

MISSION BRIEF

Management of professional athletes

Good morning, Special Agents.



Your mission, should you choose to accept it, involves highly visionary and expert based work. Your country's future depends on it.

You may be as creative as you like, but it is essential that you take the stakeholder perspective assigned to your team of special agents. You have limited time to complete your mission. Upon successful completion, you will be asked to participate in a quick debriefing. Other missions will follow.

As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions.

This message will self-destruct in five seconds.

Today is 29 March 2020. Take the stakeholder perspective assigned to your group of special agents. Describe what the Streetball Federation of St. Lucia has done to achieve unprecedented numbers of professional athletes playing streetball. Give particular consideration to the following questions:

What is the secret in the approach of the Streetball Federation of St. Lucia to talent spotting and talent development? - what have you done to build the foundation for so many professional athletes in streetball now bringing home medals from almost all international sports events?

how do you prevent, detect and sanction cases of doping, match-fixing and illegal betting?

what is your formula for achieving the mix of outstanding results and outstanding behavior by athletes in streetball? – what have you done to motivate athletes to appreciate that winning is as much about outstanding results as it is about outstanding behavior? – unlike other sports, why do your athletes bring home so many awards for noteworthy sportsmanship and fair play?

one of your initiatives has been creating a Hippocratic oath that all professional athletes have to sign once a year. It outlines principles of sportsmanship and fair play in streetball. What do the main principles of your Hippocratic oath look like?

→ *what makes it possible for professional streetball players to earn a competitive living wage?*

TIPS FOR A SUCCESSFUL MISSION

Consider this a brainstorming

Allow yourself to take the perspective that in 2020 everything is possible

Do not say no to perspectives of others that you disagree with

Listen to and encourage the voices of everyone

Account for as many different ideas and perspectives as possible

SPECIAL AGENTS 001 – GOVERNMENT

- Athletes profile/training of athletes
- Anti-doping . strict relations and strong sanctioning where persons have breach those regulations.
- Tangible financial rewards and profile those athletes
- Attend training as schedule
- Respect to all
- Maintain above average rates
- Volunteering
- Avoid banned substance and provide quarterly medical reports

- Provide subsistence or stipend to them and scholarships

SPECIAL AGENTS 002 – BUSINESS

- Allocate resources for training coaches to improve and expand accessibility to the sport
- Allocating funds to showcase young athletes from a young age

SPECIAL AGENTS 003 – AMATEUR ATHLETES

- Strong grassroots programme
- ID programme
- Community and school events
- Communication and events for exposure
- Education
- Rules and regulations
- Regular testing
- Clear discipline action and independent commission
- A strong conduct of ethics and fair play
- I promise to conduct myself in a manner in which a sports assistance with the aim and objectives of my federation
- Professional athletes can give back to amateur athletes

SPECIAL AGENTS 004 – PROFESSIONAL ATHLETES

- Introduction of sports to community and school level
- Contribution to training programmes
- Increased in education
- Adhere to rules
- Various projects and programmes/self discipline
- Number of events available for participation
- Prize money available and sponsorship and endorsement deals

SPECIAL AGENTS 005 – NATIONAL OLYMPIC COMMITTEE

- Encourage participation in schools
- Natural talent
- Regular testing
- International sanctions
- Training in life skills
- Social interaction
- Fair play
- Acceptance of constructive criticism
- Have fun . Do no harm
- Public behavior on and off field and performance

SPECIAL AGENTS 006 – CIVIL SOCIETY ORGANIZATIONS

- A structured, development programme including schools initiative.
- Community based grassroots programme
- High performance coaching for identifying talent
- Tournament with competitive events and a national ranking system
- Independent committee to investigate all cases of allegations and recommend sanctions.
- Publicize all investigation reports
- Good governance practices at the administration level and leadership by example
- Rating system for individual coaches based on player conduct
- Special rewards for demonstration of character and sportsmanship as well as performance

SPECIAL AGENTS 007 – INTERNATIONAL STREETBALL FEDERATION

- They were using a lot of local scouts, coaching programmes in schools and inter district street ball competition.
- They access funding and technical assistance from the international body.
- With regard to anti-doping they access a lot of information and education
- Code of conduct for sportsmanship behavior

- Open respect
- Fair play and dress code

SPECIAL AGENTS 008 – MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS

- Establish an athletes development strategy plan outlining short, medium and long term goals.
- Review the street ball programme offered at the various levels and integrate into the schools programme.
- Talent identification at each level
- Establishment and support for joint public and private section for athletes programmes.
- Development of our street ball facilities in all communities.
- Developing a world class street ball arena.
- Establishment of an elite administration and coaching programme.
- Development and communication of clear anti-doping and match standards.
- Zero tolerance policy
- Life time sanctions.

SPECIAL AGENTS 009 - SCHOOLS

- Adherence rules and regulations
- Consequences of breaking such rules and regulations
- Anti-doping policy: medical reports
- For the reward, have the total adherence to the rules and regulations

SPECIAL AGENTS 010 - PARENTS

- School and community demonstration
- Informing prospective athletes of the benefits and improving on their own personal profile
- In terms of results, they have quality coaching, both physical and psychological.
- Developing a culture that is result oriented.
- Code of ethics that is being signed by the athletes.

SPECIAL AGENTS FINDINGS

Oath of Athletes

- Integrity
- Fair play/respect
- Dress code
- Adherence rules
- Have fun . do not harm
- Motivate others
- Sportsmanship (volunteering)
- Medical reports
- Excellence
- Giving

SESSION 10

Event management, including management of volunteers

The 2014 South American Games: A Winning Model for Ticketing at International Sport Events?

The calendar of the year is packed with international sport events. While such events offer great opportunities for athletes to compete with their peers and for fans to celebrate their passion for sport, stadiums and sport arenas are often left half-empty during such events. That is not only demotivating for athletes and fans. It is also a missed opportunity for utilizing an international sport event to further develop sport in the host country. Getting the pricing and distribution of tickets right is a critical success factor in filling sport arenas and stadiums during international sport events and so for building a lasting event legacy of increased interest and participation in sport.

This 13th contribution of mine for iSportconnect's expert column on sport governance offers perspectives on ticketing at international sport events with a focus on the case of the recent 2014 South American Games. The contribution highlights how the Chilean Government and the City of Santiago as hosts of the Games pursued a strategy for pricing and distribution of tickets, which aimed at increasing Chileans' interest in sport with a long-term legacy in terms of increased participation in sport and improved population health. The contribution suggests that granting fair and equal access to the competition venues during the 2014 South American Games was a critical success factor in filling sport arenas and stadiums throughout the Games, not least in making tickets available either for free or at a very low price. The contribution also offers some critical questions about ticketing at international sport events for sport leaders to consider, as they start the process of modernizing their governance standards for the future.

My 14th contribution is going to be published in the middle of May. It is going to offer perspectives on annual reporting of sport governing bodies with a focus on the case of South African Rugby Union.

Pricing and distribution of tickets are critical in achieving the desired legacy of an international sports event

Motives of governments and cities for hosting international sports events vary. For some, it is about economic growth and development. For some, it is about national pride and prestige. For some, it is about further developing sport by increasing interest and participation in sport. For others, it is about a mix of such motivations.

Either way, the strategy for pricing and distribution of tickets for competitions in the context of a sports event is a critical success factor in achieving the desired legacy of an international sports event. Across the board, aspects such as fair and equal access for people to attend competitions during the event will greatly influence the legacy of an event. That is especially the case, if the main motivation for hosting an international sports event is further developing sport by increasing interest and participation in sport.



The 2014 South American Games was to increase interest and participation in sport by filling sport arenas and stadiums

As the Chilean Government and the City of Santiago bid to become hosts of the 2014 South American Games, there was a clear strategy for doing so. The hosting of the Games was seen as a means to an end rather than an end in itself. In fact, it was seen as a potentially very powerful means of increasing Chilean interest in sport and of broadening it beyond what was mostly an interest in football and to some extent tennis. The thinking was that increased interest in sport would generate increased participation in and across sport. The thinking was also that increased participation in sport would eventually help the country address and reduce a critical socio-economic challenge, caused by dramatically rising numbers of obesity.

Pricing and distribution of tickets were essential parts of successfully implementing the strategy for hosting the 2014 South American Games. Success was defined as full sport arenas and stadiums in the context of an international sport event with 3,500 participating athletes from 14 countries, 33 sports, 317 medal-awarding disciplines and a total of more than 620,000 tickets for seats and spaces at competition venues.

Inspired by the approach of Colombia and Medellín for their hosting of the 2010 South American Games, 80% of all tickets for all competitions were made available for free at the 2014 South American Games. The remaining 20% tickets were made available for sale to fans wanting the best seats or spaces at specific competitions.

Those tickets were all made available at an affordable price between 3 and 12 USD per ticket.

To ensure fair and equal access to the competitions, and as a measure of preventing a black market for reselling tickets, everyone with an interest in attending competitions was given the opportunity to get/buy four tickets for each

day of the Games. The handling of the ticketing was outsourced to the company Ticketek. Through the company, all tickets were made available on a first-come, first-served basis. People wanting tickets had to create a user profile on the Internet. Upon doing so, they could reserve tickets online and pick them up at special ticket distribution venues.

The ticketing system was opened up to the public 40 days prior to the beginning of the 2014 South American Games. Tickets were available until the last minute of a specific competition, if not already sold out. If data indicated a high number of available tickets prior to a specific competition, local schools were offered to send pupils as spectators. Also, for all competitions there was an opportunity for people without tickets to show up at the venue at the time of the actual competition. In case of no-shows, people in line would then be let in on a first-come, first-served basis.



Data analysis shows that 75% of all tickets were booked online in the first week after the tickets were made available. The data also reveals that 25% of free ticket holders did not show up for the actual competition that they had a ticket for (as opposed to 40% at the 2010 South American Games in Medellín, Colombia). Lastly, the data shows that 54% of the total number of seats and spaces at all competitions

were eventually filled. There is no data available that estimate the potential revenue opportunity costs of making tickets available for free and a low price, simply because generating or maximizing ticket revenues were not a strategic objective for hosting the 2014 South American Games.

Critical questions for sport leaders to consider

The leadership of the 2014 South American Games offers a lot of insights and inspiration regarding ticketing at international sport events. Critical questions for sport leaders to consider, as they start modernizing governance standards for the future, include:

How can an international sport event best support the further development of sport?.

What is the role of pricing and distribution of tickets?

What is there to learn from the 2014 South American Games? - How could even better results be achieved in filling sport arenas and stadiums at international sport events?

To what extent is it acceptable that a host of an international sport event leaves seats at sport arenas and stadium empty in the pursuit of the highest possible revenues from ticket sales?

What is a fair price of a ticket that would give everyone equal access to attend an international sport event in terms of being able to afford it?

What is a fair way of distributing tickets to give everyone equal access to attend an international sport event, including preventing a black market for reselling of tickets?

If the host of an international sport event decides to make available a proportion of the tickets for competitions for free, what is the best way to first preempt and then address a large number of ticket holders no-shows at the actual sport competition venues?

A special appreciation

I would like to appreciate the support from two persons with the 2014 South American Games, who kindly provided perspectives and information for this

contribution: Ms. Marcela González, Executive Director and Mr. Rodrigo Eyzaguirre, Media Manager.

SPECIAL AGENTS ANSWERS

SPECIAL AGENTS 001 – GOVERNMENT

- The goal was different, it focus on the people
- There were systematic guidelines in the set up
- There were measurable results as it relates to the distribution of tickets
- Accessibility of tickets to the general public
- , transportation and recognition and appeal to their humanity

SPECIAL AGENTS 002 – BUSINESS

- Have an idea of the amount of tickets sold beforehand so to advertise our business

SPECIAL AGENTS 003 – AMATEUR ATHLETES

- Free tickets to schools
- Provide control and such information to be use for future data in terms of online attendance.

SPECIAL AGENTS 004 – PROFESSIONAL ATHLETES

- Legacy of the sports
- Increased in participation/motivation
- Health oriented
- Increased revenue and empowerment
- Price and distribution of tickets is essential
- Increased in participation in the sports and the control of black market

SPECIAL AGENTS 005 – NATIONAL OLYMPIC COMMITTEE

- Geared at filling the stadium
- Brining the sport to everybody
- Strategies in place to fill the stadium
- Lifestyle changes

SPECIAL AGENTS 006 – CIVIL SOCIETY ORGANIZATION

- Ticket pricing was based on the objective growing participation and spectatorship of the sport
- It was wrong to have empty seats at a stadium at a sporting event because of pricing considerations
- Consideration was given to make sure there was free tickets to the schools

SPECIAL AGENTS 007 - INTERNATIONAL STREETBALL FEDERATION

- Granting equal access to everybody
- Critical success factor in filling the stadium
- Outsourcing of tickets

SPECIAL AGENTS 008 – MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS

- Filling of stadium
- International event is on live
- The atmosphere created

SPECIAL AGENTS 009 – SCHOOL

- Online ticketing
- Controls on black market ticketing
- Reduce on data analysis to support decision making for pricing and distribution
- Flexibility parameters to facilitate maximum attendance
- Use of event to target socio-economic issues.

SPECIAL AGENTS 010 – PARENTS

- Too many free tickets

MISSION BRIEF

Eventmanagement,includingmanagementofvolunteers

Goodmorning,SpecialAgents.



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As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions.

This message will self-destruct in five seconds

Today is 29 March 2020. Take the stakeholder perspective assigned to your group of special agents. Describe as many aspects of the event management practices of the Streetball Federation of St. Lucia, as you can. Give particular consideration to the following questions:

what has been the key to success in now having a very popular professional Streetball league in St. Lucia?

how do you attract funding for the Streetball Federation from sponsors and media broadcasters?—why do they want to support you rather than other sports in St. Lucia?—which are the rights and responsibilities of the sponsors and media broadcasters, when they engage with you?—how do you ensure that all potential sponsors and media broadcasters have a fair and equal opportunity to bid for a contract with you?

what do you do to ensure fair pricing and fair distribution of tickets for your sports events, for all citizens in St. Lucia to have an equal opportunity to attend your sports events without a black market for reselling tickets?

how does the Streetball Federation promote the values of sportsmanship and fair play at its sports events?

what is the formula that the Streetball Federation has been successfully applying, in attracting and retaining a large number of passionate volunteers?

TIPS FOR A SUCCESSFUL MISSION

Consider this a brainstorming

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Listen to and encourage the voices of everyone

Account for as many different ideas and perspectives as possible

SPECIAL AGENTS 001 – GOVERNMENT

- Community involvement
- Developing a comprehensive public relations strategy which emphasizes on the success of the sports and on the fan base
- Responsibilities of the media to disseminate information of the sports and events
- There should be a guideline for equal opportunity for sponsors and media
- There should be a guideline for tendering process
- Guidelines for publication

SPECIAL AGENTS 002 – BUSINESS

- Seeking transparency and providing necessary support in the form of funding
- Submission of proper documentation/Budget
- Clear goals and objectives and a clear description of the activity which has to be very specific
- Assign number of tickets and road shows to attract interested parties without limitations
- The value of sportsmanship
- Fair recognition and publicizing the recognition of the athletes
- Providing meals, transportation and recognition and appeal to their humanity

SPECIAL AGENTS 003 – AMATEUR ATHLETES

- Cheap and accessible venues
- Strong grassroots support
- Attracting funding through the popularity of the sports and good governance of the sports
- Advertising events to ensure that the sports get maximum coverage
- Establish sponsorship based on level of contribution by the sponsors
- An independent selling agent and specific number of free tickets for schools and other athletes
- First come, first serve basis with an online profile to ensure maximum tickets afford to everyone to avoid scalping.
- Shaking hands before and after the game
- Interaction with the professional athletes

SPECIAL AGENTS 004 – PROFESSIONAL ATHLETES

- Awareness of positive grassroots programmes and competitions
- Accountability
- Popularity
- Openness and fairness/equity
- Evaluation by structure
- Discipline

SPECIAL AGENTS 005 – NATIONAL OLYMPIC COMMITTEE

- Good developmental programme
- Increase participation at local, regional and international level
- Ensure that the sponsors are behind us/giving sponsors value for their money
- Different categories of sponsorship that they choose from
- Look at the socio-economic status of the country and plan a distribution outlet
- Decentralize distribution outlet
- Code of Conduct
- Award scheme for each game
- Clear define sanctions

SPECIAL AGENTS 006 – CIVIL SOCIETY ORGANIZATION

- Corporate Sponsors
- Young athletes to make them into advertising celebrities.
- Decentralization of ticketing offices
- Recognition of volunteers/Special Awards

SPECIAL AGENTS 007 - INTERNATIONAL STREETBALL FEDERATION

- Media coverage
- Participation key local stakeholders in the sport
- Clear policy guidelines to the use of media rights and sponsorship using the tier system
- International support will be provided in terms of recognizing the professionalism and sports participation
- Good governance of the local federation
- The tendering process
- Sanctioning the federation for any failures
- Rewarding system for performances

SPECIAL AGENTS 008 – MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS

- Sponsors will always support those events which has public support
- Because sponsors have proper governance they have proper development of the sport
- Better exchange of sponsorship
- Submit proposal with sponsorship categories
- Fair pricing
- Reasonable prices/free tickets
- Code of conduct that will be promoted by the media, social media, testing platforms etc.
- Asked the media to feature volunteers and look after the volunteer needs.

SPECIAL AGENTS 009 – SCHOOL

- The use of athletes in camps and grassroots initiatives
- Setting clear objectives
- Having tickets contest, sponsor giveaways ahead of event
- Raising funds for prizes/low sponsorship support
- Fair price base on the objective, cost factors and level of financial support received.
- Offering rewards

SPECIAL AGENTS 010 - PARENTS

- Building on the image of the Federation
- Website allows for some level of scrutiny and access in terms of what is happening
- Emphasis on the schools, where the children has access to free laptops and internet
- Building volunteers schemes with the school children at the school level and they can actually mature

SPECIAL AGENTS FINDINGS

Attracting/Retaining Volunteers

- Schools
- Empowerment
- Recognition
- Reward system
- Interaction professional athletes
- Development programme
- Incentive system
- Media promotion
- School children through online

Remarks, Facilitator, Mr. Michael Pedersen

I just want to leave you with one perspective around the volunteering. I am sure you all struggling with getting enough volunteers to do all the things you would like to do in your Federations. That is the reason why I am trying to have at least a few ideas around

how to attract and retain volunteers. Building on that, I also want to leave one perspective with you. If you look for good approaches out there and the research done on who are volunteers are actually interesting.

A very recent study from the European Union which is across the board, across sports and across countries basically shows looking at all demographics and a lot of sports that are played, but at the end of the day the ones who volunteer are the ones who participate in doing so. So if you want to develop a strategy for gaining more volunteers then actually a successful way of getting there is working towards getting more people to do your sport. So if you work along those lines you achieve two key objectives in just pursuing one.

Remarks, Mrs. Fortuna Belrose, President, Saint Lucia Olympic Committee

First of all, I really want to commend us for being here. It is not the end of the session, but I think we had a 101% turnout this Sunday morning and I really want to commend you, because I know it is a special Sunday in Saint Lucia, it is Palm Sunday, and most of you would have had other priorities, but you made it a point of being here which is an excellent message for us at the Saint Lucia Olympic Committee and, of course, it is indicative of your own commitment towards strengthening sports and as you know, sports can only strengthen if we have quality people leading it and the fact that you have embraced the opportunity for this session I think it is significant for us.

There are some key things that have been coming out; of course, you know that as an Olympic Committee and as members in a sporting fraternity that our athletes are always first and that message has resonated for the last two days. We have seen that the athletes are the persons, because without them we would not be in existence. So we happy that has come through again loud and clear.

From the Olympic Committee standpoint, just to give an update in terms of what we are doing we have developed a special support programme for our talented athletes. We have placed that assistance for online and we hoping that those talented athletes would

meet the criteria and would get the support from us. We have done that and a few of our athletes have been benefiting, they provide all the information that assist us in exactly what they need or determining what they need and so that programme is very effective. There are a few athletes benefiting from it and they are quite happy based on the evaluation.

The other point is our Athletes Commission. We have received contribution from the IOC, we have now received the Constitution from the Athletes Commission approved by them and once we receive our Constitution from them which has the amendments to incorporate the Athletes Commission you will be called upon as well to work with us to ensure that we develop our Athletes Commission, hopefully before the end of this year. I think it is something that we want to achieve by June, but if not June, December, but it is all up to the IOC now in terms of sending that correspondence to us so we can move on.

So we are working, we have recognized the importance of the athletes in the dimension. We recognize our weakness within our own organization that it was not embodied and now we want to implement it and we are making sure that this happens, so that is the reassuring part for the athletes.

We will talk about other issues this afternoon, because I know we have had a lot of learning over the last two days and the issue now is how well we have going to impart, transmit, adopt and we will talk about some of that this afternoon.

SESSION 11

Management of participation in sport

MISSION BRIEF

Management of participation in sport



Good afternoon, Special Agents.

Your mission, should you choose to accept it, involves highly visionary and expert based work. Your country's future depends on it.

You may be as creative as you like, but it is essential that you take the stakeholder perspective assigned to your team of special agents. You have limited time to complete your mission. Upon successful completion, you will be asked to participate in a quick debriefing. Other missions will follow.

As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions.

This message will self-destruct in five seconds.

Today is 29 March 2020. Take the stakeholder perspective assigned to your group of special agents. Describe as many aspects of the Streetball Federation's success in attracting and retaining citizens from all walks of life in St. Lucia to play streetball, as you can. Give particular consideration to the following questions:

what has the Streetball Federation of St. Lucia done to motivate children and young people to play streetball that other sport federations are failing to do?—

what does its formula for success on social media platforms look like?

streetball is now part of the school curriculum at St. Lucia, meaning that all children get a chance to practice the sport. How did the Streetball Federation successfully lobby to make that happen?

everybody can practice Streetball for free in St. Lucia. What does the Streetball Federation's business model for ensuring that look like?

theStreetball Federation hasdeveloped amodelforencouraging peopletoplay streetball throughout their lives. How has the federation been successful in ensuring that teenagers donotdrop outfrom thesport andthat parents and retiredpeopleplaytoo?

how are sponsors and media broadcasters actively supporting the steetball Federationinrecruitingandretainingcitizenstoplaystreetball?

TIPS FOR A SUCCESSFUL MISSION

Considerthisa brainstorming

Allowyourselftotake the perspectivethat in 2020 everythingispossible

Donotsaynotoperspectivesofothersthat youdisagreewith

Listentoand encouragethe voicesofeveryone

Account forasmany differentideasand perspectivesaspossible

SPECIAL AGENTS INSTRUCTIONS

Please account for one of the three most successful things you are doing to motivate children and youth to participate in sport.

SPECIAL AGENTS FINDINGS

Motivating Children/Youth

- Mentoring
- Accessibility
- Educational Incentives
- Recognition (media, facebook, social media) for outstanding performance
- Awards/recognition
 - Sportsmanship
 - Achievement
 - Good deeds
 - Contribution
- Coverage for rewards and recognition
- Job opportunity and scholarship opportunities

- Provide lots of incentives/rewards
- Photographs on facebook, instagram, print media (newspaper)
- Make sporting events/competitions fun, and a social activity
- Offer sports at primary school level using the Elite athletes to promote the sport
- Festival with promotional giveaways
- Fun competition
- Highlighting athlete via media/social, print, electronic
- Rewarding performance
- Support by providing access
- Proper communication
- National regional and international tournament coverage
- Scholarship programmes from primary, secondary and tertiary level
- Mentorship programmes and different leagues
- Marketing of the sports
- Create opportunities in sports
- Incentives in sports to motivate athletes
- Use of Twitter, facebook and Instagram to create social media profiles for young athletes
- Work with sponsors to ensure young athletes are featured in their marketing programmes, TV, billboard, etcetera.
- Coaches to train and certify Physical Education teachers in the schools
- Strong corporate partnership/support
- Community/grass roots program and league
- Availability for scholarship opportunities

Facilitator, Mr. Michael Pedersen

What you can successfully do around your governance structure is actually motivate children and youth to participate in the sport: one idea for instance is to say why not have a child or teenage on our Board to have their perspective whenever we take decisions. Why not have a child use participation committee maybe comprise children and youth to produce a lot of ideas on what we do on face book, what we do on twitter.

I mean who are better in knowing what works and what motivates than the ones you want to reach out to.

SESSION 12

Management of sport for social change

Colombianitos: A Winning Management Model for Sustaining, Scaling and Replicating Social Change through Sport?

Across sports and nations, sport federations often support or manage admirable projects that evolve around creating social change for underprivileged children through educational approaches to doing sport. Yet, some projects are more successful than others in sustaining, scaling and replicating impact. The critical management challenge seems to be getting the funding model right.

This eighth contribution of mine for iSportconnect's expert column on sport governance offers perspectives on the case of Colombianitos, a foundation in Colombia that engages underprivileged children in doing football, badminton, table tennis and dance as a vehicle for generating social change. The contribution especially focuses on management practices that enable Colombianitos to sustainably fund its efforts to scale and replicate impact. The contribution also offers some challenging questions for sport leaders to consider, as they start the process of modernizing their 'sport in society' governance standards for the future.

My ninth contribution is going to be published in the middle of December. It will offer perspectives on the case of The Netherlands Olympic Committee and Sport Confederation with a focus on ways to financially motivate good governance in national sport federations.

Ensuring adequate and sustainable funding is a critical management challenge

I regularly visit and support projects that evolve around creating social change for underprivileged children through educational approaches to doing sport. When

doing so, often hear the leadership of such projects say that their most critical management challenge is ensuring adequate and sustainable funding.

As opposed to trying to reinvent the wheel, which seems the approach applied in too many projects, the best way to address the challenge is to spot and learn from evolving good management practices in other similar projects. Pursuing such an approach can indeed be easier said than done in a situation, where a project finds itself in a vicious circle of short-termism and survival mode. However, getting the funding model right is the only effective foundation for sustaining, replicating and scaling impact.



A brief introduction to Colombianitos and its ever-growing impact

Colombianitos is a foundation in Colombia. It works to bring about new hope for a better future to children, who are victims of armed conflict and forced displacement. Based on the Right To Play (<http://www.righttoplay.com>) methodology, educational sport is at the heart of Colombianitos' approach to generating social change. The foundation's programs in football, badminton, table tennis and dance aim at motivating children to acquire an education and build strong values and life skills, while helping them elude the dangers of impoverished urban slums. Ultimately, Colombianitos' programs help transform highly

disadvantaged communities in Colombia into social environments that support and reinforce positive lifestyles.

The ever-growing impact of Colombianitos is impressive and remarkable. Over the course of the last 12 years, the foundation has proved able to substantially scale and replicate what started out as one point of operation in Bogotá with approx. 500 children. Today, Colombianitos has six points of operation throughout Colombia with a total of approx. 4,000 children.

While Colombianitos works nationally in Colombia, the foundation has an international perspective too. It is a member of the umbrella organization Street Football World [<http://www.streetfootballworld.org>]. Colombianitos also attracts board members and funding from abroad.



The foundation for Colombianitos' success is its proven ability to generate adequate and sustainable funding

Unlike many of its peers across sports and nations, Colombianitos has proven very successful in generating adequate funding. Not just to sustainably run its operations, but also to substantially scale and replicate its impact throughout Colombia. Particularly noteworthy practices include the foundation's extensive visibility on the Internet and its pool of diversified sources of funding.

Colombianitos is indeed very visible on the Internet. First of all, the foundation makes comprehensive information available on its website, in English as well as in Spanish. According to Colombianitos, especially current and prospective sponsors appreciate that the foundation makes available governance related information such as annual reports. It creates trust and assurance that their money is spent as intended.

At the same time, Colombianitos utilizes social media platforms such as Facebook, Twitter and YouTube. With currently 2,100 likes on Facebook seems a particularly important platform. That is also the case for YouTube, inasmuch as it serves as the platform for communicating impact through video testimonials. In these video testimonials, children provide self-assessments on how their engagement in Colombianitos has changed their lives.

For further information, see:

Colombianitos website: <http://www.colombianitos.org/>

Colombianitos on Facebook: <https://www.facebook.com/pages/Colombianitos/104835899580590>

Colombianitos on Twitter: <https://twitter.com/colombianitos>

Colombianitos on YouTube: <http://www.youtube.com/user/fundacioncolombianit>

With the online visibility at its core, Colombianitos has managed to build a remarkable pool of diversified sources of funding. Main sources of funding are private companies, the Colombian government, sustainability projects and individuals from across the world.

A particularly noteworthy source of funding is Colombianitos' foundation in the USA with an annual lottery fund-raising event in Atlanta, Georgia at its core. Another noteworthy source of funding is the opportunity for individuals from across the world to sign up on Colombianitos' website to continuously sponsor the education of a Colombianitos Captain for 25 dollars a month. Captains represent

aspecialhonoraryprogram torecognizeandprovideadditional supportforselect children,whoareearninggoodgrades,haveimpeccableschoolattendance,are drugfreeandactivelygivebacktothecommunity. asarole model and/orasamentortootherchildren.ColombianitosCaptainsalsobecomeeligibleforthe foundation'sYoungAdultAdvancementProgramsq Suchprogramsincrease the children'sopportunitiestoreceivescholarships forhighereducation,career assistanceand/orcareer placement services.



Other noteworthy Colombianitos management practices

Other noteworthy Colombianitos management practices, which are supportive of sustaining, scaling and replicating impact, include:

A comprehensive scorecard with key performance indicators, which provides the basis for assessing continuous performance on a bi-monthly, monthly and bi-annual basis

Quantitatively measuring performance as the number of children subscribed and % of attendance in activities, among other indicators

Qualitatively measuring performance as the level of impact as per children's self-assessment video testimonial on YouTube (see link above), among other indicators

Integrating parents of the children into the program through so-called School for Parents workshops once every two months

Paying all administration staff a salary; including a general director, a financial director, an operations director and a sustainability director. Staff at the local points of operation is paid too

An opportunity for staff to rotate jobs as a tool for further developing their skills, expertise and motivation

Critical questions for sport leaders to ask themselves

Inspired by the case of Colombian cities, critical questions for sport leaders to ask themselves, as they start modernizing sport in society and governance standards for the future, include:

What comprises good management practices in projects that evolve around engaging underprivileged children in doing sport as a vehicle for generating social change?

How do you best measure and account for the impact of a project? -What is the social change that you would like to generate?. In which ways will a child engaged in doing educational sport in your project have changed, when (s)he exists the program?

How do you best engage parents as part of the formula for success in your project?

What comprises good management practices in generating adequate and sustainable project funding for scaling and replicating impact?

How do you best create project visibility on the Internet and on social media platforms in particular?

What is your unique pitch to potential sponsors of your project?. Why should they fund your project rather than another similar project?

What could be the nature of innovative ways to encourage crowdfunding as an additional source of funding for your project?

What is the nature of management standards and levels of transparency and accountability that will best assure your project supporters that their money is spent as intended?

SPECIAL AGENTS ANSWERS

SPECIAL AGENTS 001 – GOVERNMENT

- High visibility of the group, accessibility of webpage

SPECIAL AGENTS 002 – BUSINESS

- Clear signs of long term business strategy planning
- Growth
- Positive testimony
- Performance

SPECIAL AGENTS 003 – AMATEUR ATHLETES

- Social media to expose the sports and the athletes
- Availability of the website

SPECIAL AGENTS 004 - PROFESSIONAL ATHLETES

- Making the sports accessible to all especially the disadvantaged
- Always link the sport to positive social change
- Sharing testimonial on social network
- Captains programmes

SPECIAL AGENTS 005 - NATIONAL OLYMPIC COMMITTEE

- Increase opportunity for children from low family background
- Motivation for children
- Foster positive lifestyles

SPECIAL AGENTS 006 – CIVIL SOCIETY ORGANIZATIONS

- Target growth
- Use of social media
- Funding methods

- Ongoing programmes

SPECIAL AGENTS 007 - INTERNATIONAL STREETBALL FEDERATION

- Get the underprivileged children into the sporting programmes that leads to advance educational opportunities through scholarships
- Athletes scholarship programmes received high visibility in the media
- High visibility in the media for reporting of the athletes sports performances in addition to their academic results
- Increase in the number of sporting facilities and superb road network which encouraged players to participate in the sport
- The network certified coaches, officials for preparation of community and school based teams for the development of the sport
- Heroes programmes highlighting the achievement, participation to motivate their peers.

SPECIAL AGENTS 008 – MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS

- Use of the social media platforms to gain popularity
- Transparency in the operations and getting information available on the website in both English and Spanish
- Having an annual fundraising event
- Through good management practices and good governance they are able to raise funds from sponsors

SPECIAL AGENTS 009 – SCHOOLS

- No child is left behind in terms of school, education

SPECIAL AGENTS 010 – PARENTS

- Strong focus in education and sports in helping in the socio-economic status
- Strong sustainable funding
- Clearly defined objectives
- Strong use of media
- Good governance structure

- Support of government sector and public sector
- Clearly define evaluation and performance

MISSION BRIEF

Management of sport for social change

Good afternoon, Special Agents.



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As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions.

This message will self-destruct in five seconds.

Today is 29 March 2020. Take the stakeholder perspective assigned to your group of special agents. Describe as many aspects of the Streetball Federation's success in attracting and retaining citizens from all walks of life in St. Lucia to play Streetball, as you can. Give particular consideration to the following questions:

which are the societal benefits to St. Lucia in engaging its citizens in playing Streetball?. how do you utilize that information in the way that you promote the sport of streetball throughout St. Lucia and in the way that you attract funding and support from key stakeholders?

what is the nature of your local development programmes to engage underprivileged children in playing streetball?. how do you get funding for the

programmes? . how do you find and prepare volunteers for managing the programmes? . beyond teaching children to play streetball, how do you engage them in an educational way that also teaches them some further qualities of character, ethical values and leadership skills?

how do you use the popularity of streetball to motivate behavioral change among citizens in St. Lucia doing the sport, as regards human rights issues such as anti-discrimination, diversity, equal opportunities and child protection?

TIPS FOR A SUCCESSFUL MISSION

Consider this a brainstorming

Allow yourself to take the perspective that in 2020 everything is possible

Do not say no to perspectives of others that you disagree with

Listen to and encourage the voices of everyone

Account for as many different ideas and perspectives as possible

SPECIAL AGENTS ANSWERS

SPECIAL AGENTS 001 – GOVERNMENT

- Healthy lifestyles
- Social cohesion
- Gender equity/Self-esteem development
- Street Ball academy
- Mentoring programmes
- Adopt a child
-

SPECIAL AGENTS 002 – BUSINESS

- Youth engagement
- Increase customer base to be used in the marketing strategy
- Support programmes for underprivileged
- Mentorship programmes
- Contract elite athletes to do PSAs

SPECIAL AGENTS 003 – AMATEUR ATHLETES

- Emphasis on volunteers which are the key
- Getting the volunteers to visit and encourage parents and children to participate
- Give volunteers a set of guidelines
- Get help from other persons in the community
- Give the volunteers the necessary tool to be able to do their job effectively
- A sense of belonging and sharing
- A sense of responsibility to the community

SPECIAL AGENTS 004 - PROFESSIONAL ATHLETES

- Creating positive social change
- Social cohesion
- Reduction in crime
- Job opportunities as professional athletes
- Share information through social media
- Gather and present positive statistics from the sport
- Engage the children through educational programmes
- Get sponsorships through government, fan base, online etc.
- Testimony of successful players

SPECIAL AGENTS 005 - NATIONAL OLYMPIC COMMITTEE

- Uniting the communities and increase in family relationship
- Advertising, showcasing packages
- Having a successful programme for children to excel in sports
- Reward and incentives programmes like scholarships
- Attractive proposals with clear and precise way in how the monies will be spent
- Using people who love the sport and want to see continuity
- Have a strong educational arm of the organization to pass on the message and use athletes as spokesmen and women

SPECIAL AGENTS 006 – CIVIL SOCIETY ORGANIZATIONS

- Engage all in active sport

- Enforce discipline which will contribute to law and order
- Engaging actively in sports hence develop life skills
- Diversifying our funding
- Offering some pay incentive and recognition to volunteers
- Respect to all
- Adherence to rules and regulations

SPECIAL AGENTS 007 - INTERNATIONAL STREETBALL FEDERATION

- Get the underprivileged children into the sporting programmes that leads to advance educational opportunities through scholarships
- Athletes scholarship programmes received high visibility in the media
- High visibility in the media for reporting of the athletes sports performances in addition to their academic results
- Increase in the number of sporting facilities and superb road network which encouraged players to participate in the sport
- The network certified coaches, officials for preparation of community and school based teams for the development of the sport
- Heroes programmes highlighting the achievement, participation to motivate their peers.

SPECIAL AGENTS 008 – MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS

- Healthy lifestyles
- Sponsors to put in money into the sport
- Incentives for the youth especially the underprivileged
- Scholarship for higher learning

SPECIAL AGENTS 009 – SCHOOLS

- Encourage fitness, healthy habits
- School trials and selected students who are deemed talented
- Special coaching, equipment would be provided free of cost to parents and students
- Sponsor scholarships for students

- Approach past students and athletes and parents to be coaches
- Build good ethics which will encourage leadership skills

SPECIAL AGENTS 010 – PARENTS

- Positive, holistic and healthy lifestyles
- Strict Board
- Media to highlight core benefits and success stories
- Placements for our underprivileged and these institutions
- Use of good players as volunteers
- Signature events

SPECIAL AGENTS FINDINGS

Societal Benefits

- Opportunity for underprivileged
- Healthy lifestyles
- Crime Reduction
- Education
- Uniting communities
- Law/order/compliance
- Economic growth
- Gender equality
- Mentors/support
- Youth engagement

SESSION 13

Showcasing what good governance standards in the 'Streetball Federation of Saint Lucia' look like

MISSION BRIEF

Joining the Special Agents Elite Force

Good afternoon, Special Agents.

Your mission, should you choose to accept it, involves highly visionary and expert based work. Your country's future depends on it.

You may be as creative as you like, but it is essential that you take the stakeholder perspective assigned to your team of special agents. You have limited time to complete your mission. Upon successful completion, you will be asked to participate in a quick debriefing, before being considered as a new member of the Special Agents Elite Force.

As always, should you or any other special agent in your team be caught or killed, the Secretary will disavow all knowledge of your actions. This message will self-destruct in five seconds.

Today is 29 March 2020. Take the stakeholder perspective assigned to your group of special agents. Building on the intense training that you have undergone in St. Lucia during the last two days, describe as many aspects of the Streetball Federation's standards of good governance, as you can. Remember that this is your chance to demonstrate that you are now ready to join the special agents' elite force in St. Lucia.



TIPS FOR A SUCCESSFUL MISSION

Consider this a brainstorming

Allow yourself to take the perspective that in 2020 everything is possible

Do not say no to perspectives of others that you disagree with

Listen to and encourage the voices of everyone

Account for as many different ideas and perspectives as possible

SPECIAL AGENTS ELITE FORCE PRESENTATIONS

SPECIAL AGENTS ELITE FORCE 001- GOVERNMENT



- Melissa Francois, Tennis Association
- Rufina Paul, SLOC
- Paul Richards, Judo Association

Good Governance

- Building Growth
- Trust
- Performance

Aspects

- Internal Governance
- Athletic Governance
- Events
- Sports in Society Governance
- Preventive Governance
- Detective Governance
- Sanction Governance

Practical Measures

- Revision of Constitution
- Reform of the Executive Body
- Code of Ethics for Athletes
- Parents Commission
- Transparent Website
- Building spectatorship . free tickets
- Womentorship/anti-doping

SPECIAL AGENTS ELITE FORCE 002 – BUSINESS



- Germain M. Anthony . Saint Lucia Lifesaving Association
- Carmina Espeleta . St. Lucia Rugby Football Union
- Velica Augustin . St. Lucia Basketball Federation
- Liota Charlemagne-Mason . St. Lucia Netball Association

Trust

- Transparency
- Accountability
- Integrity

Growth

- Concise vision and mission
 - Realistic goals and targets
-
- Good use of promotion through different avenues
 - Community participation
 - Long term planning
 - Measurable results . Impacts
 - Consistency

SPECIAL AGENTS ELITE FORCE 003 –AMATEUR ATHLETES



- Monique-Devaux Lovell . St Lucia Sailing Association
- Oliver Lawrence . St. Lucia Karate Association
- Brendaline Descarte, St. Lucia Athletic Association
- Wedrel St. Clair, St. Lucia Rugby Association

Executive Board

- President, Vice President, Treasurer, Secretary, Trustees (2), Athlete, PRO/Marketing, Youth Development

Sub-committees

- Finances
 - Reports
 - Budget

Marketing

- Promotion
- Sponsorship
- Web/FB

Athletes

- Recognition
- Social media

Events Planner

- Calendar of events
- Volunteers

Technical

- Officials
- Guidelines
- Rules

Youth Development

- Grass Roots
- Community
- Schools

- Coaches

Growth

- Constitution
- Penalties
- Stakeholder sanctions
- Transparency
- Recognition
- Accountability
- Trust
- Performance
- Medals 2020

SPECIAL AGENTS ELITE FORCE 004 – PERSPECTIVES OF PROFESSIONAL ATHLETES



- David Christopher . Boxing Association
- Cyril Mangal . Cycling Association
- Alexander Blanchard . Golf
- Adela Arthur . Netball Association

Transparency

- Making information available

Accountability

- Report on all financial transactions and activities

Democratic Structures

- Equal opportunities for all

Development

- Increase participation

Marketing

- Attracting sponsorship

Set Goals

- Expansion of the sport

Evaluation

- Assess progress

Event Management

- Execution of events

Recruitment Drive

- Membership and volunteers

Collaboration

- Engagement and working with stakeholders

SPECIAL AGENTS ELITE FORCE 005 - NATIONAL OLYMPIC COMMITTEE



- Lisa Joseph . Athletes Association
- Dara Wilson . Football Association
- Samuel Decaille - Taekwondo

Aspect of Good Governance

Trust

- Strong relationship with key stakeholders

Transparency

- All transactions are make accessible to the public

Respect

- To be unbiased and fair; no favouritism

Growth and Performance

- Increased participation (locally, regionally, internationally)

Volunteerism

- For continuity and legacy

SPECIAL AGENTS ELITE FORCE 006 – CIVIL SOCIETY

ORGANIZATION



- George Radjou . Karate Association
- Darnell Louis . Moto X Club
- Oswald Simon . Moto X Club
- Leslie Serieux . Cycling Association

St. Lucia Streetball Federation

Good Governance

Why

- Accountability
 - Encourage participation
 - Improve management of resources
-
- Develop strategic ideas in a holistic way
 - Sustainability
 - Succession Planning
 - Expansion of the sport
 - Improve structure of affiliates
 - Self Development

What

Concerns

- Future planning
- Funding
- Training and promotion of the sports
- Operational management
 - Competence
 - Credibility
- Involvement of Affiliates, parents, social group

How

- Governance can be done in terms of the organization internal functioning, events

management, the target groups, reporting to all stakeholders

Target Groups

- Athletes
 - Amateur and Professionals
 - Business
 - Media
 - Affiliates and National Olympic Committee
 - Parents
 - Schools and Civil Society
 - Government

Risk Assessment

- Likelihood and Impact based in terms of cost that can sometimes be measured in dollar value or loss of participation

Structure

- Clearly defined Constitution that is easily accessible to all stakeholders, to include both rewards and sanctions for wrongdoing.

Stakeholder Engagement

- Ensure that stakeholders are included in all decision that impact target base. Hence, the societal benefits can highly impact marginalized youth as we sought to address ills of society that contribute negatively to distribution of wealth and access.

Management of Athletes

- Education programmes
- Code of Conduct
- Reward schemes
- Development programmes
- Events
- Medical benefits

Event Management

- Guidelines

- Rules and Regulations
- Code of Conduct
- Coaches/trainers/physio/doctors
- Sponsorship/endorsement/branding
- Payment schemes

Social Change

- Reduce truancy
- All inclusive sport to increase participation to include differently able persons/no sex discrimination
- Align sport to reducing poverty, reducing of non-communicable diseases through active participation

Final Aim

- Visibility
- Social network
- Television time
- Advertising
- Gold medals
- Fun for all

SPECIAL AGENTS ELITE FORCE 007 – INTERNATIONAL STREETBALL FEDERATION



- Joan Paul . Golf Association
- Buzz Erlinger-Ford . Tennis Association
- Junia Emmanuel-Belizaire . Special Olympics

Political and Operational Management

- Board with skills, expertise, experience and character
- Define and prevent conflict of interest
- Clear measured goals and targets
- Example of excellence at administration level

Risk Management

- Inventory of potential risks and evaluate likelihood versus impact

Democratic Structures and Processes

- Free and fair elections
- Term limits for Board
- Clear division of power between administration and operation

Stakeholder Engagement

- Approach all stakeholders as partners

Transparency and Accountability

- Board member bios
- Strategic Plan
- Board documents

Events Management

- Ticketing strategies to encourage viewership and growth

Management of Participation

- Athlete representation on Board
- Schools initiative programme
- Fun factor

SPECIAL AGENTS ELITE FORCE 008 – MEDIA BROADCASTERS AND SOCIAL MEDIA PLATFORMS



- Brian Mc Donald . Boxing Association
- Monica Dudley . Body Building Association
- Cheryl Renwick . Quash Association

St. Lucia Streetball Federation

- Constitution
 - Transparency in communicating with stakeholders
 - Code of conduct
 - Development of the sports and athletes
 - Clearly defined roles for the Board members
- Adhering to requirements for regular meetings and annual general meeting
 - Management of professional athletes
 - Sustaining the volunteer programme
 - Programmes for social change through participation in streetball events
 - Clear guidelines for competition management in the sport of streetball



SPECIAL AGENTS ELITE FORCE 009 – SCHOOLS

- Lennox Mondesir . Saint Lucia Shooting Association
- Sherma Bernard . Lifesaving Association

Good Governance

- Transparency
 - Funding
 - Stakeholder
 - Volunteers
 - Athletes
 - Anti-discrimination
-
- Coaching
 - Scholarships
 - Social media platform
 - Sportsmanship
 - Risk management
 - Government support
 - Affiliates
 - Anti-doping
 - Elections (free and fair)
 - Terms of Reference of the Board
 - Sanctioning committee
 - Professionals
 - Sponsors
 - Strategic planning
 - Recruitment
 - Volunteers

SPECIAL AGENTS EITE FORCE 010 – PARENTS



- Leslie Collymore . St. Lucia Basketball Federation
- Jackie Trim . St. Lucia Bodybuilding Association
- Avery Trim . St. Lucia Shooting Association

Legacy

- Community based
- Effect social change
- Sustainability
- Effective goals and objectives

Transparency, Accountability, Accessibility

- Democratic process
- Communication
- Leadership and direction

Trust

- Risks assessment
- Negative impacts

Constitution/Legislation

- Adherence to rules and regulations
- Use of skills and abilities
- Good work ethics
- Collaborative effort with stakeholders

Dedicated

- Code of conduct for all stakeholders
- Participation of all stakeholders
- Professionalism
- Growth
- Funding

- Awarding/Rewarding
- Anti-doping Incentives %reward+

Mission Possible

- Security and longevity
- Strategic planning process
- Consultation with all stakeholders %protect+

SESSION 14

Evaluation and key takeaways



SPECIAL AGENTS ELITE FORCE KEY TAKEAWAYS

Participants were asked to reflect upon the last two days of the workshop and to share what they learnt and will take away.

- Lots of information which were beneficial to apply in our federations and organizations.
- The different types of stakeholders and understanding that the decisions we make as it relates to sports and how it will impact on the different stakeholders, from media to sponsors, players, parents, coaches, executive members, etc.
- The whole governance issue.
- The importance of good governance to the association.
- Transparency
- Athletes recognition and awards, because without the athletes there will be no association.
- A lot of work to be done to implement a lot of the things that we have in theory and form a strategic plan for moving ahead with some specific goals for a specific time period. Primarily the focus for us is being ready for the Commonwealth Youth Games in 2017, so we have a fair bit of work to do. I found that I got a lot to take away from this programme.
- Having a dedicated and committed Board.

- Learning from the different case studies. Everything is possible where there is a plan.
- Good governance is very important and effective in running any sporting organization. The way the two days progressed in terms of start to finish was very good.
- Good brain work for us all.
- After this workshop I know that the Olympic Committee, especially Mr. Alfred Emmanuel will be calling on the various associations and reminding them about the good governance workshop, because a number of things which should have been implemented some associations have been falling short.
- Different types of good governance and the art of effective communication.
- Thanks to Michael for spending two days with us. What he did was teaching us to have fun in learning and what it did was energize me. It repositioned me with a passion to success; it showed us to remain focused, it taught planning, projection, accountability and most of us knew this but not implementing it the right way. It taught us to collaborate with stakeholders. We are leaving here this evening as better persons, better administrators, and better organizations and hope it will spin off in our athletes. Many thanks and I think it was a very important workshop for all of us. Thank you Michael.
- The importance of keeping stakeholders happy through transparency and accountability.
- Reenergize and a new appreciation. A deeper appreciation for our junior athletes and we do need their inputs on the Board of the various organizations. A new perspective of your athletes.

SAINT LUCIA OLYMPIC COMMITTEE

SUMMARY OF EVALUATION SHEETS

GOOD GOVERNANCE WORKSHOP

28 to 29 March 2015

Thirty two (32) evaluations sheets were returned by the participants. 100% rated the course content and facilitator as excellent. Most persons indicated that the information was enlightening and informative and provided the opportunity for reflection. Participants indicated that the workshop was useful in enabling them to better understand their roles and empowering them to better manage their associations. Subject areas for further training programs were identified these included reporting, leadership, fund raising, sponsorship, strategic planning, brand development, managing conflict of interest, accountability and transparency, gender issues, incorporating the athlete into the associations program and resource management. Below is a summary of the responses received:

NO.	FACILITAOR	DID THE WORKSHOP MEET YOUR EXPECTATION?	HOW WILL THE INFORMATION BE USEFUL?	FUTURE TOPICS TO BE COVERED	POTENTIAL SPEAKERS	WHY DID YOU COME?	ANY OTHER COMMENT
1.				Leadership and motivation		Knowledge of good governance	Preparing and periodization Plan for athletes
2.						Efficiency in organization	
3.	Excellent	Yes	Managing the association	How to seek funding	Joel Osteen	Better management of association	Need to be done semi annually
4.	Excellent	Yes, informative	Selection of Executive Board	Transparency Sports marketing	Michael Pedersen	Improve skills and learning on good governance, networking	More sessions with other stakeholders
5.	Excellent		Managing the association		Michael Pedersen	Benefit to association	

NO.	FACILITAOR	DID THE WORKSHOP MEET YOUR EXPECTATION?	HOW WILL THE INFORMATION BE USEFUL?	FUTURE TOPICS TO BE COVERED	POTENTIAL SPEAKERS	WHY DID YOU COME?	ANY OTHER COMMENT
6.	Excellent	Empowering and detailed	Better understanding of role	Women in sports, Gender equity and how to organize finances		Better understanding of Governance in sport	
7.	Excellent	Participatory approach was Very effective	Modernize approach to governance	Effective use of information technology		Better facilitation of sports and Social development initiatives	Only one facilitator was effective Larger room for the number of participants
8.	Excellent	Too many Case Studies	Being more transparent Striving to attain good governance	Performance		Enhance knowledge and network	Workshop was too long
9.	Excellent	Interactive and enjoyable	Created an awareness of the need to re-evaluate the operation of the association			Insights into good governance network	Posting of Bios on face book page Additional info to be placed on website
10.	Excellent		Useful to transfer for improvement			Workshop was timely	More workshops
11.	Excellent	Information was targeted	Assist in performing role	Association Government Relationship and roles		Becoming a more effective board member	Let members know the importance of the workshop
12.	Excellent	Interactive, informative	Knowledge is power	Funding, reporting	Alfred Emmanuel	To represent and give back	More speakers Sharing and challenges faced
13.	Excellent	Production was excellent	Info was beneficial for managing	Managing sports	Didicus Jules, Thecla Deterville Alfred Emmanuel	Know more about Sports management	More workshops
14.	Excellent	Interactive	Reevaluate	List of		To ensure	Review of

NO.	FACILITAOR	DID THE WORKSHOP MEET YOUR EXPECTATION?	HOW WILL THE INFORMATION BE USEFUL?	FUTURE TOPICS TO BE COVERED	POTENTIAL SPEAKERS	WHY DID YOU COME?	ANY OTHER COMMENT
			current strategic goals and objectives	guidelines should be provided too much focus on case studies		transmission and application of knowledge gained	constitution with guidelines from the IF
15.	Excellent	Thought provoking sessions	Better governance, sharing of info and transparency		Michael Pedersen	Understanding good governance and impact on developing sport	
16.	Excellent		Implementing and keeping members accountable			To be better sports administrator	More sessions on an annual basis
17.	Excellent	informative	Empower to implement good governance practices		Keith Joseph	Visioning and programming	
18.	Excellent	helpful	Impact of good governance on growth of sport	Event Marketing Generating sponsorship		Revitalizing sport	
19.	Excellent	Informative, eye opener	Assist with structures in organizations			To help develop and grow sport	More workshops
20.	Excellent	Informative, reflective	Framework for adopting and best practices	Strategic Planning, review of constitution, funding models		To benefit from a new perspective	
21.	Excellent		Broader perspective	Resource management		Understanding of management practices that can be implemented	
22.	Excellent		Put into practice implement	Strategic Planning		To learn and be guided in the process of implementing	Days were toolong

NO.	FACILITAOR	DID THE WORKSHOP MEET YOUR EXPECTATION?	HOW WILL THE INFORMATION BE USEFUL?	FUTURE TOPICS TO BE COVERED	POTENTIAL SPEAKERS	WHY DID YOU COME?	ANY OTHER COMMENT
						change for good governance	
23.	Excellent	Supporting the principles of good governance	Guide	Reporting Progress reports Financial reports And strategic plans	Michel Pedersen	Understanding of good governance object was met	Spread over five days. Much to take in in two days
24.	Excellent	Motivating facilitator	Modernization of association	Event planning Sponsorship approaches		Had the time and desire to learn	Like the active learning approach used
25.	Excellent	Informative, useful	Restructuring of association	How to incorporate the athlete in overall planning for good governance		Come to learn to assist in implanting changes in association	
26.	Excellent		Reinforcement of information in strengthening organization			Gain greater insight into the subject of good governance and its importance to the organization	Review and strengthen the organization board with a view to encouraging greater stakeholder participation
27.	Excellent	Engaging and informative	Raising the profile of the Association with increase transparency and a specific plan	Creating a brand image for your sport	A professional athlete	Seeking applicable knowledge and information	Excellent
28.	Excellent	Very useful as the country prepares for 2017	Improve planning	Transparency and accountability		Knowledge on how to Better manage affairs	
29.	Excellent	Informative, thought	Taking a fresh look at the			Served for many years	

NO.	FACILITAOR	DID THE WORKSHOP MEET YOUR EXPECTATION?	HOW WILL THE INFORMATION BE USEFUL?	FUTURE TOPICS TO BE COVERED	POTENTIAL SPEAKERS	WHY DID YOU COME?	ANY OTHER COMMENT
		provoking	organization			was interested in the topic	
30.	Excellent	informative	yes	GoodGgovernance	Fortuna Belrose	Learning how to have an effective association	
31.	Excellent	Well facilitated informative	Designing change to achieve better governance	How to resolve conflict of interest		Improving contribution to good governance	Date was challenge Palm Sunday
32.	Excellent	Interactive, fun, dynamic, concise, knowledge base delivery	Motivation to better involve and serve all stakeholders	Fund raising		Opportunity for self-development and to assist the association	Timing

20 Associations represented at the Good Governance Workshop, 41% to the participants were women.

PRESENTATION OF CERTIFICATES

Certificates were presented to the participants who completed the two day good governance workshop



PICTURE GALLERY OF 1ST GOOD GOVERNANCE WORKSHOP
28 – 29 March 2015
SAINT LUCIA



End of the 1st Good Governance Workshop organized by the Saint Lucia Olympic Association





ST. LUCIA



ST. LUCIA OLYMPIC COMMITTEE

Fortuna Belrose

PRESIDENT

Alfred Emmanuel

SECRETARY GENERAL



SCHEDULE OF ACTIVITIES

DATE	EVENT	VENUE
9 January 2015	SLOC Annual Luncheon	Coal Pot Restaurant
January to June	Anti-doping seminars for athletes entourage	Castries
30 January	Submission of OS 2014 Report	Lausanne, Switzerland
30 January	Submission of PASO 2014	Mexico City
16 February	Submission of request to OS for 2015	Lausanne, Switzerland
16 February	Submission to PASO for 2015	Mexico
18-29 March	Membership Development 1 st Good Governance Seminar (training session 1)	Bay Gardens Inn
18 April	Women in Sports Seminar	Ministry of Sports
21 – 26 June	Olympic Week	Castries
22 – 24 May	CGF Regional Meetings of Caribbean and Americas	Coco Palm, Saint Lucia
30 June – 3 July	LTADP Seminar (stakeholder engagement) (training session 2)	Bay Gardens
10 – 7 July	Panam Training Camp	Barrie, Ontario, Canada
7-8 July	PASO General Assembly	Ontario, Canada
10 – 26 July	Panam Games	Toronto Canada
August	Olympic Games Chef de Mission Seminar	Rio, Brazil
1 – 3 September	CGF General Assembly	Auckland, New Zealand
5 – 11 September	Commonwealth Youth Games	Samoa
October	Annual General Meeting	TBD
November	Membership Development Seminar (session 3)	TBD

Executive Meetings are scheduled monthly on the 2nd Tuesday