



**MONITORING MEETING
14 – 16 November 2018
Patras, Greece**

MINUTES



Project
Leader



**CYPRUS
SPORT
ORGANISATION**

Partners



Good Governance enhancement through e-Learning for Sport Volunteer Board Members (GReFORM)

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INTRODUCTION

Following an invitation from the Cyprus Sport Organisation (Project Leader), the GReForm Monitoring Meeting was held in Patras Greece on 14 – 16 November 2018. The meeting was hosted by the University of Patras.

Attendees:

The meeting was attended by:

<ol style="list-style-type: none">1. Vassos Koutsioundas (CSO)2. Ioanna Paraskevopoulou (CSO)3. Marios Christodoulou (CSO)4. Eleni Kazafaniotou (CSO)5. Christos Anagnostopoulos (CEDAR)	<ol style="list-style-type: none">6. Maria Zenios (CEDAR)7. Dimitra Papadimitriou (UPAT)8. Vilma Čingienė (MRU)9. Stefano Boca (UNIPA)10. Ambra Gentile (UNIPA)
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Partners not attended:

Apologies for absence were received from:

1. Arnout Geeraert (KUL)
2. Tomas Petronis (LTSF)
3. Marco Tosi Brandi (FIGH)
4. Thierry Zintz (EOSE)
5. Stefan Walzel (EASM)

Arnout Geeraert and **Stefan Walzel** partly participated at the meeting via web-conference.

Approval of the agenda:

The Agenda (Annex I) was adopted without changes.

AGENDA TOPICS:

1. GReFORM Project's State-of-play

I. Financial Updates

CSO provided updated information on the following topics:

Partners Contributions:

FIGH's limited contribution in disseminating the online study on the "Volunteers' educational needs on Good Governance" has resulted in inefficient data collection from Italy.

- *Project's Members Additions/Replacements:*

Kristina Kalasinskaite MRU will be replaced by a new PhD student who will be a staff member of the University.

The **UNIPA** team has been enhanced PhD student **Ambra Gentile**. Ambra will associate Prof Stefano Boca on the analysis of the "Volunteers' educational needs on Good Governance" study.

- *Financial Issues:*

Budget –The budget that refers to the Intellectual Outputs needs to be revised. From our so far experience there are Partners who have been allocated more days than their tasks. FIGH limited contribution essentially indicates a lack of willingness to commit to the project. Their main task for the project so far was to collect questionnaires, a task they did not respond to an acceptable level. Thus, most of their days will be reallocated to other Partners who need to cover FIGH's work and to Partners whose budget looks insufficient for the work allocated to them. Also, the budgets of EOSE and EASM (who are not today present) will need to be discussed as they potentially have excess days allocated to them.

Project Leader presented the budget allocation

Timesheets – Detailed explanation on the completion of Timesheet template was given by the Project Leader. Partners must return the timesheets to Project Leader by mid December 2018

Annual Payments Periods – Partners agreed that the payments of the fiscal year 2018 will be made either in December 2018 or January 2019 based on the Partners' preference.

Signing of contracts Project Leader explained that the Grant Agreement Contract signed by the CSO and the EACEA as well as the Mandates signed by the Project Partners are proof of agreement. Partners should inform the Leader if there is a need to sign a contract between CSO and each Partner.

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II. Brief updates on best practices on Good Governance

Research Coordinator Christos Anagnostopoulos (CEDAR) informed that the desk research on Good Governance in Sport is still in progress as it has to be tailored towards and connected with the volunteers' educational needs rather than be general on sport governance (following recommendations by educational quality assurance leader Dr Zenios).

Moreover, as a total of 20 good practices is required to be included as part of the study results and will be incorporated in the educational material (lectures) as examples, the Research Coordinator will contact those Partners who have not contributed yet, to provide their input.

At this point Stefan Walzel (**EASM**) joined the meeting and was briefly informed by the Project Leader on what has been mentioned earlier in the meeting.

Chr. Anagnostopoulos stressed the fact that regarding this activity (best practices on sport governance) there is a delay in scheduled delivery time according to Project proposal.

Based on the updates given by Project Partners, **UNIPA** proposed social media as a source of information to get good practices; **MRU** mentioned that from her part, she finds it easier to screen the National Olympic Committees and Sport Federations to identify best practices; by the end of November will have a full picture; **UPAT** informed that a good practice on Democracy has been recently identified in Greece as the Greek Badminton Federation has appointed a woman as President of the Board; and **CEDAR** mentioned that the Cyprus Olympic Committee offers lots of useful stories that can assist Cyprus to put together good practices on GG.

Chr. Anagnostopoulos presented the draft general template for reporting good practices on Good Governance (GG) in sport organizations (Annex II) and explained the rationale on how it has been formed.

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Project Partners agreed with the proposal of EASM to include an additional field in the template to correspond to the "Stakeholders" involved in each best practice. They also agreed the length of the content per good practice not to exceed 2 pages.

By the **end of December** the collection of good practices will be completed and a draft report will be prepared.

2. Volunteers' educational needs on Good Governance: Presentation of preliminary survey results

Stefano Boca (**UNIPA**) introduced the topic as a Lead Partner for this deliverable. Survey is still online aiming to receive responses from Italy, even though subjects' sample is considered satisfactory to produce safe results. As a general conclusion, based on the existing results, the study foresees to extract information on:

1. What volunteers in Sport Organizations know about Good Governance?
2. What do they need in terms of education is not clear to them?

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According to the preliminary results presented by Ambra Gentile (UNIPA), many of the respondents were Presidents of the Board of their Sport Federations for a period of 1 – 4 years. 54% of the respondents' state that the board size is composed by 8 – 15. 76% responded that they did not receive any kind of training in GG while the average duration of the training received by those who responded positively was 14.48h. Respondents declared their need for training (\bar{x} = 4.01 in average) in areas such as drafting policies, board composition and accountability. The highest rated topics for training needed were Democracy (\bar{x} =4.01) and Transparency (\bar{x} =3.99). The performance of the sport organizations responded on democratic processes is rated the highest compared to all four dimensions.

The most appropriate training method according to the volunteers are workshop seminars and exchange of best practices. Online e-learning is the least method preferred most probably because they have never experienced it.

The study results will be used by Project Partners to provide feedback to National Sport Federations in their countries.

The survey will stay on line aiming to receive replies from IT and BE nevertheless Project Partners will proceed the process on defining the educational material based on study results.

The study results will be finalized by **UNIPA** which will prepare a narrative report (end of December 2018) while **UPAT** will prepare national factsheets for CY, GR and LT (end of November 2018).

3. Linking educational needs survey results with educational material

CEDAR presented examples of educational material from other similar projects of which their structure, format and type of development could be used for the formation of the on-line lectures.

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Partners agreed to use an open source learning management system (Moodle) hosting the learning modules and their associated lectures. The modules will include lecture material (i.e. lecture, power point presentation and lecture transcript) which will also be available for downloading. The material will be developed in English but will be translated (subtitled) to the Partners' language.

CSO and **CEDAR** will meet in the upcoming days to discuss and decide on the portal's format. The date for that meeting was scheduled for Thursday 29 November 2018 at UClan Cyprus campus where CEDAR resides).

4. Discussion on content for educational material of the 4 pre-pilot lectures

Arnout Geeraert (**KUL**) joined the meeting and was briefly informed by CEDAR on previous day discussions.

CEDAR pointed out that Project Partners should break down roles and clarify the content, format and structure of the education material. Based on the project proposal a minimum of 25 lectures should be produced. Given the 4 Good Governance dimensions/principles, as an indication about 5 lectures should be prepared per dimension. An introductory presentation by Project Leader should be given. Each Academic Partner (CEDAR, UPAT, MRU and UNIPA) will take the responsibility for one dimension. KUL will deliver one advanced lecture for each dimension (i.e., an overview of each dimension). Given Vassos Koutsioundas' (CSO) expertise and experience in financial matters, it was agreed that certain lectures will be prepared and delivered by him.

After UPAT suggestion on the general structure of the modules' lectures, Partners have decided on the following format:

- 1. Project's Introductory video (Vassos Koutsioundas CSO)**
- 2. Overview lecture on the importance of Good Governance principles (Arnout Geeraert KUL)**
- 3. Lectures per dimension (Focus on key principles, explain what they are and their importance and their indicators as minimum standards to make it practical, presentation of 1 - 2 good practices examples on how these principles have been implemented.) (CEDAR, UPAT, MRU, UNIPA, CSO)**
- 4. Self-evaluation assessment: 3-5 questions after the end of each lecture (KUL or EASM).**



Lectures break-down

Partners decided on the content, provisional titles, principles and task assignments for each dimension. The 46 Good Governance Principles of SGO2017 Project will be used as a guideline of the lectures to be produced.

TRANSPARENCY

L1 Overview of Transparency *Arnout*

L2 Providing the basics (P 1 – 3) *Vilma*

L3 Providing info about the Key stakeholders (board members, athletes, etc.) within the Organisation (P4 – 5) *Vilma*

L4 Annual Report content (P6 – 7) *Vilma & Vassos*

L5 Assess your Organization *Vilma*

DEMOCRATIC PROCESSES Demetra

L1 Overview of Democratic Processes (P8, partly 11 General Assembly, 13) *Arnout*

L2 Board composition (P9 & 20, 22) *Demetra*

L3 Board renewal (P10 & 12) *Demetra*

L4 Effective board meetings (P14, 34) *Demetra*

L5 Voice to key – stakeholders (P15 – 19) *Demetra*

L6 Assess your Board *Christos*

INTERNAL ACCOUNTABILITY AND CONTROL

L1 Overview of Internal Accountability and Control (reference on small sizes federations) *Arnout*

L2 Separation of power (P24, 25) *Christos*

L3 Conflict of interest and Code of Conduct (P23, 30 & 31) *Christos*

L4 Serving accountability through strategy (P24) *Christos*

L5 Internal Audit and Budgeting (P26 & Budget) *Vassos*

L6 Financial Control System and External Audit (P27 & 29) *Vassos*

L7 Accountable Boards (P 21, 22, 28, 32, 33) *Christos*

L8 Assess your Accountability *Christos*

SOCIETAL RESPONSIBILITY

L1 Overview of Social Responsibility *Arnout*

L2 Healthy Athletes Doping (P 36 & 38) *Stefano*

L3 Dual Careers and athletes' support (P 44 & 46) *Christos*

L4 Preventing inappropriate behavior in sport (P 37 & 42) *Ambra & Vassos on Match Fixing*

L5 Promoting social inclusion and integration (P35, 39, 40, 41, & 45) *Stefano*

L6 Environmental sustainability (43) *Stefano*

PRE- PILOT LECTURES CONTENT

Based on **UPAT** proposal the template for the content for each topic has been decided as follow:

Module: Dimension 1

Topic A

1. Title of the topic "Providing the basics"
2. Short Description 2 – 3 lines
3. Learning Outcomes 4 – 5 bullet points
4. Transcript
5. Web resources/links
6. Power Point (up to 10 slides)
7. Self-assessment questions

5. Programme evaluation

Based on the meeting evaluation results conducted by **CEDAR (Dr Maria Zenios)**, overall there has been a very productive meeting and the project is on time. Evaluation is taking place at set points i.e. the project meetings and good communication is at place. The team (comprising of members from 5 partners) discussed key elements of the materials to be produced: content and structure of material across all four dimensions and allocation of tasks i.e. video material and presentations allocated to academics. Academics agreed on templates and consistency is expected. The target audience profile has been discussed and taken into consideration. E-book content details have been clarified. Future steps on evaluation walkthrough activities and testing with real users and committee members have been discussed and agreed to progress as planned.

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6. Next steps

Project Partners agreed that:

- **CSO** and **CEDAR** will meet to discuss and decide on the portal's format (scheduled date, 29 November 2018, at UCLan Cyprus campus, where CEDAR resides).
- **CSO** will have a meeting with **EACEA** to clarify budget issues.
- **CY, IT, LT BE, GR** will provide **CEDAR** Good governance best practices by the end of December 2018.
- One Pre-pilot lecture by all 7 lecturers (i.e. script, video, ppt) should be ready by end of January 2019.
- The on-line portal will be tested by the Project Partners and a walk-through evaluation will be conducted in February 2019.
- The template for each dimension chapter will be prepared by **UPAT**.
- The web conference which is foreseen in April 2019 for the evaluation of the pre-pilot educational material may change into transnational meeting to be hosted in Cyprus, subject to budget availability. It so, it will be a two-days meeting where the second day will be used to record in UCLan Cyprus campus (where **CEDAR resides**) the pilot lectures. The preliminary dates for the meeting 21 - 22 of March 2019. If a web-conference will take place it will either on the 21 or the 22 of March 2019. Partners should confirm their availability by the end of December 2018.
- The dates for the next Monitoring Meeting to be held in Palermo, Italy are 10 – 11 July 2019.

19th Congress of the Hellenic Scientific Association for Sport Management & Recreation (HSASMR 2018)

On November 16 2019, Project Partners participated at a Round table discussion on Good Governance in Sport which was held in the framework of the 19th Congress of the Hellenic Scientific Association for Sport Management & Recreation (HSASMR 2018). This event provided an excellent opportunity to disseminate the GReFORM Project and its objectives to the varied audience who attended the HSARMR 2018 (students, academics, practitioners and policy-makers). Following the presentations, there was an opportunity for a Q&A session about the need for good governance and the mechanisms (e.g., educating practitioners on Good Governance) that are required.

The interventions of the Partners are below.

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A handwritten signature in black ink, appearing to read "Vassos Koutsioundas". The signature is fluid and cursive, with a large, sweeping initial "V".

Vassos Koutsioundas
Project Manager

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