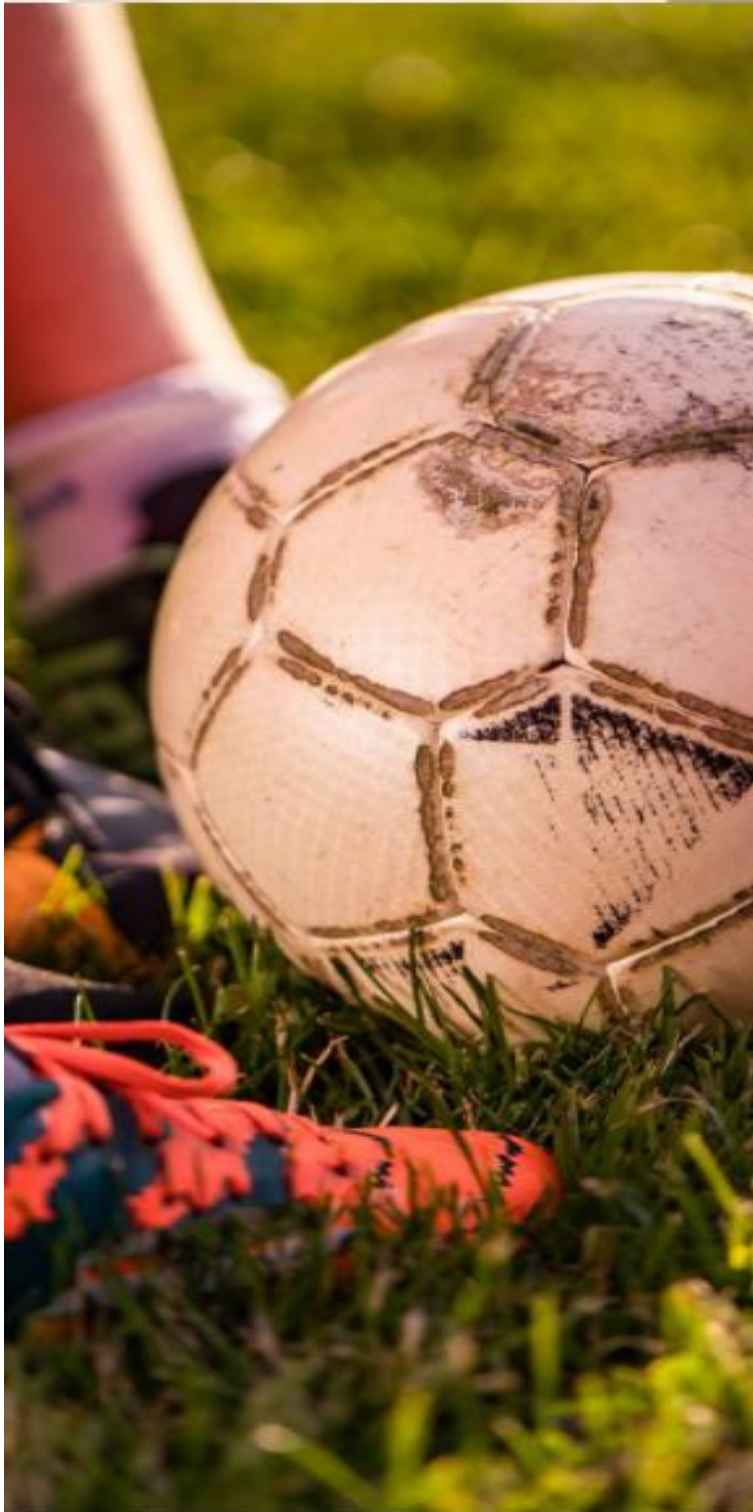


Sneak Preview



MANAGING FOOTBALL PART TWO

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1. THE PRINCIPLES OF GOOD GOVERNANCE

"The moral code of a people is the pillar of its existence. Without it, humanity will never have a foundation on which to build its future"¹. These words of Senegalese philosopher and scientist, Cheikh Anta Diop, capture the essence of why good governance in any organisation is crucial for its survival.

A moral code is crucial to good governance in any organisation. The football association wields significant public power, and with power comes enormous responsibility. Ancient Greek philosopher Plato said that "The measure of a man is what he does with power". The decisions made by the association can have far-reaching consequences, affecting not only the players but also football supporters and the larger community. When power is abused, it affects not only the person who wields it, but all those who have been wronged by it, because the consequences of irresponsible power can spread everywhere.

Transparency and accountability are two pillars of a good governance system. The organisation's activities, decisions, and finances must be transparent and open to scrutiny. This not only fosters trust between the organisation and its members, but it also ensures that the organisation performs its duties to the best of its ability. It should always be guided by Diop's wise words and by the notion that moral principles should govern all human actions, as philosopher Immanuel Kant promoted centuries ago. Good governance should be imbued with this principle, which would lead to an ethical code that guides the association's actions. Fairness, impartiality, and justice are examples of ethical principles.

Furthermore, good governance ensures that the association's resources are used efficiently and effectively. A well-structured governance system defines clear roles and responsibilities for each association member, ensuring that each individual is held accountable for their actions. This, in turn, helps to prevent wasteful spending and ensures that the organisation's resources are being used to their full potential.

As rational beings, humans possess the capacity for reason and the ability to engage in logical thought. Reason allows us to understand and analyse the world around us, to form judgments and make decisions based on evidence and logic. It is through reason that we can discern truth from falsehood, distinguish right from wrong, and develop a deeper understanding of ourselves and our place in the world. Reason is a fundamental aspect of human nature, and it plays a crucial role in shaping our beliefs, values, and actions. As such, the pursuit of reason is essential to our development as individuals and to the flourishing of society as a whole.

Kant argued that moral actions must be grounded in reason and what he called "the categorical imperative", which requires that one should "act only according to that maxim by which you can at the same time will that your action should become a universal law". Simply put, if an action is not acceptable to everyone, then it would be considered wrong.

¹ African Origin of Civilization: Myth or Reality. Lawrence Hill Books, 1974, p122

Therefore, in terms of the deontological school of ethics, for the governance system to have any credibility, it should be grounded in reason, morality, and ethics, and should be acceptable to everyone involved in the sport. This will lead to a system that promotes fairness, transparency, and accountability.

A system of good governance ensures that everyone is treated fairly and with respect, that supporters can trust the integrity of its competitions, and that the sport as a whole is protected from corruption and abuse. It would also provide a framework for resolving disputes and ensuring that everyone involved in the sport is held accountable for their actions.

A well-governed football association can serve as a beacon of hope for young people, inspiring them to not only participate in the sport but to also embrace the values and principles that underpin it. By embodying ideals of fairness and justice, the association creates a culture that encourages healthy competition, cooperation, and mutual respect, nurturing not only a love of the game but also promoting healthy lifestyles and positive social development. Through this, young people can become active and engaged members of the sport, driving its long-term success and sustainability, while also learning valuable life skills that can help them to thrive both on and off the field.

Good governance is not only practical, but it also reflects a deeper moral and ethical commitment to the sport, its players, and its supporters. The association can promote the values of the sport and inspire future generations to participate by adhering to the principles of fairness, transparency, and accountability.

Good governance refers to the principles and practices that guide the management and administration of an organisation. It encompasses the processes, systems, and structures that are in place to ensure that an organisation is managed in a responsible, transparent, and accountable manner. The principles of good governance include transparency, participation, responsiveness, accountability, fairness, effectiveness, efficiency, ethics, integrity, principled leadership, and predictability.

Whilst this may be seen as an unconventional inclusion in the decision support system (DSS), it is further elaborated here to ensure that the principles listed below are applied in all decision-making throughout the organisation. Good governance is a



Figure 1 - The Principles of Good Governance

critical aspect in the operation of any organisation, as it ensures that the organisation is managed in a responsible, transparent, and accountable manner.

But can the conventional good governance principles readily apply to the association? Some would argue that all good governance principles should apply equally to a non-profit voluntary association like the association. But, as pointed out below, it may not be possible to justify the inclusion of all the standard corporate governance principles in a code for the association.

According to Handschin²,

“Firstly, commercial companies are based on ineffective shareholders, whereas democratic structures are used in association law. Secondly, the association's 'down to top' structure differs from the 'top to down' structures which apply to corporations. Because of these distinctions, corporate governance-principles for commercial enterprises cannot be adopted on a one-to-one basis for sports organisations.”

Additionally, according to Mrkonjic:

Firstly, the imposition of universal prescriptions of sports governance (from the top) are neither appropriate nor effective as they often neglect the expression of organisational, political as well as cultural priorities at a local level (Ghadami & Henry, 2015). Secondly, as most of the sets are generally adapted from the corporate sector (see Handschin, 2014) and, therefore, advocate the virtues of control mechanisms (audits, compliance committee, risk management, etc.) and regulation, the recommendations are not always adapted to smaller sports organisations.³

Although one could argue that Mrkonjic's reasoning may no longer be valid since financial accountability has become a big part of governance in football worldwide, there are other elements of corporate governance codes such as profitability indicators seen as part of the transparency and efficiency indicators that may not readily apply.

So, the term “corporate governance” has acquired a slightly different meaning in sport in that the nomenclature may be retained but with modified meanings, e.g. referring to members as shareholders, among other things. Good governance codes in corporate entities are therefore not easily applicable to sports organisations and must be adapted to suit the environment in which the sports body operates. Political considerations are also much more prevalent in the command structure of football associations than in a private corporation.

However, there are many principles that may be considered to be key elements of good governance in any organisation, in keeping with the FIFA principles outlined above, repeated here for emphasis, and these include:

² Handschin, Lukas, (2014) Good Governance: Lessons for sports organizations? In: International Sports Law and Jurisprudence of the CAS. Bern, S. 118

³ Mrkonjic, Michael, *A review of good governance principles and indicators in sport*, (September 2016), obo the Enlarged Partial Agreement on Sport (EPAS) – Council of Europe, p4

1. Transparency and Accountability
2. Participation
3. A Sound Regulatory Framework and Respect for the Rule of Law
4. Sustainability
5. Efficiency and Effectiveness
6. Ethical Standards
7. Strategic Vision
8. Clear roles and responsibilities
9. Effective communication
10. Adaptability and flexibility
11. Performance monitoring and evaluation
12. Continuous learning and improvement
13. Responsiveness

1. **Transparency and Accountability:** This involves open communication and accountability for decision-making and outcomes. Being open about decision-making processes and outcomes, and taking responsibility for actions and results. It is crucial for a good governance system to be transparent in its actions and decision-making process, with members and other stakeholders having access to information about the government's activities. The system must ensure that those who hold power are accountable for their actions, and there must be consequences for any wrongdoing.
2. **Participation:** Involvement of members and other stakeholders in decision-making processes, and encouraging participation and feedback in policy development is a key aspect of good governance. It offers an opportunity for their voices to be heard and their perspectives to be taken into account.
3. **Rule of Law:** The government and its officials should be held accountable to laws and regulations. The system must respect the rule of law and ensure the fair application of all laws and regulations.
4. **Sustainability:** Good governance promotes sustainable development that balances economic, social, and environmental concerns.
5. **Efficiency and Effectiveness:** The government should be able to deliver services effectively and efficiently. The system must ensure that the association's resources are used efficiently and that its services are provided effectively.
6. **Ethical Standards:** Good governance requires ethical standards to be upheld by all government officials and stakeholders, promoting honesty, fairness, and responsibility in all actions and decisions. The system must adhere to and actively promote ethical behavior and integrity at all levels of the association.
7. **Strategic Vision:** A long-term strategic vision guides good governance, ensuring that decisions are made with the future in mind.

8. Clear roles and responsibilities: ensuring everyone knows what is expected of them and for which they are accountable.
9. Effective communication: ensuring information is shared in a timely and accurate manner.
10. Adaptability and flexibility: being able to adjust to changing circumstances and respond to new challenges.
11. Performance monitoring and evaluation: regularly measuring and analysing results to identify areas for improvement.
12. Continuous learning and improvement: being committed to ongoing education and development to enhance the effectiveness of the governance structure.
13. Responsiveness: A good governance system should be responsive to the needs and concerns of members and stakeholders, taking into account their changing needs and expectations.

Good governance is essential for any organisation's success. Among the key principles of good governance are transparency, participation, responsiveness, accountability, fairness, effectiveness and efficiency, and ethics and integrity. These principles ensure that the organisation is managed responsibly, transparently, and accountably, and that it meets the needs of its stakeholders. An organisation that embodies these principles is more likely to achieve its goals and objectives, as well as to be respected and trusted by its stakeholders.

All of these principles are embodied in various models of good governance, some of which are further elaborated in Part 4 of this book. The association can choose the model that is best suited to its environment. The models are adaptable enough to allow for the adoption of a hybrid model based on the preferences of the association.

[See below for a preview of another chapter of Managing Football Part Two](#)

8. THE DEVELOPMENT PARADIGM

What is a Development Paradigm?

The football development paradigm refers to the association's overall approach and strategies toward developing and promoting the sport within its jurisdiction. This paradigm encompasses many aspects of the game, including grassroots and youth development, coach education, and promotion of the sport at all levels. The concept of development is used in its broadest sense, effectively imploring the association to take the talent – on and off the field of play – that it discovers in its environment and to develop it to its full potential.

To be seen as innovative and to give life to one of the pillars of its mission statement, "*Promoting and facilitating the development of football through sustainable infrastructural and training initiatives*", the association must go beyond the traditional development parameters that are limited to the playing field and recognise that success is a consequence of the association's recognition that all of its other activities are also developmental in nature, regardless of the degree of professionalisation. Innovation must therefore remain central to the core function of development.

The concept of 'development' as used in the description above encompasses several other areas beyond human resources (players, coaches, referees, administrators, supporters) and systems (training, technology, communication, thought) development.

The concept also includes the improvement of the football economy through various means such as increasing its productivity, promoting entrepreneurship within the sport, attracting new investment in different products such as a football licensing and merchandising programme, television programmes, high-achieving junior national teams, and converting volunteer roles into sustainable job opportunities.

The term also means that the association must ensure the construction and maintenance of the basic physical and organisational infrastructure necessary for its developmental programmes to flourish. This includes efforts to promote sustainable use of natural resources in the development of its infrastructure, and a reduction of the negative impact of human activities on the environment.

The association is also engaged in community and cultural development by working with all roleplayers to improve the quality of support for the sport in the broader community, typically by focusing on joint programmes to maximise attendance at games, greater financial support for programmes that benefit the supporter community, and promoting racial and gender equality in its ranks. Its role as a tourist attraction places the sport in a unique position to work with the arts and culture sectors to promote creativity and promote the game through artistic expression blending music, art, sport, and tourism.

To paraphrase the association's mission statement, for the association to become the leading football body in Africa, it must make sure that its commitment to development lies at the heart of everything that it stands for. It must recognise the importance of

sustainable infrastructural and training initiatives in promoting and facilitating the development of football. With this in mind, the association must make it a priority to invest in the development of football facilities and training programmes to ensure that the sport is accessible to as many people as possible.

It must also recognise the importance of relationship development by engaging in proactive dialogue with the government to generate a partnership in recognition of football as a national asset. This partnership will ensure that football is seen as a valuable tool for social and economic development, and that it is given the attention it deserves in terms of funding and policy support.

Creating an image of being a stable, progressive, and innovative institution is important not only for its own reputation but also for the sport of football as a whole. By demonstrating its commitment to excellence, the association will set an example for others to follow, and it help to build a strong and positive image for football in South Africa.

Recognising the importance of creating a mutually beneficial relationship with the corporate world is essential for securing the financial resources needed to invest in football development initiatives. Through this partnership, the association must work closely with businesses to identify areas where they can support each other, and to develop innovative strategies for promoting football in in the country.

Finally, a commitment to contributing to Africa's ascendancy in world football through the hosting of major events in Africa, while aspiring and striving to become a leading football-playing nation will bridge the gap created by South Africa's apartheid past and contribute to the ascendancy of football on the continent. By hosting international tournaments and events, the association is able to display the best of African football to the world, and to demonstrate the potential for growth and development of the sport on the continent.

The association's commitment to development is therefore crucial in ensuring that the sport remains relevant, accessible, and sustainable for generations to come.

Role of the Secretariat in the Development Paradigm

The secretariat of the association is expected to contribute to this development paradigm and occupy a crucial role in this structure by providing administrative and logistical support to the different programmes and initiatives that constitute the development paradigm. The federation's development ecosystem incorporates human resources, infrastructural, economic, systems, environmental, community, and cultural development. Its structure must therefore reflect this range of mandates.

The secretariat holds a key responsibility in managing the financial affairs of the association, which pertains to budgeting, financial reporting and resource allocation required for the implementation of the paradigm. The role of the secretariat in developing policies and strategies, in conjunction with the executive committee, is equally important to achieve the financial goals of the association.

Coordination and communication between various departments involved in the implementation of the paradigm is another core responsibility of the secretariat. To

work coherently and effectively, it is important for the secretariat to ensure that all departments understand the collective objectives and outcomes they are striving to achieve.

Additionally, data collection and analysis is an important component of the secretariat's role, which aids in measuring the performance and effectiveness of different programmes and initiatives. This assists in identifying areas for improvement that contribute to the evolution and betterment of the association's objectives.

The secretariat is also accountable for ensuring that the association adheres to legal and regulatory obligations. This includes safeguarding compliance with relevant sporting laws, such as those related to safety and security, anti-doping, and discrimination.

The secretariat has a significant responsibility in developing and maintaining a constructive relationship between the association and its stakeholders, comprising players, coaches, referees, leagues, members, and external organisations. Transforming it into a positive and long-lasting alliance requires awareness and understanding of the concerns and objectives of each stakeholder, considering them while developing and implementing the development strategy.

The secretariat is vital for the successful functioning of the association, as it oversees a gamut of responsibilities that contribute to the growth and evolution of the development paradigm.

To achieve these goals, the secretariat must have effective management methods in place. This includes clear communication channels, robust financial reporting systems, effective monitoring and evaluation systems, and strong relationships with key stakeholders. Additionally, the secretariat must have a culture of continuous improvement, where feedback is sought and acted upon to ensure that the football development paradigm is constantly evolving and improving.

The role of the secretariat in the development paradigm of the association extends far beyond the boundaries of the football field. By embracing a holistic approach that includes economic, environmental, community, cultural, and infrastructure development, the secretariat can elevate the association to new heights and become a true agent of change in its area of operation and in society in general.

The secretariat has the power to unify all aspects of the association's development system into a cohesive whole, amplifying the impact of each individual initiative and creating a powerful force for positive change.

Through the adoption of a forward-thinking outlook and strategic collaborations with relevant partners throughout society, the secretariat can guarantee that the development approach of the association is in harmony with the overarching societal objectives and bolsters our developmental society at large. It necessitates a keen understanding of the interdependence of various components of society as well as a steadfast commitment to sustainability in all of its dimensions.

"In nature, nothing exists alone", says environmentalist Rachel Carson. Similarly, the secretariat must recognise the interdependence of all aspects of the organisation's development paradigm and work towards a shared vision of a better future for all its stakeholders. It can accomplish this by leaving a legacy that reaches far beyond the football pitch and which would serve as a beacon of hope for future generations.

**** END OF SNEAK PREVIEW ****