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National Report



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Contents

1.	3	
	Introduction	3
	National Legal Framework	4
	Projects and policies on social responsibility issues	5
	(C)SR policies' evaluation and results	7
	Objectives, plans and future policies at a national level	8
2.	8	
	Methodology	8
	Results	9
	Knowledge, views and attitudes on CSR	9
	Actions and initiatives on CSR	10
	Experiences/incidents of racism, violence, discrimination, social inclusion & human rights	13
	Future plans	14
	Preferred format of the learning material	14
	Results from the questionnaires	15
	Conclusions	16
3.	18	
4.	18	
5.	19	
		21

1. Desk Research

Introduction

Good governance and social responsibility in sport have gained increasing interest over the last years. Good governance is a broad concept that has received several definitions and according to the most common is “the process whereby public institutions conduct public affairs, manage public resources and guarantee the realization of human rights in a manner essentially free of abuse and corruption, and with due regard for the rule of law” (United Nations Human Rights). The most important features of good governance are transparency, responsibility, accountability, participation and responsiveness to the needs of the people (United Nations Human Rights).

Social responsibility as well, gradually receives more attention from the sport organisations, since they have realised their significant impact on society and their capacity to act as social influencers in the communities. Enhancement of sports participation, creation of a safe and inclusive environment, and fulfilment of obligations that meaningfully impact their community are some of the sports clubs’ social responsibilities (Robertson et al., 2019). Sport executives view social responsibility as a strategic imperative for their sports club/organisation and their practices are influenced by philanthropy, local community, ethical considerations and partnerships (Sheth & Babiak, 2010). According to Athanasopoulou et al. (2011) the major factors that affect SR activity of sports organisations include pressure from leagues, team CSR strategy, sponsors, global organisations, local community and orientation towards fulfilling their duty towards society. Sports and athletic organisations enjoy some great advantages in employing social responsibility policies since they have communication power in mass media, they are appealing to youth, they promote positive health and they encourage socialisation, cultural understanding and integration (Smith & Westerbeek, 2007).

Greece and sports organisations of the country tend to follow that path of socially responsible organisations, undertaking an active role within local communities and society. Encouraging examples of sports organisations exist that take actions towards inclusive sport activities, organisation of sports events against racism and discriminations, promoting gender equality and inclusion of refugees through sports. Besides, the benefits from CSR are twofold for both the community and the team, including relief of vulnerable groups, philanthropy, improved reputation of the firm, increase in fan base and more attractive to sponsors due to the social profile of the team (Athanasopoulou et al., 2011).

National Legal Framework

The Greek Sports Law includes legal frameworks that basically concern the prevention of violence in sport and protection against discriminations while at the same time, small steps towards more inclusive sports activities occur in a policy level. According to Law 4326/2015 - Emergency measures to combat violence in sport and other provisions¹, “every natural or legal person related to sport, as well as any sports body, shall take all possible measures to prevent violence in the sport, inside or outside the sports grounds.” In serious incidents of incidents of racist behaviors and, in general, sports-related violence, inside or outside the playing field the Ministry of Sports is responsible for the punishment of the sports clubs with fines ranging from ten thousand (10,000) to one million (1,000,000) euros. In addition, recently the state approved the organisational framework of programs and sport events under the title “Sports for All”². The philosophy behind the program is to provide equal opportunities to all people regardless of age, sex, religion, social and economic status, people with disabilities, etc. to participate in sports activities, promoting the broad benefits of physical activity and improving quality of life of individuals from different social groups, especially the vulnerable.

On the other hand, the efforts of the state to promote and support corporate social responsibility, seem to be scarce and fragmentary. In 2017, a draft national strategy for corporate social responsibility and responsible entrepreneurship³ was under public consultation from the Ministry of Development and Investment, although until now no official legal plan operates. Also, there is absence of any legal framework that concerns the social responsibility or good governance of sports organisations in particular.

The most recent effort in policy level, to change the operations of professional and non-professional sports clubs is the new sports law or Law 4726/2020 - Professional Sports Committee and other provisions⁴ provided by the Ministry of Culture and Sports. This law comes as an effort to cope with the problems of corruption and mismanagement in both the professional and amateur sports clubs.

¹ <https://www.e-nomothesia.gr/kat-athlitismos/n-4326-2015.html>

²

http://gga.gov.gr/images/athlitismos/athlisi%20gia%20olous/egkrisi_organotikou%20plaiiou_fek_1774_B_17062016.pdf

³ <http://www.opengov.gr/ypoiar/?p=8206>

⁴ <https://www.e-nomothesia.gr/kat-athlitismos/nomos-4726-2020-phek-181a-18-9-2020.html>

The core issues of the new law are accountability, transparency, good governance, the safeguarding of minority rights, and gender equality. For the first time, are introduced age limits in the tenures and there is limit of four executive tenures to cope with the issue of “lifelong presidents”. Also, the legislation on gender quota is introduced for the reinforcement of participation of women in the sports boards. Finally, social inclusion of migrants and asylum seekers is supported more since they have the right to participate in sports tournaments and leagues⁵. Undoubtedly, this new endeavour is very positive and important step towards reinforcing good governance and transparency, but there is no support scheme for social responsibility in sports bodies.

Projects and policies on social responsibility issues

Research showed that in Greece well-known sports organisations of high social impact adopt social responsibility practices and act in order to positively influence their local community. The most significant Greek football and basketball clubs/academies, the Hellenic Federation of Football (EPO), as well as amateur local clubs and athletes as individuals have undertaken actions and initiatives on SR. More specifically:

- Panathinaikos FC⁶ views as a historical responsibility to be active on supporting vulnerable citizens and enhancing social balance. The company is involved in international social responsibility networks such as FARE, the European Football for Development Network and the ECA and its actions apply on organising events against racism and discriminations, supporting humanitarian organisations through philanthropic games and the reception of vulnerable social groups at the PAE Sports Centre.
- Olympiakos FC⁷ organises different actions in the local community with basic aim philanthropy and contribution to society, such as philanthropic events or supply of food meals to refugees at the port of Piraeus. At the same time, it has strong presence in participating in the implementation of European projects. Indicatively, “BIG4SPORTS – Building Innovative Governance for Sports”⁸ relevant to our project has as main objective the improvement of good governance in sports organisations. Olympiakos BC⁹ as well, offers

⁵ <https://government.gov.gr/neos-athlitikos-nomos/>

⁶ <http://www.pao.gr/the-club/corporate-social-responsibility>

⁷ <https://www.olympiacosfp.gr/el/ekenews>

⁸ <https://epsi.eu/project/big4sports-building-innovative-governance-for-sport/>

⁹ <https://www.olympiacosbc.gr/el/community-el/one-team-el/we-are-one-team-el.html>

a SR program called “ONE TEAM” with the participation of 8 teams aiming to support vulnerable social groups in risk of marginalization through basketball activities.

- AEK FC¹⁰ as a historic team with origins from Minor Asia, carries out multifaceted CSR actions targeting at making a substantial contribution to the protection of the environment, education, culture and society as a whole. Indicatively, the team collaborates with Solidarity Now which is a known Greek NGO active on refugee issues in a programme on social inclusion of refugee children in athletic activities.
- PAOK FC¹¹ has a responsible department for CSR programs “PAOK Action” and undertakes significant initiatives in the city of Thessaloniki. Its activities cover a wide range of social issues such as education, promotion of inclusion and human rights etc. by targeting vulnerable social groups and collaborating with several organisations for achieving high social impact to the populations and the community.
- Hellenic Federation of Football (EPO)¹² has developed a new strategic plan called “Football Around” which targets and includes all populations in order to spread the values that football represents. The plan has a particular goal among others to promote women’s football in the Greek context, the support of it and its further development. The report of the program includes also the “Grassroots” Program aiming to promote equal opportunities for all through the participation of children, schools, amateurs, girls, disabled people and seniors.
- A local club Holargos BC¹³, takes significant actions concerning social responsibility through the organisation of philanthropic games.
- Anoixi BC (ABC)¹⁴ local club as well, has developed a CSR Program which aims in combating violence and racism, protection of environment, organisation of charity events, blood donations etc.

¹⁰ <https://www.aekfc.gr/fp/syneisfero-proteino-42878.htm?lang=el&path=56010527>

<https://www.solidaritynow.org/aek/>

¹¹ <https://www.paokfc.gr/en/paok-action-en/>

¹² https://www.epo.gr/News.aspx?a_id=48243&NewsType=21

[https://www.epo.gr/media/files/EPO_DIAFORA/Photos_Anptyxi/football all %20around final.pdf](https://www.epo.gr/media/files/EPO_DIAFORA/Photos_Anptyxi/football_all_%20around_final.pdf)

¹³ <https://holargosbc.gr/koinwniki-euthini/>

¹⁴ <http://anixibc.gr/index.php/el/filosofia-akadimion/koinoniki-euthini>

- Pamvoxaikos Volleyball Club¹⁵ from Korinthos region, implements SR programs that aim to the inclusion of people with disabilities or programs that inform parents and children about healthy diet and obesity.
- As a private initiative Giannis Antetokounbo, the famous Greek basketball player and his brothers established “Antetokounbros Academy”¹⁶ in collaboration with private companies. The program offers basketball training to girls and boys, 12-16 years old and positions for junior coaches, 18-25 years old. Its primary goal is to provide opportunities to children of underserved communities by formatting an all-inclusive environment, promoting girl empowerment and creating educational experiences through the sport of basketball.

(C)SR policies’ evaluation and results

As demonstrated above, positive actions take place the last years in the field of sports in Greece. Significant sports clubs have recognized their influencing capacity and symbolic power, as well as the multiple benefits that exist for the sports organisations. In the Greek context though according to Douvis et al. (2015), there is absence of evaluations and measures of the effectiveness of CSR initiatives and the problem is created mainly by the absence of clear methodology and common framework. Researchers have acknowledged the need to develop specific criteria and indicators to measure the contribution and the outcomes of CSR activities (Babiak & Wolfe, 2006). Usually, the effectiveness of the practices underlies subjective assessments of positive effect observations, with the organisations using the positive comments and public opinion provided on the internet and the received “thank you” letters to assess the impact (Douvis et al., 2015). Definitely, their CSR actions have positive influence in all levels such as individuals, interpersonal relationships, community and society. Without proper methodology and quantitative measures though, effective assessment and analysis of their actual impact cannot happen.

¹⁵ <https://pamvohaikos.gr/koinoniki-euthini/>

¹⁶ <https://www.antetokounbrosacademy.net/en/>

Objectives, plans and future policies at a national level

It is clarified that great gaps and needs exist in the provision of services, activities, support, efforts and evaluation of practices. The lack of specified legal framework, support and education of the organisations on SR issues complicates their intention or efforts to engage in such activities. The new sports law that was voted this year (2020) is a very promising effort for the support of good governance in the sports bodies. However, we have not seen yet its outcomes in practice. In any case, the sports organisations need to have a supportive environment to implement such initiatives, in a beneficial way for the communities and the vulnerable social groups. The absence also, of an assessment plan and an appropriate methodology needs to be affirmed. Comprehensive assessments and results are needed in order to make future policy changes, as well as improvements in the practices. There is need for more actions that will have continuity and regularity in time and that will make the sports club 's names synonymous to social responsibility and good governance through active participation in the community.

2. Field research

Methodology

Twenty (20) semi-structured interviews were conducted in Greece, with representatives of sports organisations and relevant stakeholders from the field of sports. Based on our field research methodology, our target groups were representatives of different for-profit or non-profit sports organisations including professional sports clubs, amateur sports clubs, multisport clubs, sports academies, relevant stakeholders, research institutes, academia and policymakers. Recruitment took place by contacting sports organisations and relevant stakeholders through emails and calls, informing them about GoSport project and the purposes of our research. The snowballing method was also, used since the participants we had found were asked if they knew anyone else who would fit in our target groups. The interview period lasted from 10/06/2020 until 16/09/2020. Due to the restrictions of the pandemic COVID-19, two (2) interviews were conducted by telephone and seventeen (17) by online means with the use of applications such as Skype, Zoom, Viber. Only one (1) interview was conducted face-to-face and the researcher visited the organisations' facilities. Relevant consent forms were sent and signed by all the participants before the interviews, informing

them about the research and ensuring their anonymity. The interviews were audio recorded for the further analysis of the data.

Results

More specifically, we conducted interviews with representatives from seven (7) professional sports clubs, five (5) amateur sports clubs, four (4) sports federations, one (1) sports union, with one (1) academic and two (2) coaches. The average age of the participants was 45 years. We interviewed seventeen (17) men (85%) and three (3) women (15%). The participants' average years of work experience in the field of sports and sports management was 5,2 years. The interviewees were covering a wide range of the sports field in Greece including the sports of football, basketball, basketball with wheelchair, handball, pentathlon, sailing and Tae kwon do. Most of the clubs (11) were operating in the region of Athens, Attica, three (3) in Thessaloniki, two (2) in the region of Peloponnese and one (1) amateur sports club in an island of the Northeast Aegean. The majority of the sports organisations was specialised in one specific sport. Two (2) of the organisations were multi-sports clubs, where the one had two (2) sports and the other twelve (12).

Knowledge, views and attitudes on CSR

Concerning their knowledge on (C)SR, six (6) participants had knowledge about the concept, five (5) were not aware of the meaning of the term and nine (9) knew about (C)SR out of experience in practice. Only three (3) of them had received some sort of training on CSR. Two participants with broad experience on CSR stated that in Greece *"we are far behind at all levels of CSR practice compared to other European countries. We are at an early stage."* The majority of the interviewees consider that they lack knowledge on how to effectively implement (C)SR actions and most of them learned from practice and empirically. Two (2) participants stated that they have general knowledge, but miss more specialised one. Thus, they were very positive on the goals of our project and the provision of training on CSR. Additionally, two (2) interviewees mentioned that in the management boards of the Greek sports clubs, it is not clear the distinction and the difference between CSR and philanthropy.

When they were asked about the benefits of (C)SR actions to the sports organisations, many participants clarified that the professional and the amateur clubs differ significantly. Two (2) of the more experienced interviewees underlined that there is *"a great gap"* between the professional and the semi-professional or amateur clubs and that their motives differ. First of all, the professional

clubs are obligated by their contracts with their sponsors and their participation in European sports bodies to implement CSR policies and actions; *“all these are coming as an order from above and they must do something about these social phenomena”*. The majority of the representatives of the professional clubs highlighted that the implementation of CSR policies and actions have first of all and most importantly, a positive impact to society. Some of them view it as *“a social obligation of the club”* or some mentioned that it is *“in their DNA as team to act against racism”*. Five (5) participants mentioned that the sports organisations are part of the society and their local communities; *“I believe that sports clubs are connected to society and it is impossible not to take actions or at least, they should take social actions. It is included in sports development.”*.

Other benefits for the professional clubs that were mentioned are the wide exposure for the less well-known sports, economic benefits and tax reduces, positive exposure and advertisement for the team to the general public, strengthening of brand’s name and other. Concerning the economic benefits, the representatives of the amateur sports clubs mentioned that they do not have direct earnings from these actions. Indirectly, the club can become more well-known to the general public and to sponsors and eventually, have economic benefits. The opinion of one interviewee on the other hand, was that *“not only we provide social work, but we are coming out of these actions damaged”*.

However, different opinions were expressed, especially by the coaches that we interviewed, about how CSR in Greece should be and how it is in reality; *“Although, CSR should be important, it is inferior. They don’t give attention to it because it doesn’t bring them money and for the humanitarian part, they don’t really care.”*. Other participant active in working with people with disabilities, views it as *“hypocritical”* from the side of the sports clubs to do campaigns against racism *“and not have in the stadiums, ramps or toilets for disabled people”*.

Actions and initiatives on CSR

Almost all the members of sports clubs/organisations that we interviewed mentioned that they have implemented over the years or regularly implement social actions and (C)SR initiatives. However, we have to acknowledge the fact that most of those who finally accepted to be interviewed, were interested in the topic or they were already, implementing some social actions. The professional clubs that we interviewed were all implementing CSR actions and they had particular sections for CSR in their official websites. The actions that they implement cover different areas and have different target groups.

Professional sports clubs:

- Visits of the players in foundations, children hospitals, community-based facilities for vulnerable social groups etc.
- Organisation of friendly games to fundraise for the support of children or adults with severe health issues or other reasons.
- Collaborations with NGOs and foundations, for the inclusion of vulnerable social groups for example unaccompanied minors and refugees/migrants.
- Participation in CSR programs organised by the European sports bodies they are members, such as European Club Association, EuroLeague, EFDN etc. and also, participation in Erasmus+ projects.
- Blood donations and awareness events for health issues.

Amateur sports clubs:

- Events for the broader recognition and familiarity with the sport such as visits and talks at schools by the athletes to the children.
- Collaborations with NGOs and other organisations to offer positions in their academies to vulnerable children and youth, free of charge.
- Support of young athletes with scholarships or other facilitation to entry the universities.
- One (1) sports club was organising classes for children with ASD to learn the sport.
- Two (2) sports clubs have organised talks by psychologists for the parents.
- Two (2) sports clubs have participated as partners in Erasmus+ projects.

Overall, the initiatives they implement are generally, moving around these patterns and these are the ones that the interviewees mentioned the more. The (C)SR actions and initiatives that the professional and non-professional clubs organise, sometimes differ and sometimes have similarities. One important factor, is that these actions should be relevant to the social context, meaning the community and the time that the team operates. For example, the COVID-19 pandemic was a social condition that they had to stop all the actions and organise more relevant initiatives for the support of their communities, which some clubs did. Another important aspect that came up was that many amateur clubs implement actions in their communities, but they do not consider them or recognise them as (C)SR policies/actions due to lack of knowledge; *“They do not know that they are doing social work”*. Concerning the results of their (C)SR policies/actions, it was mentioned that it is difficult to count the impact of them. They do not have assessments to measure the outcomes of their actions, but they assess them more empirically by how successful was the event for the public and for the team.

Lack of economic resources

Regarding the difficulties and the barriers, they face, the representatives of local/amateur sports clubs mentioned the lack of adequate economic resources to implement social actions. The lack of funding, in combination with the insufficient support from the state, the governments and the local authorities are factors that have put in risk the very existence of the amateur sports clubs; *“Today even that a club is breathing, it pays it. Since 2009, the grants from the state have been limited.”*

Leadership issues and lack of willingness

Another difficulty and challenge that was mentioned by seven (7) representatives of amateur sports clubs and coaches is the issues of leadership in the federations and the managerial positions of the clubs, and their lack of willingness to implement social actions. They highlighted the problems that arise from the people that run the federations and the sports clubs, since they work voluntarily in these positions, they often, have jobs and families to care about and they are of older age; *“It is purely a matter of leadership and the board of directors, it is a matter of lack of strategy, a very unprofessional approach on how these organizations are governed by federations.”* All these factors lead to lack of willingness, interest, enthusiasm and vision and often, they view these actions as *“something extra in their role”*. Thus, they do not understand the meaning and cause of (C)SR actions which means that they lack of knowledge and also, they lack of the will to take a new approach and act differently. Accordingly, the more active clubs we interviewed were suggesting their willingness to search for and organise new actions, as a factor of success for their initiatives. In addition, there is lack of representation of women in the boards of the sports clubs since they are very few women in managerial positions.

Social taboos and prejudices

Another problem/difficulty that was mentioned by three (3) interviewees is the impact of social prejudices and socio-political identity of the fans. These factors affect the reactions towards specific actions/initiatives the clubs implement. Therefore, it is important for the clubs to consider their people and how they will react. Sometimes, social taboos and stereotypical perceptions operate as problems and some actions are difficult to be implemented; *“You cannot bring up some issues so easily. It is different to promote actions against homophobia in England than to bring it up in Greece.”* Additionally, the general socio-political identity and profile of the fans, as well as their diversity affects the promotion and communication of specific policies/actions; *“We want to put out a fire and not light another one.”*

Support from the state

Concerning the support from the state, three (3) representatives of professional clubs mentioned that they generally, have support from the state and the local authorities. It was not mentioned economic support but generally, positive experiences and willingness to help with practical issues. On the other hand, three (3) representatives of amateur sports clubs stated that they receive no economic support from the state or the local authorities to implement social actions. However, the support they provide is generally positive, to help them with practical issues in the implementation of actions, for example finding appropriate spaces, materials etc. Concerning the funding opportunities by E.U., the lack of knowledge was stressed. One (1) interviewee mentioned that “*we do not know how to look for this funding*”. Accordingly, two (2) amateur clubs have participated as partners in Erasmus+ projects, but it was clear that they managed to participate due to their familiarity from their job and willingness to search for this kind of opportunities.

Experiences/incidents of racism, violence, discrimination, social inclusion & human rights

Ten (10) participants stated that they have not witnessed incidents of violence or racist behaviours at their academies and clubs. Therefore, they do not implement policies against discrimination, racism etc. because it has not emerged as a need. Four (4) interviewees who reported that they have witnessed violence in the fields referred to violence that comes from the sports fans and not between the athletes. Also, one (1) representative mentioned that they had twice racist incidents against players of their team again, from the bleachers by sports fans. In addition, there was a difference in the sport of football, compared to other sports such as basketball or handball since it is more likely to have violent incidents in the football fields and games. Only one (1) representative mentioned that they had to report once an incident and they referred to the police and to an organisation that supports vulnerable children. Two (2) interviewees mentioned that if something occurs, they try to solve it internally at first, but they did not have any relevant incidents that needed to take more measures.

Regarding the most effective initiatives/practices to eliminate discriminations and racism, the majority of the participants answered that education is the key. Education from a young age against racism, discriminations and support of human rights is the most effective way to eliminate these behaviours. Additionally, two (2) interviewees mentioned the need to educate also, the parents since there are incidents of improper behaviours by the parents towards the coaches and the children. Also, by two (2) participants was mentioned the need of an adequate legal and institutional framework provided by the state for the protection of victims and the prevention of such behaviours.

Future plans

Firstly, all the interviewees stressed the impact of the COVID-19 pandemic in their planned activities. The pandemic has highly affected all the organisations, but especially, the amateur clubs that their economic safety and overall sustainability is in risk. Apart from the pandemic's impact, six (6) representatives of sports clubs mentioned that they have agenda and plan on the actions that they will implement throughout the year. However, it was mentioned also, the need of flexibility and the significance of planning actions that follow the special social conditions and demands. On the other hand, three (3) participants from amateur clubs underlined the fact that they do not have consistency in their actions and that their initiatives are more fragmentary.

None of the participants was aware of any future policies by the Greek state for the support of CSR in sports organisations. At that point, some interviewees from the amateur clubs shared their disappointment and worry about the general future of their clubs since *"sports in Greece is fighting for its survival right now"*. Their opinion was that *"SR is not an important topic in the state's agenda"*. This falls in line with our desk research as well, that there were no findings about future policies on our topic of interest.

Preferred format of the learning material

We received important feedback from the interviewees on the formation of our Guide and learning material. The suggestions are the following:

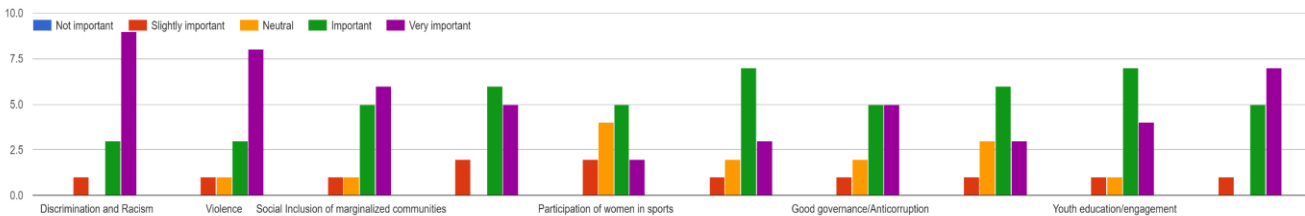
- Almost all the participants stated that the material should be short, concise and clear.
- They liked both the idea of online form and webinar, especially those who do not operate in Athens and they also, liked the learning material to be in pdf form.
- Three (3) participants highlighted the need to be clear distinction on the professional and non-professional sport organisations since their differences and needs are multiple. The need of a strong theory and its practical implications was mentioned by three (3) interviewees.
- It was suggested to create guidelines on how to design a CSR plan, in the way the organisations create a business plan; *"You need to provide a structure, a CSR plan, as they would do a business plan with filling the gaps of what is the vision, the goals, the partnership, the methods etc. that I will use for this initiative."*
- It was suggested to include best practices.
- Some interviewees suggested the need of networking between them and other organisations (NGOs, social organisations working with vulnerable groups etc.).

- It was suggested also, to have more knowledge on funding opportunities and sponsorships.

Results from the questionnaires

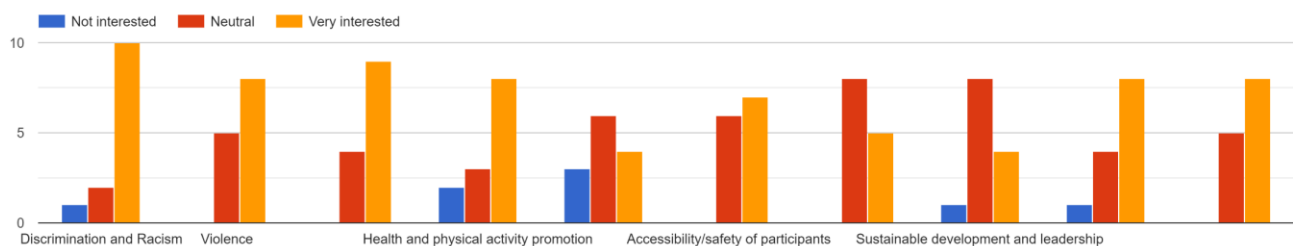
Last but not least, we distributed further questionnaires after the completion of the interviews to the participants about their prioritisations of the topics and about the topics they would like to learn more. Unfortunately, we received responses from twelve (12) participants, not twenty (20). The following graphs demonstrate their preferences:

Please prioritize the following topics according to their importance for CSR activities?



The topics that they prioritised as “very important” are the following: “Discrimination and racism”, “Violence” and “Provision of opportunities/safeguarding of young athletes”. The topics that they prioritised as “important” are the following: “Accessibility/safety of the participants”, “Youth education/engagement”, “Health and physical activity promotion” and “Sustainable development and leadership”.

About which topics you would be more interested to learn more?



The topics that they would be more interested to learn more are the following: “Discrimination and racism”, “Social inclusion of marginalised communities”, “Health and physical activity promotion”,

“Violence”, “Provision of opportunities/safeguarding of young athletes” and “Youth education/engagement”. In general, we could say that the topics with the more interest for the participants were discrimination and racism, violence, the provision of opportunities to the young athletes including education, the health promotion through sports, the need for accessibility and the sustainable development of the clubs.

Conclusions

To sum up, the field research we conducted in Greece, with twenty (20) professionals from the field of sports was very eye-opening and facilitated us to have a clearer view on the situation of (C)SR initiatives in Greece or otherwise, how the sport organizations interpret, manage and prioritize social responsibility issues. Although, it was difficult for the research team to find the wanted number of participants, we can say that we had very positive responses for the goals of our project by the individuals we interviewed. They were interested in the topic of our project and willing to provide their input. However, this can be a limitation as well, since finally we managed to have more access to people that already have some action on (C)SR and not to others that are not aware of the concept.

First of all, we need to acknowledge the fact that our target groups are broad and they have many differences since the professional and the non-professional sports clubs have different capacities and needs. Secondly, the field of (C)SR in Greece is at an early stage, in both the professional and the non-professional sports clubs. Most of the participants were aware of the term and had knowledge mostly, from practice and empirically. Thus, many expressed that they lack of specialised knowledge on the field and they were positive to learn more. All agreed that sports organisations as part of the society, should take (C)SR actions. However, the reality in Greece is different and disappointment was expressed by some interviewees. They also, agreed that the benefits are several and differentiate for the professional and non-professional clubs.

Their capacities and motives also, differ. The professional clubs, apart from their willingness to offer to society and their communities, are also, obligated by their contracts with their sponsors and their participation in European sports bodies to implement social actions. For the non-professional, there is no official structure provided by the state e.g. the Ministry of Culture and Sports or the federations that would facilitate and support them to organise impactful social actions. The state and the local authorities do not help financially the clubs, especially the amateur ones. The help and support they

provide is more on practical issues. Concerning the funding opportunities by E.U., the lack of knowledge on how to find them was stressed.

Therefore, there is lack of knowledge, lack of support-economic or educational to the organisations and lack of willingness to implement social actions. The issue of leadership was significantly highlighted since the people who run the clubs and the federations are volunteers, have limited time, no resources and they lack of willingness to organise other types of actions. Thus, for the people who are interested in organising social actions, it is either, an important barrier that they need to overpass or a discouraging factor that moves them away from organising them. As we saw, the implemented actions are often, fragmentary efforts of socially responsible activities and do not have consistency in time. Also, many non-professional/amateur clubs implement actions in their communities, but they do not consider them or recognise them as (C)SR policies/actions due to lack of knowledge. This, of course relates to the lack of communication or to the ineffective communication strategy of the organisations for promoting their actions. Finally, there is also, lack of inclusion of women in managerial positions in the board of the sports clubs and this is obvious also, from the difficulty we had to find women for our interviews (we interviewed 3).

The incidents of racism, discriminations etc. among team players or the children in the academies are not that relevant, as we were informed and this is the main reason that the clubs do not carry out specific policies on these issues. There has been no need to do so. Most of the incidents they reported come from the side of fans (racist behaviours towards players and violence) and sometimes, from the side of the parents (improper behaviours towards the coaches and their children). The most important initiative for the interviewees, to eliminate such behaviours is education.

Another important aspect was the impact that the COVID-19 pandemic has on the very existence of the sports clubs. Many representatives of non-professional clubs expressed their worries for the future of amateur sports in Greece. The lack of support from the state through funding and the economic difficulties were stressed again. Some of the organisations had planned actions but they need to adjust them or not implement them because of the pandemic. None of the participants was aware of any future policies that will be implemented by the state. Concerning the preferred format and their suggestions, they gave us important feedback and ideas (See Preferred format of the learning material).

3. Differences between desk and field research

Our desk and field research for Greece, on the field of good governance in sports bodies through social responsibility have demonstrated the need of further development with the support of the state. The professional sports clubs are in an early stage of implementing CSR initiatives and the non-professional clubs as well, follow without specific guidelines and based on their willingness, to take socially responsible actions in their communities. In our desk research, we found CSR initiatives from the official websites of the professional clubs mostly, but in practise, we managed to reach out few of them. On the other hand, the Greek State with the new sports law which is focused on supporting good governance is doing an effort to improve the condition and the transparency of the sports bodies. From our field research, it was clear that the non-professional clubs are worried about their future, especially after the pandemic's impact. In any case, we have not seen yet the outcomes from the implementation of the new law. The issues of planning and assessment were relevant as well, in our desk and field research, since most of the clubs do not have clear structures on how to plan and assess. They are based either on their experience, or they do not organise because of inadequate knowledge. Another interesting issue that was raised from our field research only, was the negative impact of leadership and the lack of willingness to engage with social activities. Also, from the field research emerged the issue of lack of participation of women in managerial positions. Concerning the incidents of violence and racism, from our field research, we saw that it was not considered a major issue by the sports bodies. They did not have problems of racism and discrimination in their academies. Mostly, the violence comes from the fans. To close, after the interesting findings of our desk research, the interviews we conducted with professionals from the field of sports, enabled us to have a clearer view on the complexity of the topic of social responsibility in Greece, and facilitated us to create useful learning material in the future.

4. Recommendations

1. Provision of legal framework and support by the state to the professional and non-professional sports organisations to plan and implement (C)SR activities.
2. Reinforcement of the representation of women in the management boards of sports clubs.

3. The sports clubs lack of knowledge on (C)SR. There is need to understand the broad concept of social responsibility and realise the reasons they should take social actions. With the words of an interviewee *“They must understand that from a CSR program, they will not see ‘return in investment’, as they see in an advertising program. They should believe in it and not see it as something that will bring them money. The main purpose of CSR is that you offer back to society.”*
4. Support in networking with other sports organisations and with NGOs etc. to plan and implement social actions.
5. There is need to enhance their communication strategies and how they can communicate their actions more effectively.

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