

10 Governance

Introduction

Governance is the structure, processes, and policies that guide decision-making, management, and oversight of the event. It can be quite complex as an event is a project and the management must be dynamic, responding to risk, anticipating changes, looking for opportunities and keeping the work within the scope. Ideally it is set up prior to the planning of an event. However it must respond positively to the inevitable changes. The governance structure for events has two competing forces: stability and dynamism.

The governance structure may vary from private companies to government departments. Its structure may involve:

- ◆ **Government managed:** Completely government managed event, such as a group within a department: In this case the anti-corruption policies of the public service will be enforced. In most countries these are clear and detailed.
- ◆ **Separate authority:** For major and mega event, such as World Expo, Commonwealth Games and Security Summits, a separate authority is set up and new laws passed to enable the event. Their policies and codes of conduct will follow the requirements of the country or city Government
- ◆ **Public private partnership:** in most countries these will come under the anti-corruption policies of the Government departments. Suppliers for an event are an example.
- ◆ **Privately managed event:** Many of the types of corruption will be illegal and others such as favouritism and gifts have to be careful as almost all private events have some form of

government relationship, such as using public land, government venues, legal non-profit structure, security, transport system. Any agreement or permission may have anti-corruption clauses. Also there are generally two parties to corruption and the other party may well come under the government policies. If the event is touring and crossing borders the company will come under international law with regard to corruption.

The governing body

The United Nations Convention against Corruption A Strategy for Safeguarding against Corruption in Major Public Events (UN, 2013) has excellent recommendations for the governing bodies of very large major events. This term is used to collate events such as the Summits, Olympics and the other mega sports events with key national government involvement. Although some of the recommendations can be adapted to other types of events such as festivals, conferences, exhibitions and the like, the scale of these events and the resources available make it impossible for an event outside that league to simply put in place their recommendations. For example developing and implementing a sophisticated accountability and tracking system or employing oversight, auditing and investigation agencies, is beyond the ability, time and resources of the average event. At the same time we should consider that these detailed and centralised systems do not always prevent large scale corruption. This was amply illustrated by the Rio Olympics. Despite all the corruption prevention measures there were arrests and corruption trials of the former president of the Rio 2016 Olympic and Paralympic Games Organising Committee, the mayor of Rio and the governor of Rio de Janeiro. Over 100 politicians were accused of bribery and other corrupt practices. It is said to include 16 kilos of gold bars hidden in a Swiss bank vault.

Regardless of the size of the event, the governing body is the entity with the responsibility and authority for the event management's activities, governance and policies. The management team