

Functions of National Sport Governing Bodies: A Network Perspective^a

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Abstract. *National sport governing bodies (NSGBs) are distinct from other non-profits in the way that they are mechanisms instituted to govern other sport organizations that deliver the services in their respective sports. This formal status places a NSGB at the summit or apex of a network of organizations dealing with the same sport. This conceptual paper describes the nature of the apex of a network of sport organizations and describes the unique functions associated with that role.*

Keywords: apex, apical functions, inter-organizational networks, non-profit organizations.

Reikšminiai žodžiai: viršūnė, viršenybinės funkcijos, tarporganizaciniai tinklai, nepelno siekiančios organizacijos.

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Functions of National Sport Governing Bodies: A Network Perspective

National sport governing bodies (NSGBs) have been the focus of much attention from both governments and scholars. A relatively more recent thrust has been to articulate the need for good governance of NSGBs and to stipulate the elements of good governance. For instance, the universal principles of good governance articulated by the International Olympic Committee [8] include having (a) vision, mission and strategy, (b) appropriate structures, regulation and democratic processes, (c) highest level of competence, integrity and ethical standards at every level of the organization, (d) being accountable, transparent and in control, (e) focused on solidarity and development, (f) caring for athletes and allowing their participation in governance, and (g) cultivating harmonious relationship with governments while preserving autonomy. Along similar lines, the Australian Sport Commission [1] suggests that good governance is characterized by, among other things, the composition of the governing board, the clarification of roles and powers within the organization, appropriateness of the processes including reporting its actions, and ethical and responsible decision making. The European Union [5] has also identified clarity of purpose, code of ethics, stakeholder identification and roles, democratic processes, meaningful delegation of work among committees, judicial/disciplinary procedures, inclusivity, appropriate statutes, rules and regulation, accountability and transparency as the cornerstones of good governance of sport organizations. Recently, the International Olympic Committee [8] published its Agenda 20+20 in which at least six recommendations were aimed at good governance – Foster gender equality (No. 11), Enter into strategic partnerships (No. 20), Strengthen IOC advocacy capacity (No. 21), Comply with basic principles of good governance (No. 27), Support autonomy (No. 28), Increase transparency (No. 29). A careful reading of these guidelines shows that they all stress “how” to do things such as being accountable, ethical, democratic, inclusive, transparent, and so on. However, they do not address the issue of “what” the SGB’s should be doing. Of course, one can read the statements of mission, vision, goals, and objectives of the organization to infer what they are doing. However, these statements usually highlight the end states that a given organization should attempt to reach but not to the activities to be carried out to reach those ends.

It could be argued that the literature on organizational effectiveness would provide a list of activities a sport governing body should carry out. Unfortunately, that is not necessarily the case. For instance, the goals model of effectiveness focuses on the attainment of stated goals while the system resources model stresses the resources necessary to carry out organizational activities, and the process model emphasizes the logic of internal processes linking the resources to desired outcomes [4]. But they do not specify what the goals or functions of an organization should be nor do they express what activities should be engaged in by a focal sport organization.

One would be justified in extrapolating from the responsibilities of a government and assign some responsibilities for a sport governing body as the government of that sporting world. There is yet another view of sport organizations that facilitates our identification of a set of functions or responsibilities of a sport governing body – the network perspective of organizations. The following is an exposition of sport governance from a network perspective and derivation of associated functions or responsibilities of a sport governing body.

While there has been much research on NSGBs, all of these efforts, for the most part, have treated the NSGB as a conventional stand-alone organization. But that is not the case. Governance of a sport begins with the international federation made up of national federations of different countries. These national federations (i.e., national sport governing bodies – NSGBs), in turn, are made up provincial (or state) associations as illustrated in Figure 1. As the name itself implies, a NSGB is concerned with governing member organizations and, as such, it is linked integrally with the constituent members. The present work is based on the perspective of an *interorganizational network* which is made up of “legally independent, autonomous, interdependent organizations with converging, but also diverging, interests and which are connected with each other through interactive, reciprocal exchange relations” [22, p. 92].

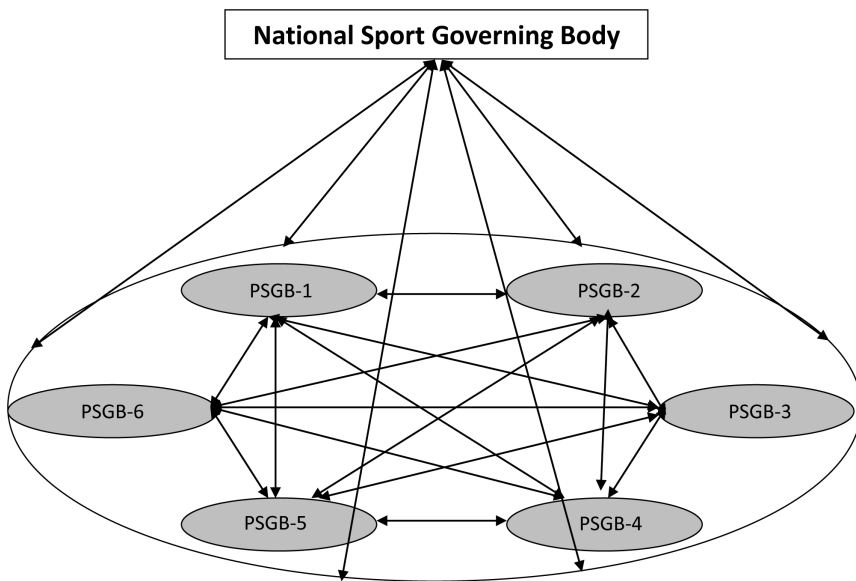


Figure 1. NSGB as the apex of an interorganizational network

Note: PSGB = Provincial (State) Sport Governing Body

Forms of Interorganizational Networks

In one form of interorganizational network, the organizations involved may be producing different products but their common interest would be to exploit the same market and/or event. For example, the IOC in its web site proclaims that “Sponsor support is crucial to the staging of the Games and the operations of every organization within the Olympic Movement”. Hence, The Olympic Partner (TOP) program includes companies producing different products – watches, soft drinks, electrical goods, automobiles, electronics, hamburgers, televisions, cameras, computers, insurance services and medical drugs. There is nothing common among these companies except their intense desire to tap into the market created by the Olympic Games. What does the IOC have to do with these companies? Nothing but an interest in the money they offer. These kinds of partnerships or networks are often labelled as strategic alliances [20].

In another form of organizational network, the member organizations engage in a common set of activities and demonstrate a pattern of interrelationships to attain collective and individual goals and resolve problems that arise among them [6]. The trade associations and the professional associations would fall under this category. Some examples of this type of network of organizations in sport are The Fitness Industry Association, The Sporting Goods Manufacturers Association, and the International Association of Sports Law.

In yet another form of interorganizational networks, the member organizations create a superordinate external agency to monitor the members’ behaviours, and coordinate and direct members’ efforts toward common goals. This central agency is also given the power to make decisions and rules, and to impose sanctions when a member organization violates its rules [14]. The NCAA in the United States is an example of an interorganizational network that links university athletic departments that produce the same services with similar goals and operating in comparable organizational contexts. Even though the universities possess different characteristics and have divergent interests, they collaborate with each other to regulate their own activities and promote intercollegiate sport. The international sport federations such as FIFA (football) and FIBA (basketball) are interorganizational networks at the global level which control and coordinate the activities of the NSGBs. These NSGBs, in turn, govern the provincial or state level counterparts which are interorganizational networks in their own right operating specific geographic regions within the country. Our focus here is on this national network of member organizations of which the national sport governing body is at the apex.

Provan and Kenis [16] refer to three forms of network based primarily on how they are governed. The first kind of network is where all of the members engage in making decisions affecting them individually and the collective. In the second form, the network members authorize one of the members to make decisions on their behalf or they may follow the leadership of a strong member. The third form is where the members are governed by a superordinate entity and such an entity can

be the creation of the members themselves or mandated by an external agent such as a government. The NSGB would be the third kind which is, in fact, constituted by elected representatives of the member units.

NSGB Compared to a State

Schneider and Grote [18] speak of four kinds of social orders—a *community*, the *market*, the *state*, and the *association* such as a NSGB. These are the institutional rule systems that govern how individuals and collectives pursue their self-interests. In a *community*, one's self-interests are made subordinate to the collective interest. In contrast, however, individuals and organizations in a *market* are encouraged to pursue their own self-interest and compete with others in the market in order to survive in the economic struggle. The *state* exists because individuals delegate the pursuit of their self-interest to the collective power of the state, and authorize it to pursue such a common interest even with force, if necessary. An *association* is similar to a state in that it also pursues common interest of its members but does not have the same kind of power as a state. Thus, the NSGB as an association of its members resembles the state. More specifically, it resembles a federal state where the member units select their representatives to the national association which is given the authority to govern their activities keeping in focus the needs of both the members and the national association.

NSGB as a Monopoly and Monopsony

Another unique feature of a NSGB is that it is both a *monopoly* and a *monopsony* in the same market. While a monopoly represents a situation where there is only one seller of a product, a monopsony is where there is only one buyer of a product. A NSGB is a monopoly within the national borders because no other entity within the nation has any control or power over the affairs of the sport in question. As it is the sole representative of the international federation within the national borders, it has the monopolistic power. At the same time it is also a monopsony because it is the only buyer of the talent produced by member organizations in so far as the selection of the national teams is solely in the hands of the NSGB. That is, nobody else can form a national team and take it to international competitions. While being a monopoly as well as a monopsony enhances the power of the NSGB, it also underscores the responsibilities associated with those positions, i.e., responsibilities to constituent units.

Apical Responsibilities of a NSGB

Being at the apex of a network of organizations as shown in Figure 1, having the authority to govern the association and member units, and being a monopoly

as well as a monopsony in relation to those member units, a NSGB has several responsibilities or duties toward member organizations. In the following section, we advance some of those *apical* functions or responsibilities of a NSGB. Most of the apical functions we identify are derived from the literature while the rest are a function of conceptual exercise on our part.

Governing Member Organizations

As its name implies, the fundamental apical task of a NSGB is to govern the member organizations as per its constitution approved by the general body. Such governance would ensure that each and every member organization follows the rules and regulations, and the NSGB would take steps to punish those who violate those rules. It must also exercise its authority to check and regulate its member's activities to be consistent with their own rules as well as those of the parent bodies such as the international federation, the National Olympic Committee (NOC), and the government agencies.

Guarding Democracy in the NSGB

The true strength of the NSGB lies in the democratic processes within its network. Accordingly, it is an important responsibility of the NSGB to maintain and sustain the integrity of the democratic processes within its ranks. This responsibility would entail first being accountable to the governed because it is the governed who elect the representatives to the governing apex. The NSGB should also ensure equal representation and equal rights of participation of all member units which would ensure equal representation of all of them. Finally, equal participation in a democracy is meaningful only to the extent that all members are privy to all the information pertinent to the issues debated. Hence, the NSGB should ensure free exchange of all relevant information among all participants in the network.

Fostering Cooperation and Collaboration among Member Units

In conjunction with ensuring democratic processes within the network, the NSGB should also facilitate the pleasant and productive interactions among member organizations. These interactions should result in better coordination of interdependent activities among member organizations and foster cooperation among them. The cooperative and coordinated interactions among members should, in turn, lead to free flow of information and sharing of knowledge and, reductions in uncertainty in transactions among member organizations. Hence, an important network function for the NSGB is to facilitate and foster healthy relationships among member organizations [10; 14; 15].

Creating Trust

If member organizations are to follow the initiatives of the NSGB and abide by its directions, they must trust that the NSGB's actions are in their best interests of its members and the sport it governs [16]. In a similar manner, the NSGB has to cultivate the trust between itself and the other NSGBs which in one sense are competitors for scarce resources. In several instances, it may be necessary to form alliances with competing NSGBs to satisfy mutual interests, and the health and strength of such alliances would be based on the trust among the NSGBs. By the same token, the NSGB needs to create the trust between itself and the government agencies and the sponsoring entities which are major sources of resources.

Generation and Sharing of Revenues

A NSGB should be involved in generating monetary resources by gaining sponsorships for the sport and the sport organization, negotiating TV contracts, securing donations, seeking government funds, and licensing and ticketing. The NSGB should not be content with seeking enough resources to manage its own affairs and finance its national teams. Instead, its apical responsibility would dictate that it generates even larger amounts to be shared with member organizations.

A good example from our context is the IOC itself. It generated 8.04 billion US dollars during the years from 2009 to 2012. The income distribution was 47% from broadcasting, 44% from sponsorships, 5.6% from ticketing, and 3.4% from licensing. Forty nine percent of the broadcast revenue goes to the Organizing Committee. Of the total IOC revenue, 90% is distributed to the membership directly or through the various programs of the IOC [9]. This phenomenal achievement can serve as a model for all NSGBs. Obviously, the total amount generated by the IOC cannot be matched by the lowly NSGBs but the idea of distributing part of the revenues to members is a model they can follow.

Enhancing Member Capacity to Generate Funds

It is also incumbent on the NSGB to facilitate the fund raising efforts of its member organizations. It can educate them on the dynamics of securing sponsorships, TV contracts, donations and government funds. The NSGB could also steer some of its own sponsors and donors toward member organizations as well as put its own stamp behind member organizations' effort to generate funds. In sum, the NSGB should try to create greater access to resources for member organizations [17]. In their analysis of the NCAA as an interorganizational network, O'Rourke and Chelladurai [12] identified a similar function for the NCAA and labelled it *Marketing and Development* where the NCAA helps its constituent members develop and market new products and services, and secure funds through donations, sponsorships, and grants.

Facilitating Effective Management of Member Organizations

The NSGB should also pass on its expertise and knowledge to the member organizations. Such efforts should result in improved day-to-day operations of member organizations, and new managerial skills/techniques among the staff [7]. It should also help to improve the management of the finances of member organizations. A good example demonstrating this function is that of Olympic Solidarity's Master Executif en Management Des Organisations Sportives/*Executive Masters In Sports Organisation Management* (MEMOS) program. In collaboration with the Université catholique de Louvain in Belgium and 12 other universities from all over the world, Olympic Solidarity subsidizes the MEMOS program to facilitate the training of office-bearers of national Olympic committees and NSGBs around the world. Programmes are also carried out at national level by some National Olympic Committees. One of the apical functions of the NCAA identified by O'Rourke and Chelladurai [12] as *Management Enhancement* where the NCAA assists member institutions enhance their managerial skills and techniques so that they are run more efficiently and effectively.

Managing Diversity

Sport governing bodies lag behind the trend in business, industry and politics in terms of gender equality and inclusivity in management and coaching of sports. NSGBs should take steps to increase the number of women in its managerial and coaching ranks. In addition, they should also encourage (or coerce, if necessary) their member organizations to equitably distribute the management and coaching jobs to men and women. Such efforts would be consistent with IOC's emphasis on the promotion of women in sport at all levels and in all structures [8].

Promotion of the Sport

It is trite to say that the greater the popularity of the sport the greater the possibility of the flow of resources. That is, sponsors, broadcasters, and even donors would like to support those sports that are more popular and more victorious. Hence, it is important that every NSGB tries to popularize its own sport. Consider, the growth and clout of the International Cricket Council. Years ago only a few nations had the fetish for cricket (e.g., Australia, England, India, New Zealand, Pakistan, and West Indies). Today, thanks to the ICC's developmental programs, there are nearly 100 member countries that have embraced the game. It just did not happen. It is the result of tireless and innovative promotional campaigns that has made volleyball so popular.

Protecting the Image of the Sport

One of the apical responsibilities of the NCAA identified by O'Rourke and Chelladurai [12] was *Image Projection* where the NCAA protects the integrity of, and projects a positive image for intercollegiate athletics and member institutions. In a similar manner, another significant responsibility for the NSGB is to project and protect the image of the sport. This entails securing the integrity of the sport and ensuring ethical conduct by all involved in the sport. Some of the serious problems facing all sports are the use of performance enhancing drugs, illegal betting, match-fixing and cheating. While it is necessary to punish the athletes guilty of these offenses, it is even more imperative that the NSGBs undertake preventive measures that would include educational programs highlighting the harmful effects of such illicit behaviours. Such education would also emphasize the importance of adherence to rules even when one questions the rationality of the rules.

Developing New Products

Several sports governing bodies have offered new products in terms of the altered forms of the sport itself, and the number and variety of competitions in that sport (e.g., the Twenty20 form of cricket, futsal, beach football, beach volleyball, and rugby seven). As for variety in competitions, the NSGB can organize competitions for age groups in both genders, and across various regions of the country.

Guiding Pursuit of Excellence

Most of the NSGBs around the world have the pursuit of excellence and victories in international competitions as the primary goal. In this regard, the NSGB needs to focus on (a) identification and development of athletic talent, (b) provision of expert coaching and scientific support, (c) organizing coaching and training camps, (d) conducting of regional, national, and international competitions, and (e) preparing the teams for international competitions. A significant component of this function is the training and certification of coaches and officials. Such training would emphasize not only the technical aspects of the sport (e.g., teaching of the skills, team building, the tactics and strategies in competitions, etc.) but also the purity of, and fairness in the pursuit of excellence in a given sport.

More importantly, the NSGB would endeavour to instil in everyone the virtues of achieving excellence through personal determination, sacrifice, and deliberate practice. Taking unfair advantage is not limited to using performance enhancing drugs. Unsportsmanlike conduct such as taunting and goading opponents with racial slur, and the beautiful art of diving in football are all means of gaining an advantage. Similarly, tampering with the ball by pitchers in baseball, bowlers in cricket, and quarterbacks in American football changing the specifications of equipment

and facility are all immoral means of gaining an advantage. It is the responsibility of the NSGB to educate the athletes on the unethical nature of these activities and dissuade them from trying to gain an unfair advantage through such means.

Athlete Welfare

Another NSGB responsibility will be the welfare of the athletes. As the national team athletes are the most significant stakeholder group, attending to their welfare is perhaps the most important priority for the NSGB. These athletes because of their total involvement in pursuit of excellence in their sport do not pay attention to other significant facets of their life. They do not have the time or the inclination to develop their life skills, career planning, and eventual transition out of pursuit of excellence. Hence it becomes part of the NSGB's network function to institute and carry out effective programs to counsel and guide the athletes in these areas. There are very good models for these programs such as the Athlete Career and Education (ACE) program of Australian Olympic Committee (Australian Sports Commission, n.d.) and the Athlete Career Program (ACP) of the United States Olympic Committee (USOC, n.d.). By the same token, the NSGB should also take efforts to mobilize and supplement the resources of their member organizations to attend to the welfare of the athletes under their charge.

Leadership

The final function in our list is leadership. As noted, the fundamental strength of an NSGB comes from the democratic processes built into it. While democracy would ensure that preferences and needs of all members would be addressed in collective action, it could also lead to a state where the NSGB would be reduced to addressing minor issues that have consensus and setting aside major issues which are contested. Such a process would result in stagnation and status quo. The NSGB has to move beyond this "lowest common denominator" syndrome and take on the leadership role in taking the organization and its members in challenging and productive new directions. It would entail defining new priorities with an action plan, articulating clear policy platforms, and taking credible positions. In the leadership role, the NSGB would show the member organizations new ways of *doing* things as well as educate them on new ways of *thinking* through opportunities and obstacles.

Discussion

We have described some of the functions of a NSGB as an apex of the inter-organizational network of member organizations who are themselves sport governing organizations in their respective territories. Deriving a more comprehensive and

meaningful list of such functions would entail in depth interviews with representatives of both the apex and the constituents of a given network. Future research may also group those apical functions into *transactional* (those that relate to resource acquisition or gains in performance) and *transformational* (those that affect the ways of thinking, acting or both). It may also be useful to classify the functions into *governance* functions and *service* functions. Such future research may also verify if the variety and significance of the apical functions vary based on the popularity of the sport within a nation and its economic, cultural, and other contextual factors. In the following sections we discuss some of the implications of viewing a NSGB as the apex of an interorganizational network.

Mission Statement

As a first step, NSGBs should be encouraged to list their apical responsibilities to member organizations as a set of objectives in their mission and vision statements. Every NSGB should consider having a clear-cut and strong statement of its vision, mission, and objectives which details its apical purposes and processes. Such a statement should refer to the NSGB's commitment to (a) governing as well as serving constituent member organizations and athletes, (b) being responsive to the community associated with the sport, (c), identifying and developing the athletes, (d), equity where the NSGB programs are accessible to all sectors of the community, and (e) being ethical in all its activities. The absence of such a forthright vision and mission statement itself can be considered a sign of ineffectiveness.

Structural Alignment

A clear statement of the apical functions of a NSGB may also highlight the appropriateness or otherwise of the existing differentiation among the administrative units of the NSGB and verify if the roles and responsibilities assigned to each reflect the apical functions. Such an effort may also indicate the reorganization and restructuring of the NSGB so that units within it are aligned with the apical functions. Further, it will also bring into question if persons occupying various positions in the NSGB do have the commensurate skills and aptitudes to carry out the associated apical functions. In addition, the planning and budgeting processes may also be made to be consistent with the role of the NSGB as the apex of the network and its apical functions.

Education and Training

The educational and training programs designed for NSGB administrators may also adopt the network perspective and emphasize the apical duties of the NSGB

toward their two critical stakeholders groups—the territorial sport governing units and the participants in the sport. As Provan and Kenis [16] noted, the success of the network and its apex is contingent on the managers of the apex possessing those “network” competencies that would recognize the critical roles of the apex, identify the appropriate activities to fulfil those roles, and execute those activities efficiently. Some of the international federations and the International Olympic Committee (IOC) have instituted several programs to train the administrators of national sport governing bodies. For instance, Olympic Solidarity’s MEMOS educational program to train the executives of National Olympic Committees and NSGBs from around the world could include a session to highlight the apical functions of a NSGB and the responsibilities of the administrators thereof.

Organizational Effectiveness

Several authors have investigated the effectiveness of NSGBs from different perspectives in different continents [3; 11; 13; 19; 23]. These studies and the earlier ones have expanded our understanding of the nature and dynamics of organizational effectiveness. Several of the effectiveness dimensions (and items therein) identified in the literature do relate to some of the network functions as we have outlined. However, the dimensions identified in these studies do not tap into the effectiveness of the NSGBs in carrying out all of their apical functions. Thus, future research on organizational effectiveness of NSGBs needs to devise additional tools and methods of qualitative and quantitative research to measure the effectiveness of a NSGB in achieving its apical functions.

A unique feature of a network is that its effectiveness needs to be judged at both the network and constituent level. That is, it is feasible and necessary to assess the intended outcomes at the national level as well as at the provincial or regional level. The effectiveness indicators at the national level could be the performance of the national teams in international competitions, the increase in the popularity of the sport, the number of sponsorships secured, the extent of publicity the sport has garnered and etc. Its effectiveness at the constituent level will best be judged by the office-holders at the provincial/state/regional level on the basis of how well the NSGB has carried out its apical functions. A correlated, but secondary, set of effectiveness measures at the constituent level would be how well each constituent does in national competitions, how much money each has generated, how many athletes each has contributed to the national teams, and so on.

Tensions in Network Management

Provan and Kenis [17] point out three tensions inherent in the management of a network. The first critical tension NSGB faces is between *inclusiveness* and *efficiency*. Efficient operation at the apex level would entail highly professionalized

as well as bureaucratized structure and processes whereas inclusiveness would call for participation of all members in making decisions and sharing of the resources and bounties equally among all members. Efficiency has been the major impetus for governments of several countries to fund the hiring of professionals to administer their respective NSGBs. While the advent of paid professional administrators has resulted in some conflict between them and the volunteer board members, the issue raised here is between the NSGB as the apex as a whole (including professional and volunteer administrators) and the constituent members. As noted, a major function of the NSGB is to ensure the democratic process of including every member unit in the deliberations affecting the whole network.

Another tension cited by Provan and Kenis [17] is that between internal and external legitimacy. Internal legitimacy relates to how well the apex coordinates the activities of the competing units within the network. Legitimacy at the internal level is based on perceptions of member units that they are treated equitably and their concerns are addressed adequately. External legitimacy is related to cultivating healthy relationships with external stakeholders (e.g., the government, the media) whose support is vital to network functioning. In attempts to gain such external legitimacy, the NSGB may be treading on the legitimacy within the network. For instance, deciding to hold an event at an unusual time to satisfy the media's demand may, in fact, hurt the internal legitimacy. That is, the concern with the external legitimacy overrides the basis of internal legitimacy. Under such circumstances, the managers at the apex level should assuage the concerns of the member units by communicating clearly the need why an action is needed to gain external legitimacy and how that action benefits the network as a whole.

The third tension of Provan and Kenis [17] is between flexibility and stability. A NSGB should be flexible enough to adjust to broader environmental contingencies which often fluctuate often and dramatically. The success of the network is largely dependent on how adept it is in sensing those environmental changes and how smooth and speedy its adaptations are to those changes. In the process, the NSGB should also be careful not to jeopardize the efficient functioning of the network because member organizations may not have the time and ability to absorb and implement the fast and frequent changes the apex imposes. Therefore, it is necessary for the NSGB to pace the process of change to be commensurate with the capabilities of member units and, at the same time, facilitate the capacity of member units to cope with, and manage such changes.

Conclusions

While several authors have alluded to the network functions and the effectiveness dimensions described earlier, these efforts are only tangential in targeting the apical functions of the NSGBs. What we advocate here is that:

1. The NSGB take a deliberate and purposeful effort to apply the network perspective as a lens to analyse and streamline its apical operations and their effectiveness.

2. The NSGB needs to create greater access to resources for constituent units, facilitate the financial performance of member units [7].
3. The NSGB foster sharing of knowledge and learning among member institutions [10].
4. The NSGB reduce variety and uncertainty in transactions among member units [14], and
5. The NSGB contribute to the coordination of interdependent activities among member institutions [15].

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**Nacionalinių sportas valdymo organų funkcijos:
tinklinio bendradarbiavimo perspektyva**

Anotacija

Nacionaliniai sporto valdymo organai (NSGBs), t.y. nacionalinės sporto šakų federacijos skiriasi nuo kitų ne pelno organizacijų, nes jos yra mechanizmai sukurti valdyti kitas sporto organizacijas teikiančias paslaugas atitinkamose sporto šakose. Šis formalus statusas suteikia NSGB tinklinio bendradarbiavimo su konkrečios sporto šakos organizacijomis vaidmenį. Šis konceptualus straipsnis apibrėžia sporto organizacijų tinklo viršūnės prigimtį ir apibūdina unikalias funkcijas, susijusias su šiuo vaidmeniu.

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