



Public seminar in Leuven
Play the Game: National Sports Governance Observer
(13 November 2018)

Good governance in European and international sport:
window dressing or real change?

“Results in Germany”



Score: 37%		P.	Average scores	
Dimension				
Transparency 45%	1.		80%	
	2.		41%	
	3.		14%	
	4.		52%	
	5.		85%	
	6.		33%	
	7.		11%	
Democracy 31%	8.		72%	
	9.		0%	
	10.		4%	
	11.		39%	
	12.		6%	
	13.		58%	
	14.		60%	
	15.		44%	
	16.		33%	
	17.		33%	
	18.		17%	
	19.		14%	
	20.		19%	
Internal accountability 39%	21.		37%	
	22.		22%	
	23.		32%	
	24.		71%	
	25.		33%	
	26.		54%	
	27.		52%	
	28.		22%	
	29.		22%	
	30.		61%	
	31.		14%	
	32.		43%	
	33.		62%	
	34.		16%	
Societal responsibility 31%	35.		30%	
	36.		17%	
	37.		30%	
	38.		80%	
	39.		52%	
	40.		21%	
	41.		31%	
	42.		20%	
	43.		17%	
	44.		15%	
	45.		44%	
	46.		13%	

Not fulfilled	Weak	Moderate	Good	Very good
0-19%	20-39%	40-59%	60-79%	80-100%

Average scores

NOT individual scores:

Large variance

- between the nine federations in comparison
- between different principles within a dimension for many federations

Score: 37%		P.	Average scores
Dimension			
Transparency 45%	1.		80%
	2.		41%
	3.		14%
	4.		52%
	5.		85%
	6.		33%
	7.		11%
Democracy 31%	8.		72%
	9.		0%
	10.		4%
	11.		39%
	12.		6%
	13.		58%
	14.		60%
	15.		44%
	16.		33%
	17.		33%
18.		17%	
Internal accountability 39%	19.		14%
	20.		19%
	21.		37%
	22.		22%
	23.		32%
	24.		71%
	25.		33%
	26.		54%
	27.		52%
	28.		22%
	29.		22%
	30.		61%
	31.		14%
	32.		43%
Societal responsibility 31%	33.		62%
	34.		16%
	35.		30%
	36.		17%
	37.		30%
	38.		80%
	39.		52%
	40.		21%
	41.		31%
	42.		20%
	43.		17%
	44.		15%
	45.		44%
	46.		13%

Transparency (**moderate**)

Very Good-/ Good-Principles:

1: Publication of their statutes, internal regulations and sport rules on the website

>> Stable and permanent information

Moderate-/ Weak-Principles:

2: Agendas and minutes of the general assembly

4: Information about board members

6: Annual report

>> Little awareness, limited resources

Not fulfilled-Principles:

3: Board decisions

7: Remuneration

>> Sensitive information about personnel and financial matters >> avoid misinterpretation

>> Exclusive information for the members

>> exclusion of broader stakeholders

Not fulfilled	Weak	Moderate	Good	Very good
0-19%	20-39%	40-59%	60-79%	80-100%

Score: 37%		P.	Average scores	
Dimension				
Transparency 45%	1.		80%	
	2.		41%	
	3.		14%	
	4.		52%	
	5.		85%	
	6.		33%	
	7.		11%	
Democracy 31%	8.		72%	
	9.		0%	
	10.		4%	
	11.		39%	
	12.		6%	
	13.		58%	
	14.		60%	
	15.		44%	
	16.		33%	
	17.		33%	
	18.		17%	
	19.		14%	
	20.		19%	
Internal accountability 39%	21.		57%	
	22.		22%	
	23.		32%	
	24.		71%	
	25.		33%	
	26.		54%	
	27.		52%	
	28.		22%	
	29.		22%	
	30.		61%	
	31.		14%	
	32.		43%	
	33.		62%	
	34.		16%	
Societal responsibility 31%	35.		30%	
	36.		17%	
	37.		30%	
	38.		80%	
	39.		52%	
	40.		21%	
	41.		31%	
	42.		20%	
	43.		17%	
	44.		15%	
	45.		44%	
	46.		13%	

Not fulfilled	Weak	Moderate	Good	Very good
0-19%	20-39%	40-59%	60-79%	80-100%

Democracy (**weak**)

Good-Principles:

8: Election of board members

>> Formal procedures (statutes)

14: Regular board meetings

>> Practical procedures (internal regulations)

Moderate-/ Weak-/Not fulfilled-Principles:

15-19: Participation of athletes, referees, coaches, volunteers, employees

>> Little experiences

Not fulfilled-Principles:

9: Policy for differentiated board (profiles...)

12: Term limits

>> Limited number of candidates

10: Nomination committee

>> If there is only one candidate...

20: Gender equality policy

>> Little awareness

Score: 37%		P.	Average scores	
Dimension				
Transparency 45%	1.		80%	
	2.		41%	
	3.		14%	
	4.		52%	
	5.		85%	
	6.		33%	
	7.		11%	
Democracy 31%	8.		72%	
	9.		0%	
	10.		4%	
	11.		39%	
	12.		6%	
	13.		58%	
	14.		60%	
	15.		44%	
	16.		33%	
	17.		33%	
	18.		17%	
	19.		14%	
	20.		19%	
Internal accountability 39%	21.		37%	
	22.		22%	
	23.		32%	
	24.		71%	
	25.		33%	
	26.		54%	
	27.		52%	
	28.		22%	
	29.		22%	
	30.		61%	
	31.		14%	
	32.		43%	
	33.		62%	
	34.		16%	
Societal responsibility 31%	35.		30%	
	36.		17%	
	37.		30%	
	38.		80%	
	39.		52%	
	40.		21%	
	41.		31%	
	42.		20%	
	43.		17%	
	44.		15%	
	45.		44%	
	46.		13%	

Not fulfilled	Weak	Moderate	Good	Very good
0-19%	20-39%	40-59%	60-79%	80-100%

Internal accountability (**weak**)

Good-Principles:

24: Clear governance structure (for all fed's!)
 >> Management: responsible for the organisation's operational policy (full-time)
 >> Board: final authority over the organization's budget and finances; control of management
 30: Code of conduct (for all fed's!)
 >> Awareness; easy to adapt

Moderate-Principles:

26+27: Audit commission and financial control
 >> sufficient standard but not more

Weak-/Not fulfilled-Principles (large variance!):

Diverse: Conflicts of interest and complaint procedure
 Diverse: Board: self-evaluation, resignation procedures, eligibility rules
 >> Little experience >> Learning processes

Score: 37%		P.	Average scores	
Dimension				
Transparency 45%		1.		80%
		2.		41%
		3.		14%
		4.		52%
		5.		85%
		6.		33%
		7.		11%
Democracy 31%		8.		72%
		9.		0%
		10.		4%
		11.		39%
		12.		6%
		13.		58%
		14.		60%
		15.		44%
		16.		33%
		17.		33%
		18.		17%
Internal accountability 39%		19.		14%
		20.		19%
		21.		37%
		22.		22%
		23.		32%
		24.		71%
		25.		33%
		26.		54%
		27.		52%
		28.		22%
		29.		22%
		30.		61%
		31.		14%
		32.		43%
		33.		62%
Societal responsibility 31%		34.		16%
		35.		30%
		36.		17%
		37.		30%
		38.		80%
		39.		52%
		40.		21%
		41.		31%
		42.		20%
		43.		17%
		44.		15%
		45.		44%
		46.		13%

Not fulfilled	Weak	Moderate	Good	Very good
0-19%	20-39%	40-59%	60-79%	80-100%

Societal responsibility (**weak**)

Very Good- ...not fulfilled-Principles:

36-45: policies (large variance!)

38: **Anti-Doping** (for all fed's)

>> Core policy: competitive sport

39+45: **Social inclusion and sport for all** (0-100%)

>> Traditional policy, legitimation for non-profit

40-42: **Anti-discrimination, gender equality, Anti-match-fixing** (0-100%)

43+44: **Environmental sustainability, dual careers**

>> Limited resources

Score: 37%		P.	Average scores	
Dimension				
Transparency 45%	1.		80%	
	2.		41%	
	3.		14%	
	4.		52%	
	5.		85%	
	6.		33%	
	7.		11%	
Democracy 31%	8.		72%	
	9.		0%	
	10.		4%	
	11.		39%	
	12.		6%	
	13.		58%	
	14.		60%	
	15.		44%	
	16.		33%	
	17.		33%	
	18.		17%	
	19.		14%	
	20.		19%	
Internal accountability 39%	21.		37%	
	22.		22%	
	23.		32%	
	24.		71%	
	25.		33%	
	26.		54%	
	27.		52%	
	28.		22%	
	29.		22%	
	30.		61%	
	31.		14%	
	32.		43%	
	33.		62%	
	34.		16%	
Societal responsibility 31%	35.		30%	
	36.		17%	
	37.		30%	
	38.		80%	
	39.		52%	
	40.		21%	
	41.		31%	
	42.		20%	
	43.		17%	
	44.		15%	
	45.		44%	
	46.		13%	

Thanks!

Not fulfilled	Weak	Moderate	Good	Very good
0-19%	20-39%	40-59%	60-79%	80-100%

Score: 37%		P.	Average scores	
Dimension				
Transparency 45%	1.		80%	
	2.		41%	
	3.		14%	
	4.		52%	
	5.		85%	
	6.		33%	
	7.		11%	
Democracy 31%	8.		72%	
	9.		0%	
	10.		4%	
	11.		39%	
	12.		6%	
	13.		58%	
	14.		60%	
	15.		44%	
	16.		33%	
	17.		33%	
	18.		17%	
	19.		14%	
	20.		19%	
Internal accountability 39%	21.		37%	
	22.		22%	
	23.		32%	
	24.		71%	
	25.		33%	
	26.		54%	
	27.		52%	
	28.		22%	
	29.		22%	
	30.		61%	
	31.		14%	
	32.		43%	
	33.		62%	
	34.		16%	
Societal responsibility 31%	35.		30%	
	36.		17%	
	37.		30%	
	38.		80%	
	39.		52%	
	40.		21%	
	41.		31%	
	42.		20%	
	43.		17%	
	44.		15%	
	45.		44%	
	46.		13%	

Not fulfilled	Weak	Moderate	Good	Very good
0-19%	20-39%	40-59%	60-79%	80-100%

Outlook:

Closer look at...

...the national setting

>> federal structure

>> special status of the regional member *federations*

...internal struggle

>> competences and hierarchy

>> regional *associations*

...capacities

>> resources: time, money and staff

>> problems: inefficiency, mismanagement

...