

SPORT 4
GOOD GOVERNANCE

Sport for Good Governance

Survey results and development of a Sport 4 Good Governance Index

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Preamble

Objectives of the project Sport 4 Good Governance (S4GG)

- Analyse and elaborate on the “Basic Universal Principles of Good Governance of the Olympic and Sports Movement”
- Research and analyse the implementation of the principles by sport organisations in the EU-27
- Organise peer review meetings to get in depth-knowledge on governance and good practices
- Design educational tools to promote good governance and provide support for implementing good governance principles

-> Focus of the survey is the analysis of the principles and how they are perceived and implemented by sport organisations in Europe

Method

Method

Survey

- Online
- Convenience sample: E-Mail with link to questionnaire was sent out to all NOCs and use of personal contacts
- Field time: 19.03.2012-20.04.2012
- $n=137$ (reduced to $n=130$ due to missing data)

Method

Participant characteristics

- Organisations from 29 European countries participated in the survey
- More than half of the organisations came from Cyprus, Italy and Slovakia (62,1 %)

- 91 % of the organisations were classified as 'national'
- 16 % of the organisations were classified as a member of the NOC
- 67 % of the organisations were concerned with Olympic sports
- 63 % of the organisations knew the principles of Good Governance of the Olympic and Sports Movement

Index creation

Basic Universal Principles of Good Governance of the Olympic and Sports Movement

- 1) Vision, mission and strategy
- 2) Structures, regulations and democratic process
- 3) Highest level of competence, integrity and ethical standards
- 4) Accountability, transparency and control
- 5) Solidarity and development
- 6) Athlete's involvement, participation and care
- 7) Harmonious relations with governments while preserving autonomy

-> Focus on three dimensions: 2, 3 & 4 (consensus of February meeting in Vienna)

Index creation

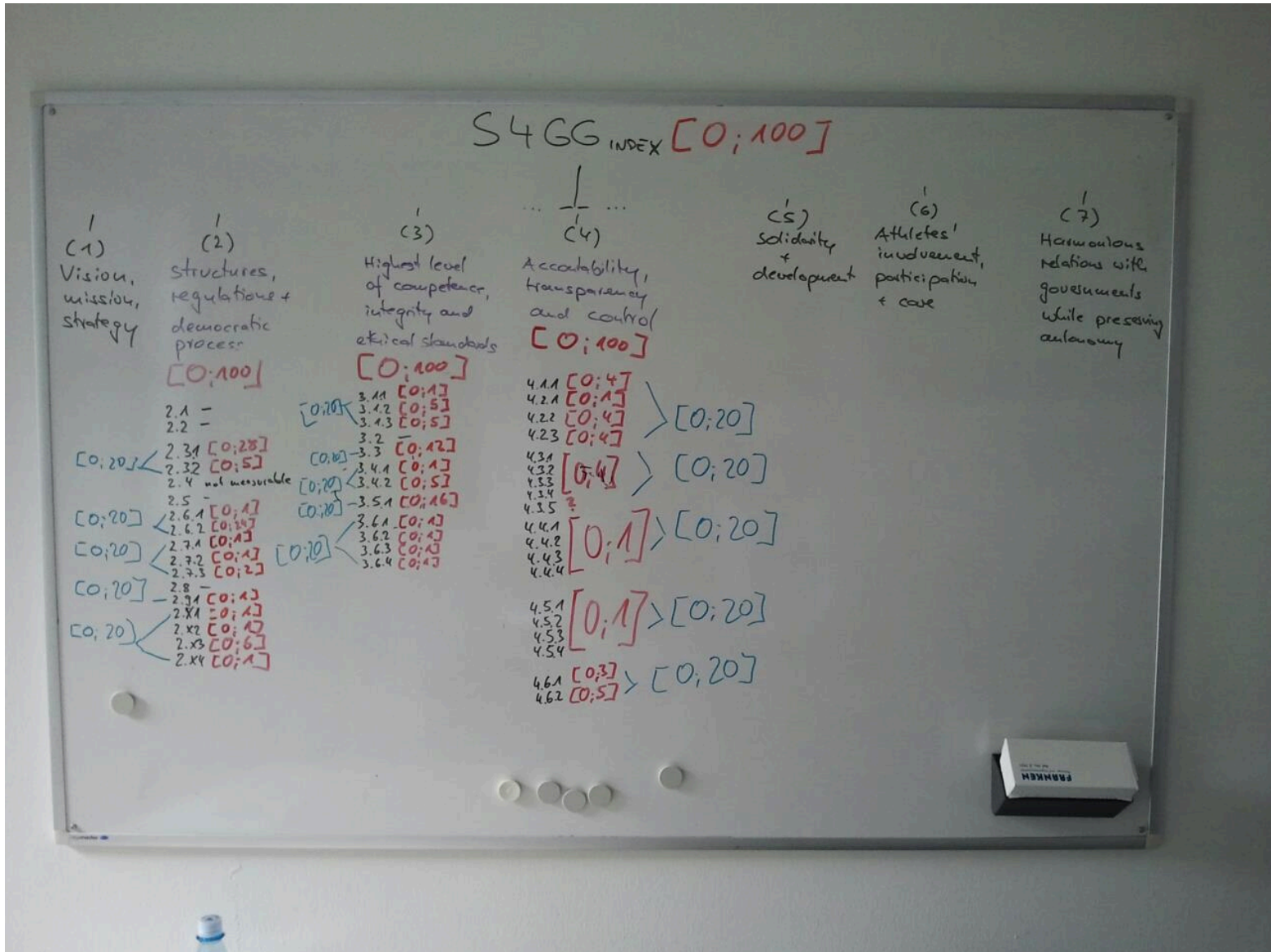
Development

- Based on the “Basic Universal Principles of Good Governance of the Olympic and Sports Movement” an index was developed
- The index is based on the survey results (e.g. Question 15 of the survey about having a standing or adhoc committee with specific responsibilities in the governance and operation of the organisation was part of dimension 2.6 ‘Attributions of the respective bodies’)
- There are three different types of indices
 - An overall S4GG index
 - An index for each of the three dimensions 2, 3 & 4
 - An index for each of the sub-dimensions of 2, 3 & 4

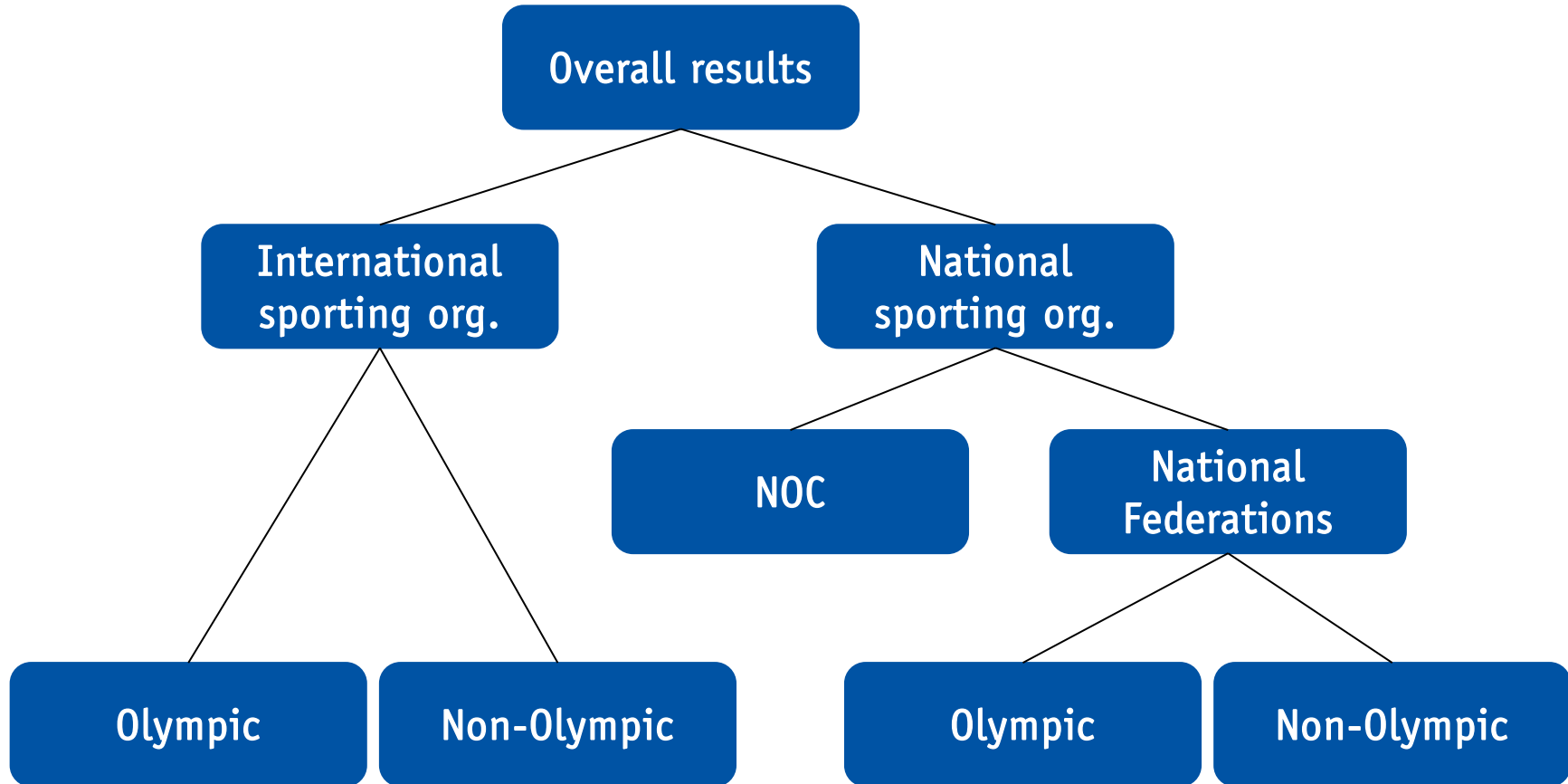
Index creation

Development

- The index was standardised (ranging from '0' to '100'* with '0' indicating a low level and '100' a high level of good governance) to allow comparisons for the overall S4GG index and the dimensions 2,3 & 4
- Beside the general standardisation on a scale from 0 to 100, for the sub-indices a different standard was established, depending on the number of sub-indices. That means for dimension 2, five sub-indices were created (each ranging from 0 to 20 totalling in a sum of 100) since information was available based on the survey for the dimensions 2.3, 2.6, 2.7, 2.9 & 2.10



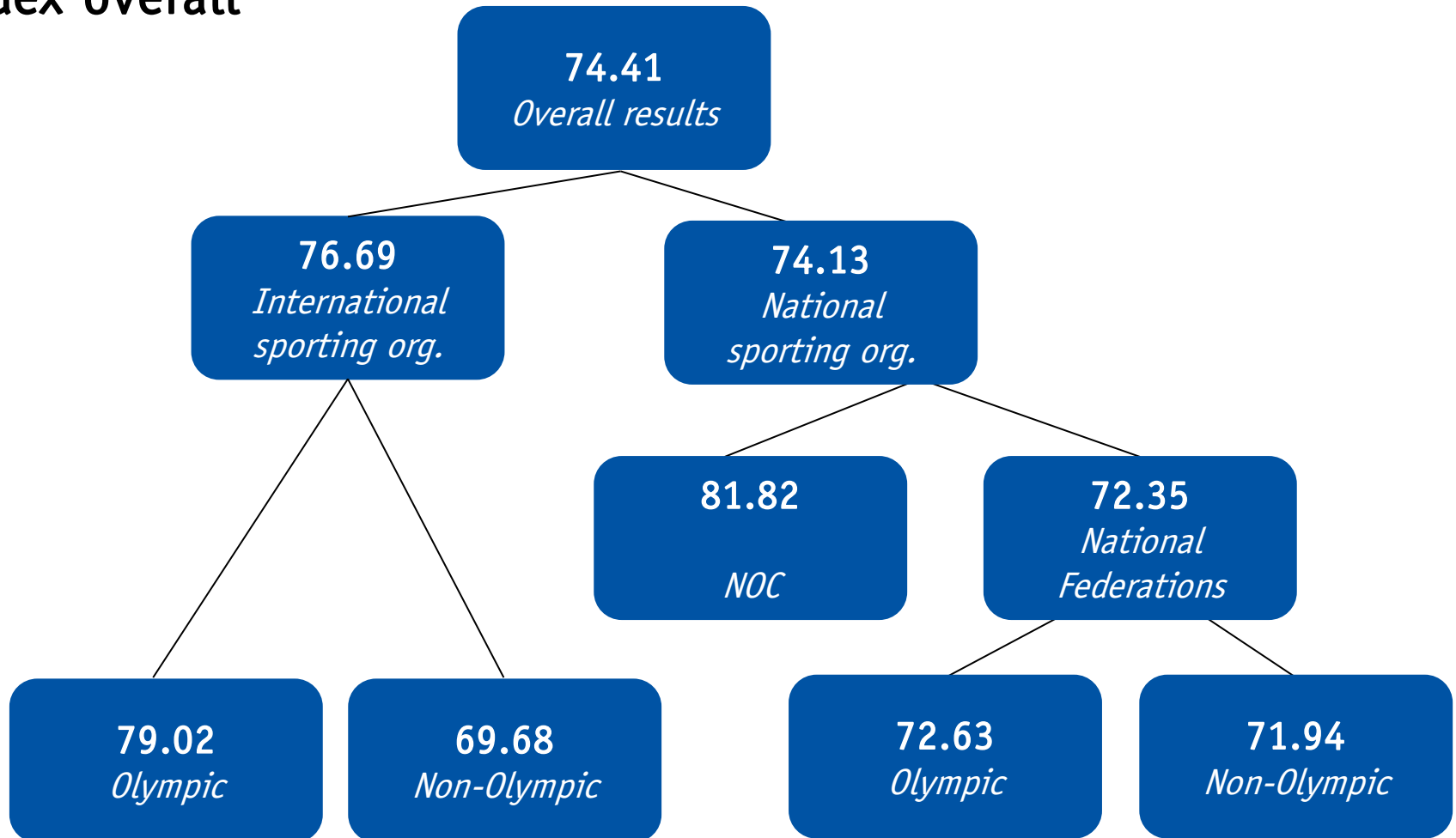
Method



Results

Index overall

Index overall



Scale from 0 to 100

Index overall

Main findings

- On a scale from 0 to 100, the overall S4GG index amounts to 74.41
- International sporting organisations scored higher on the (self-reported) index
- Within the national organisations, the NOCs had a higher index than other federations
- Organisations concerned with Olympic sports have a higher index than organisations concerned with non-Olympic sports

Recommendations

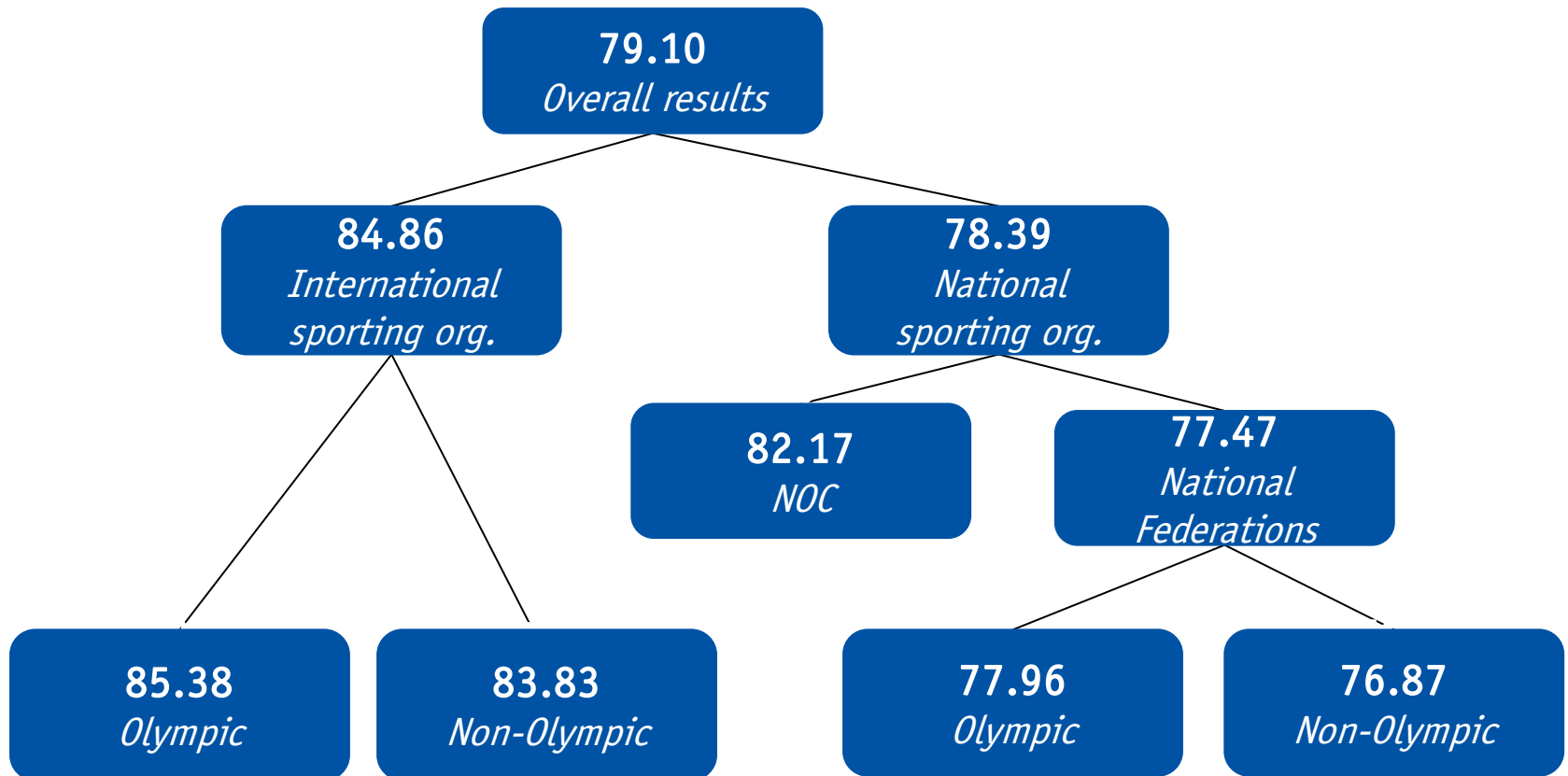
- International non-Olympic and national federations would probably benefit most from a tool-kit

Results

Index for dimensions 2, 3 & 4

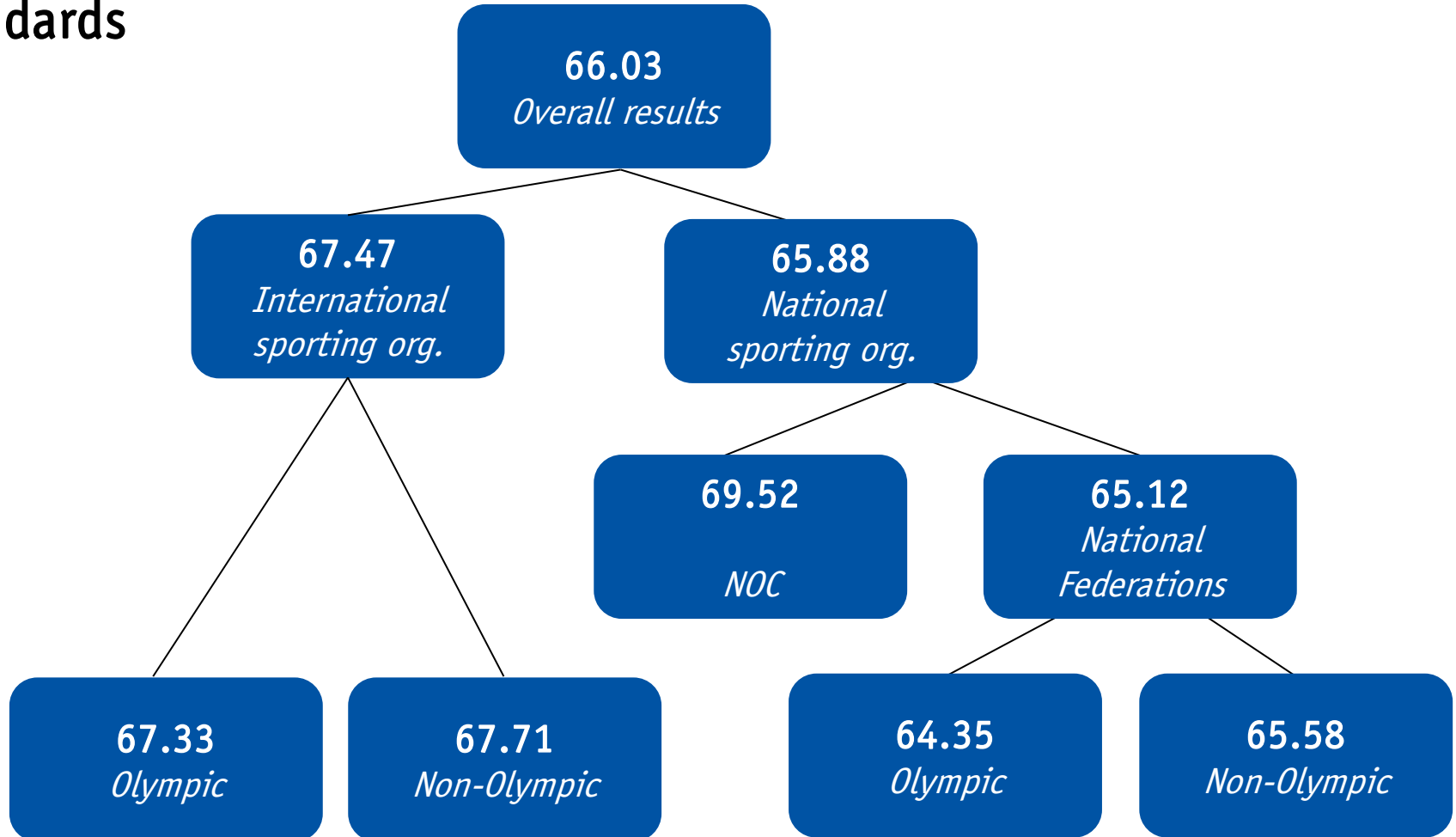
Index Dimension 2

Structures, regulations and democratic process



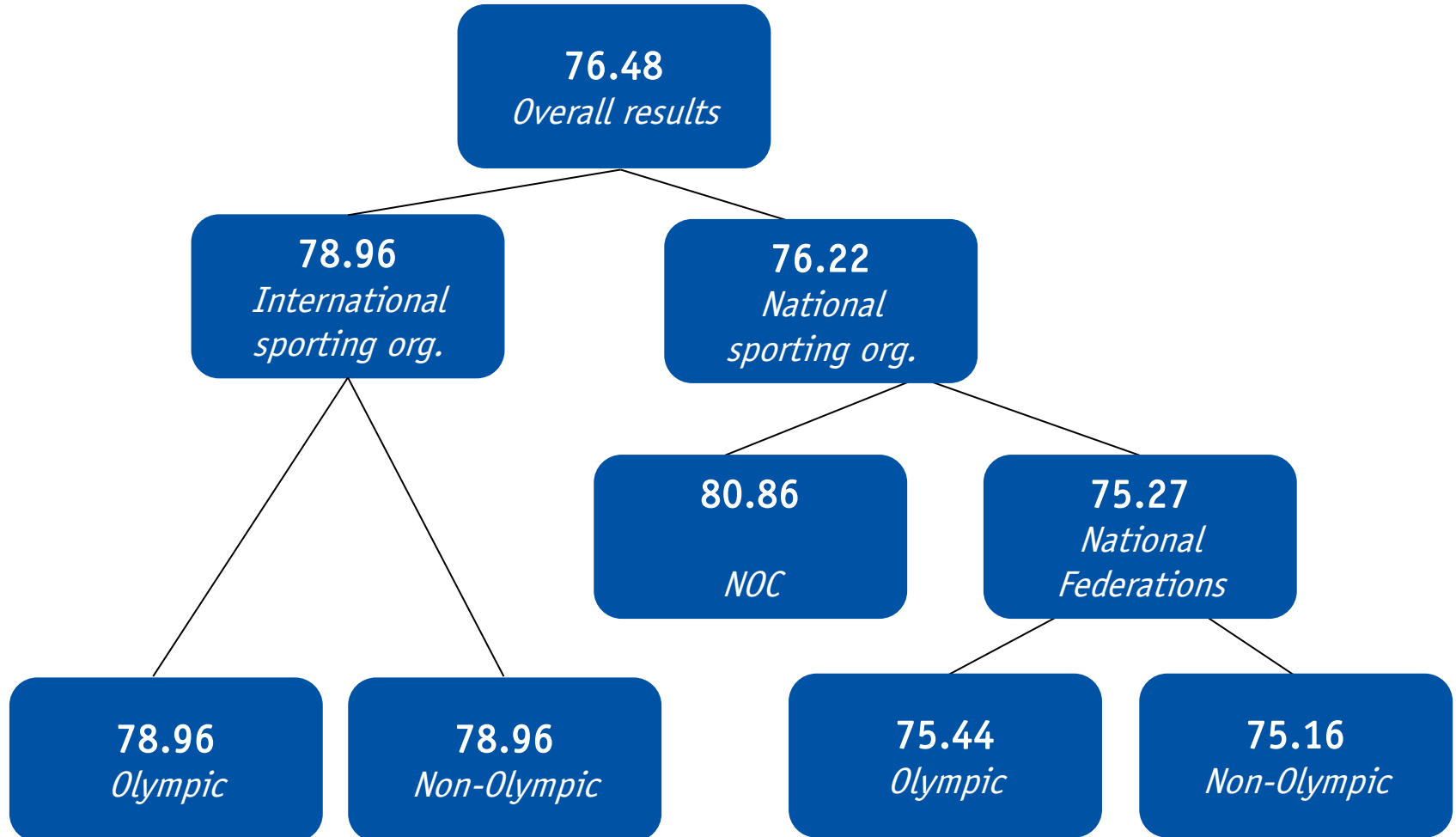
Scale from 0 to 100

Index 3: Highest level of competence, integrity and ethical standards



Scale from 0 to 100

Index 4: Accountability, transparency and control



Scale from 0 to 100

Index dimensions 2, 3 & 4

Main findings: Dimension 2

- The index for dimension 2 'Structures, regulations and democratic process' received the highest scores with 79.10 on the scale from 0 to 100.
- The index was highest for international sporting organisations, NOCs, and international sporting organisations concerned with Olympic sports

Recommendations

- Good results for index dimension 2: This implies that those elements are the best developed issues within all organisations on average
- National federations would probably benefit most from a tool-kit (though the index is already quite high)

Index dimensions 2, 3 & 4

Main findings: Dimension 3

- The index for dimension 3 'Highest level of competence, integrity and ethical standards' received a rather average score with 66.03
- The differences in numbers for the different types of organisation seem to be smaller than for dimension 2

Recommendations

- Amongst the three dimensions displayed, this is the dimension with the lowest index scores, implying that more information seems to be needed for the organisations

Index dimensions 2, 3 & 4

Main findings: Dimension 4

- The index for dimension 4 'Accountability, transparency and control' received a rather high score with 76.48
- International sporting organisations received a higher index score than national sporting organisations
- NOCs in particular received a high score in this dimension

Recommendations

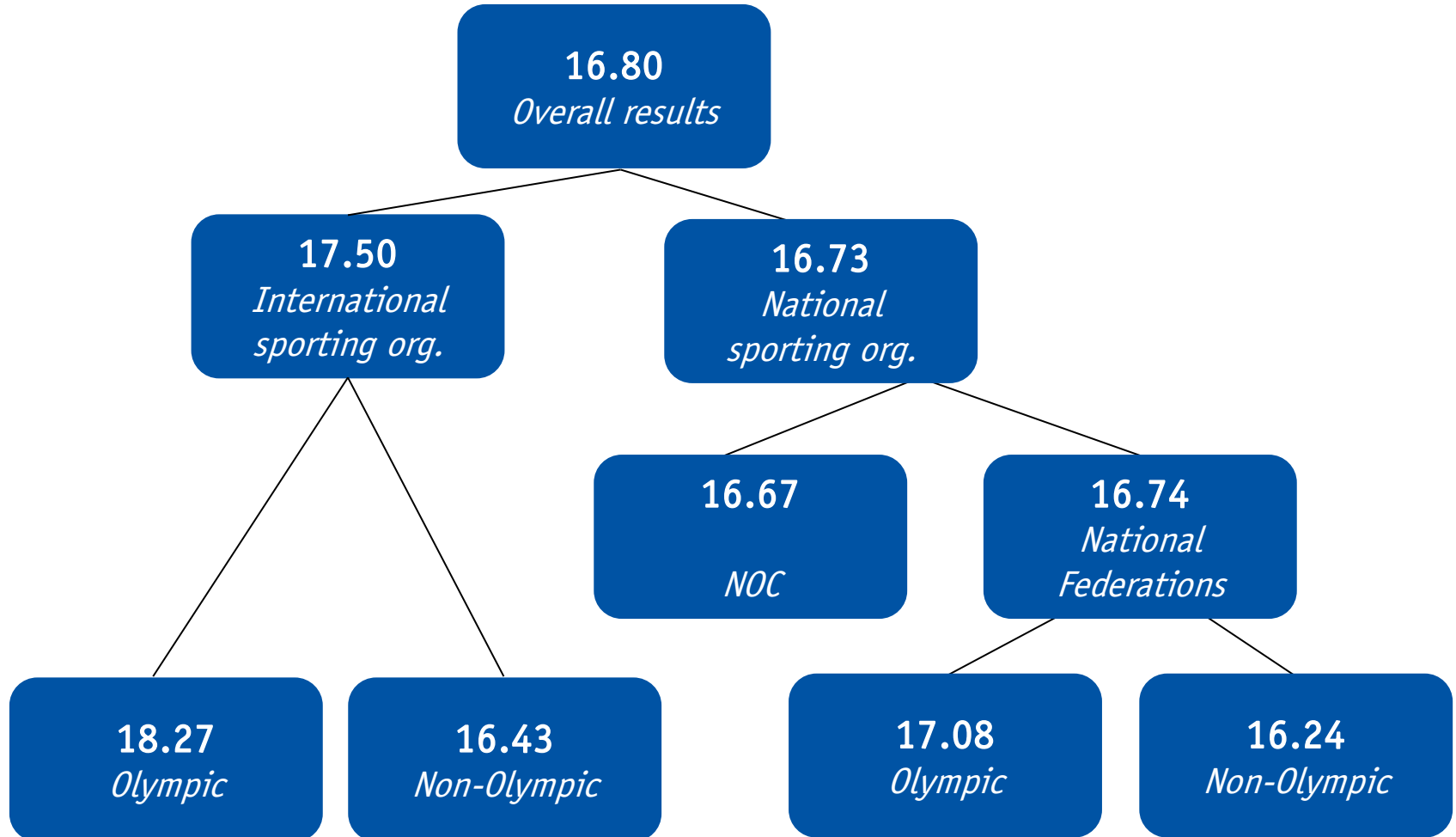
- Again, national federations would probably benefit most from more information

Results

Sub-indices for dimension 2

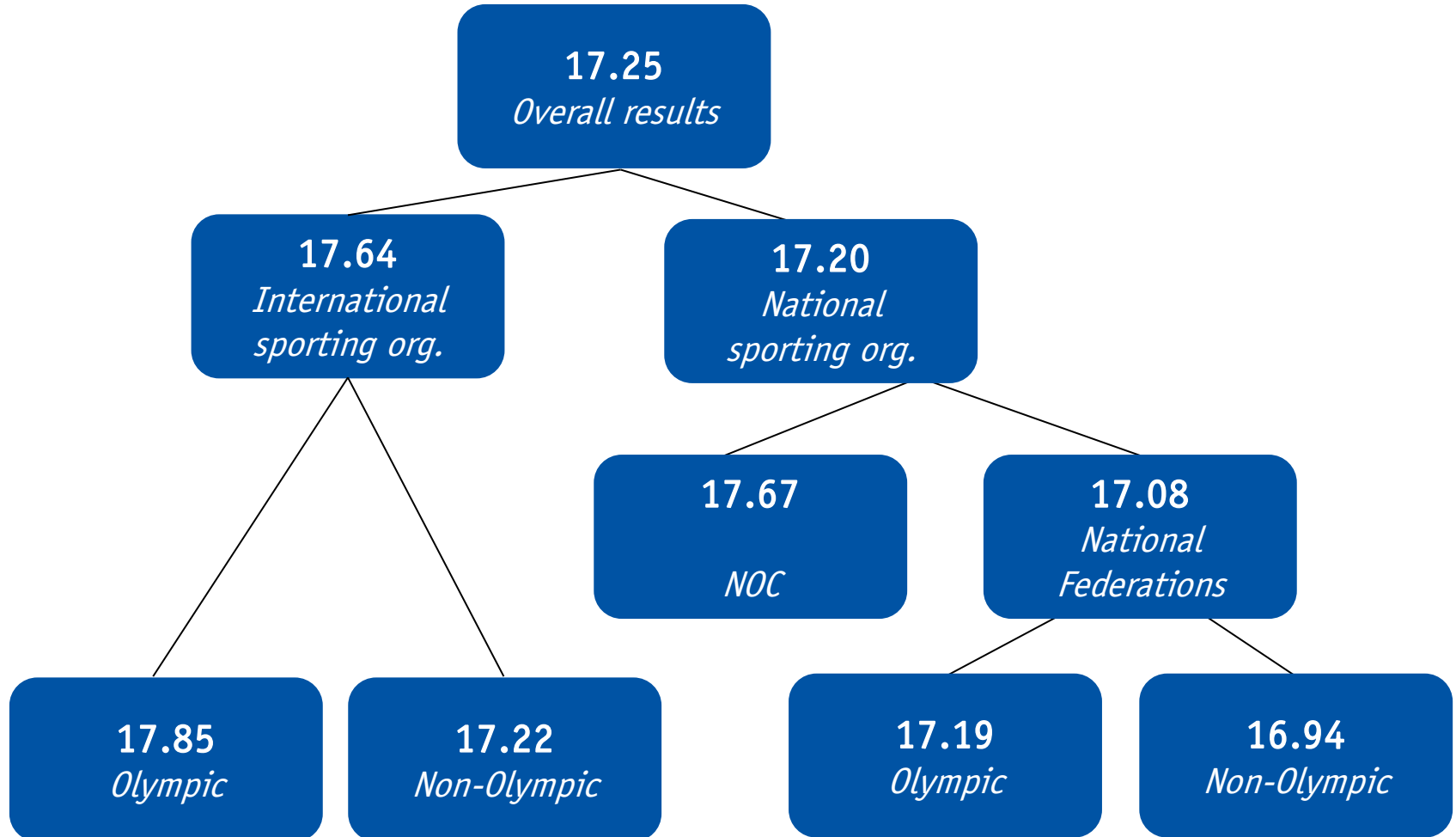
There are sub-indices for dimensions 2.3, 2.6, 2.7, 2.9 and 2.10. All five sub-indices were scaled from 0 to 20. Thus, the maximum sum of those sub-indices is 100 (which is the maximum value for the entire index of dimension 2 as previously seen).

Index 2.3: Governing Bodies



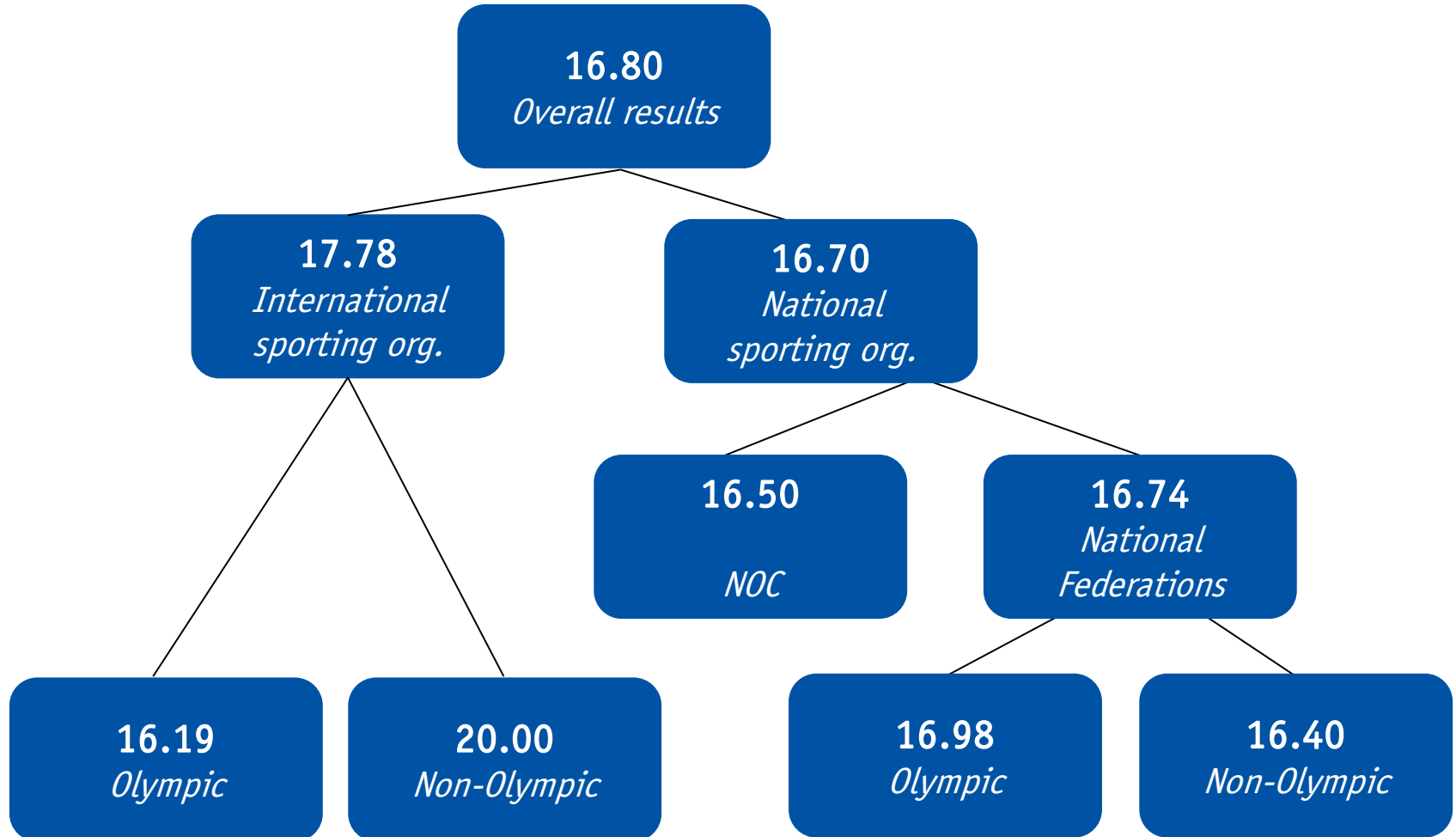
Scale from 0 to 20

Index 2.6: Attributions of the respective bodies



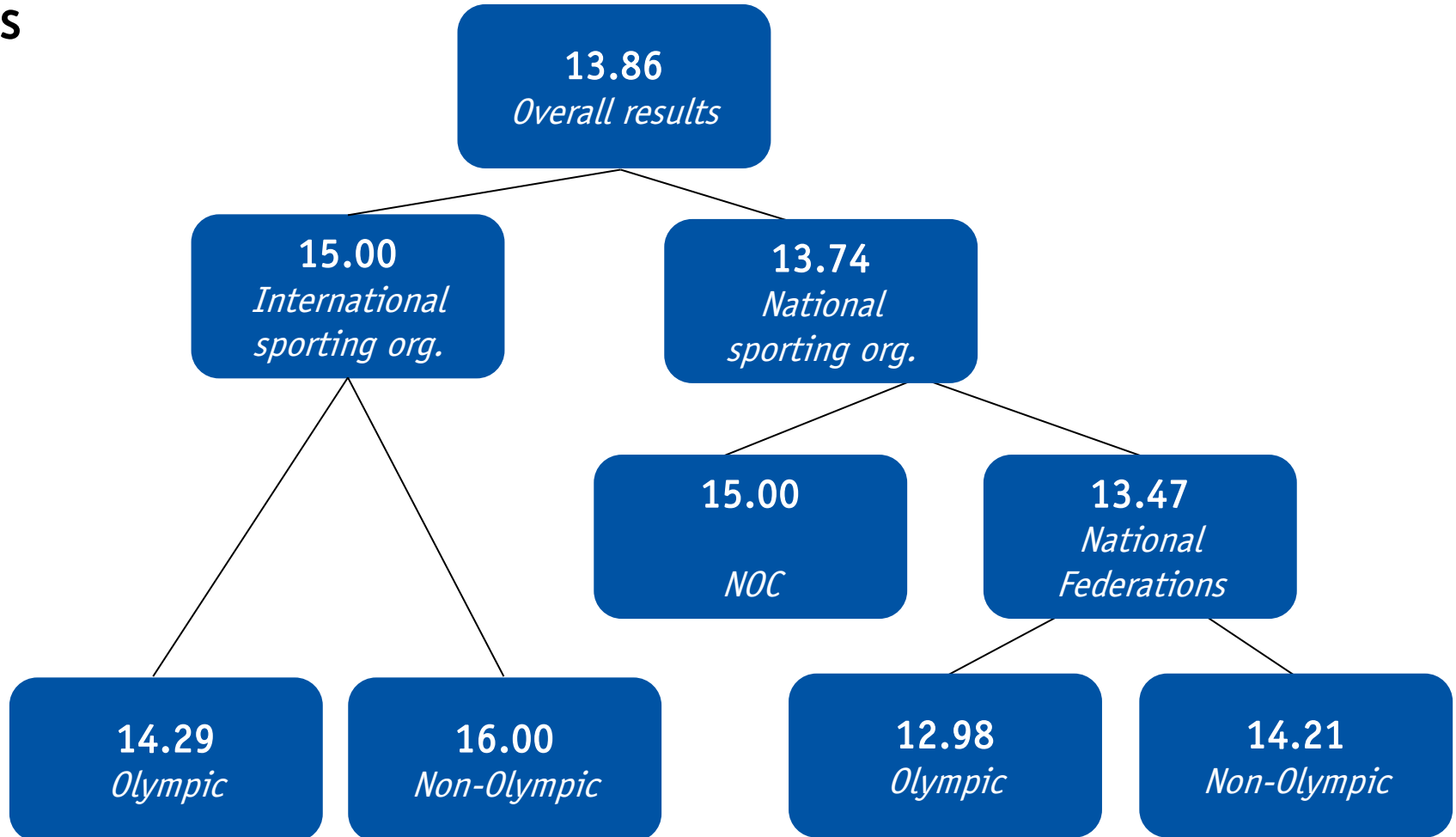
Scale from 0 to 20

Index 2.7: Decision-making



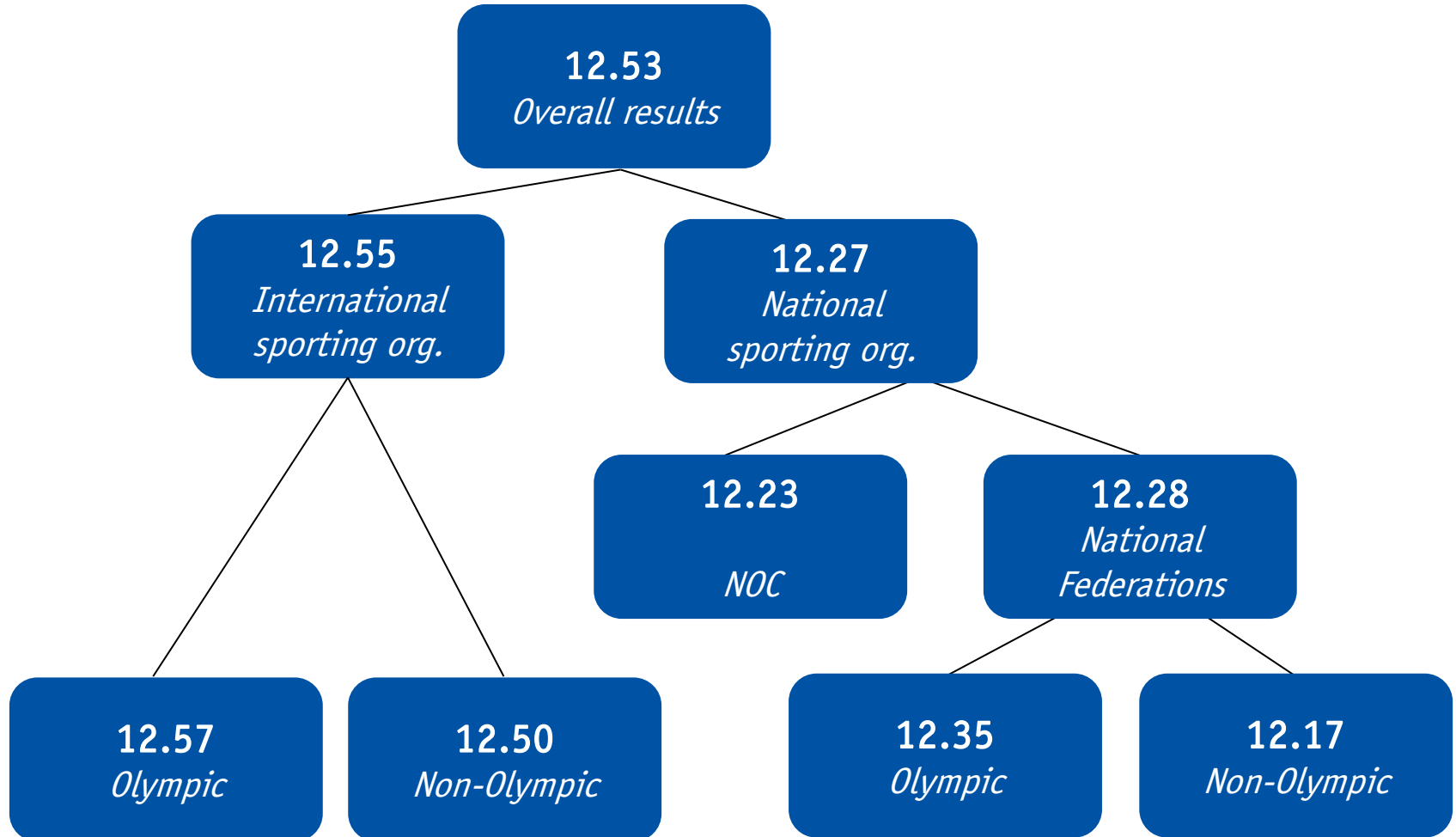
Scale from 0 to 20

Index 2.9: Election or renewal of office-bearers on a regular basis



Scale from 0 to 20

Index 2.10: Decisions and appeals



Scale from 0 to 20

Sub-indices

Main findings: Sub-indices dimension 2

- The indices for 2.9 'Election or renewal of office-bearers on a regular basis ' and 2.10 'Decisions and appeals ' were those with the lowest scores

Recommendations

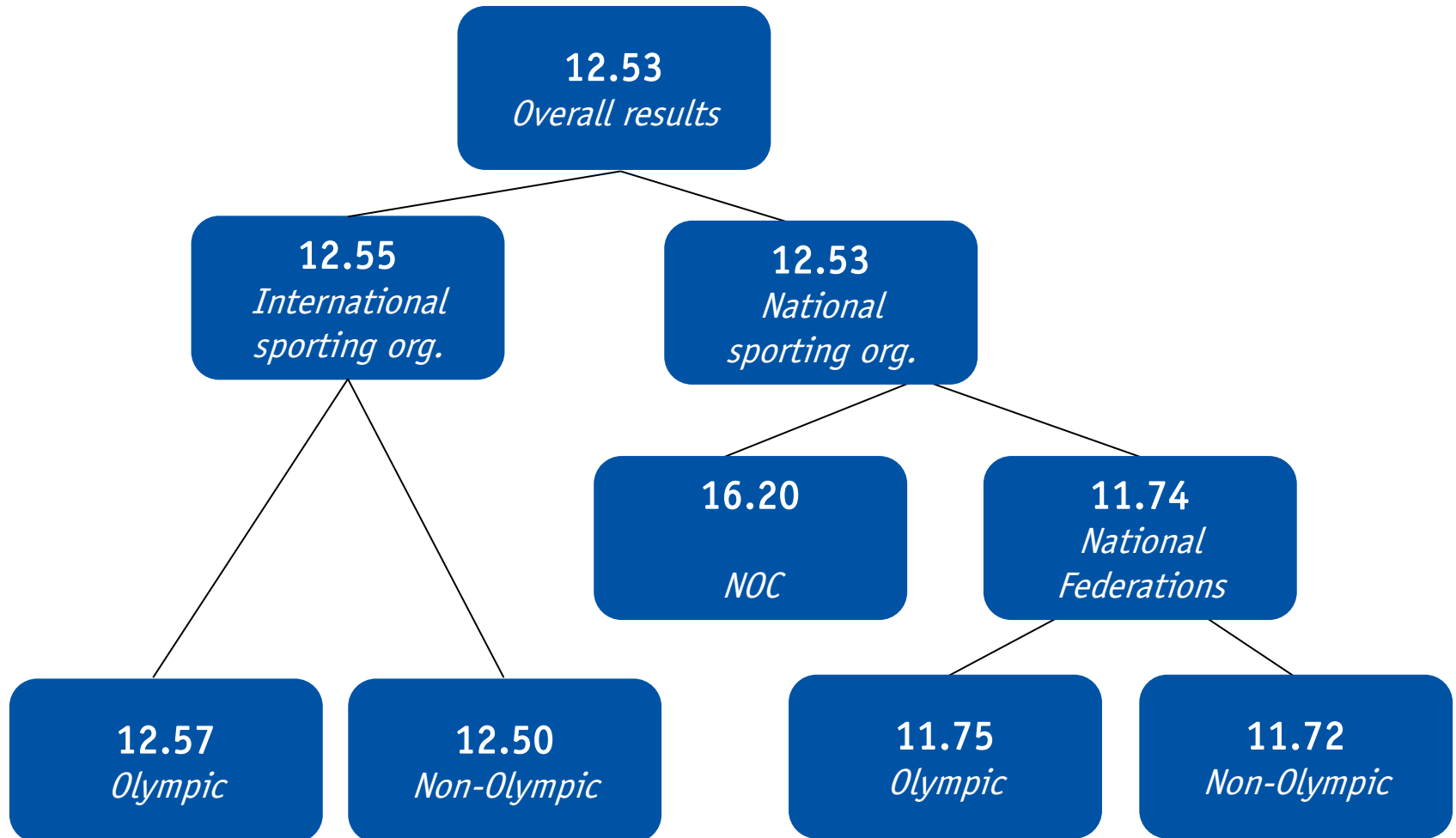
- For 2.3 sporting organisations concerned with non-Olympic sports would benefit most from more information
- For 2.6 adequate knowledge seems to be in place
- For 2.7 those gaining most would be international Olympic sporting organisations
- For 2.9 Olympic sporting organisations (in particular at the national level) would benefit most
- For 2.10: Evidence that all types need to be better equipped

Results

Sub-indices for dimension 3

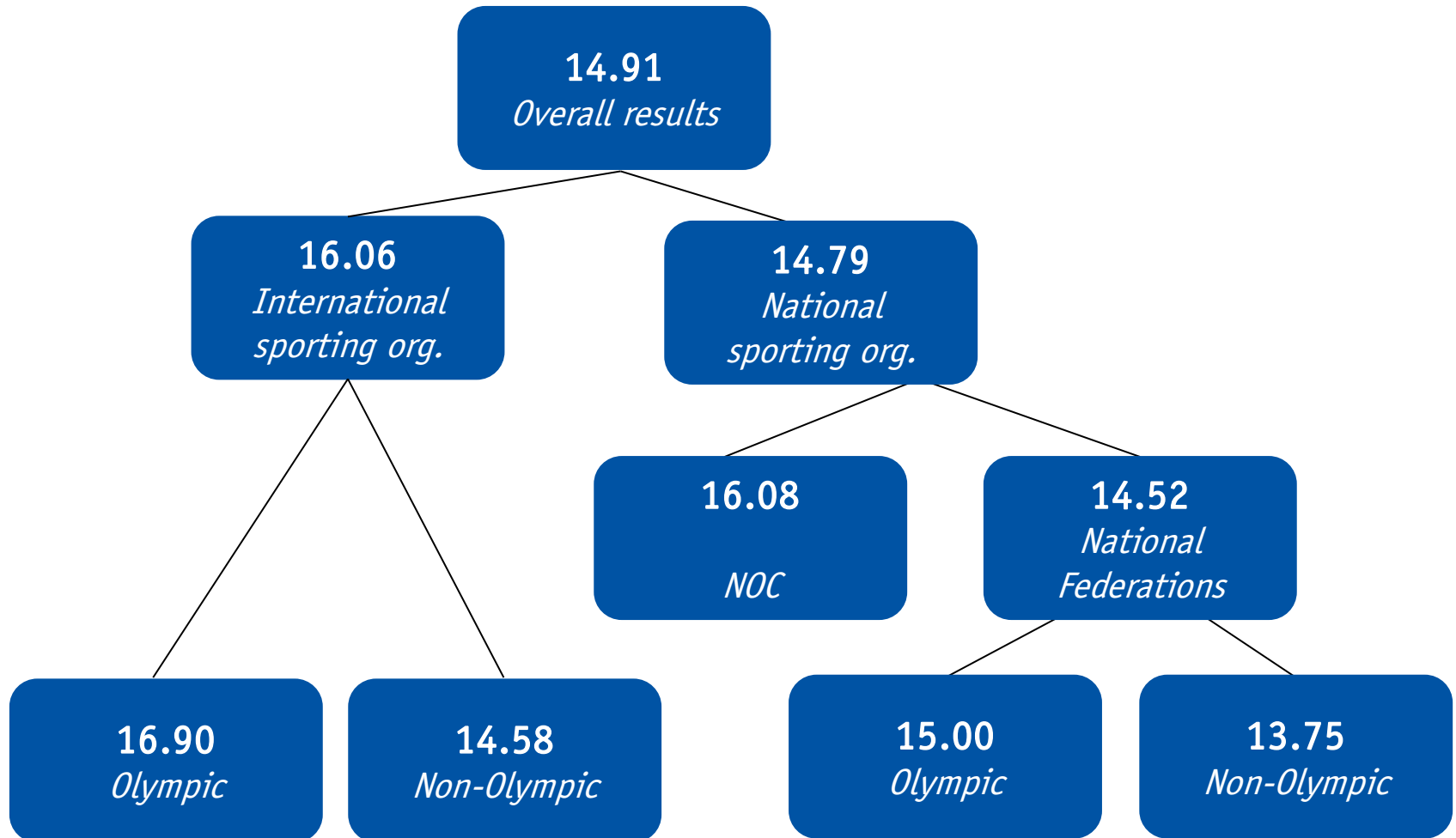
There are sub-indices for dimensions 3.1, 3.3, 3.4, 3.5 and 3.6. All five sub-indices were scaled from 0 to 20. Thus, the maximum sum of those sub-indices is 100 (which is the maximum value for the entire index of dimension 3 as previously seen).

Index 3.1: Competence of the members of the executive body



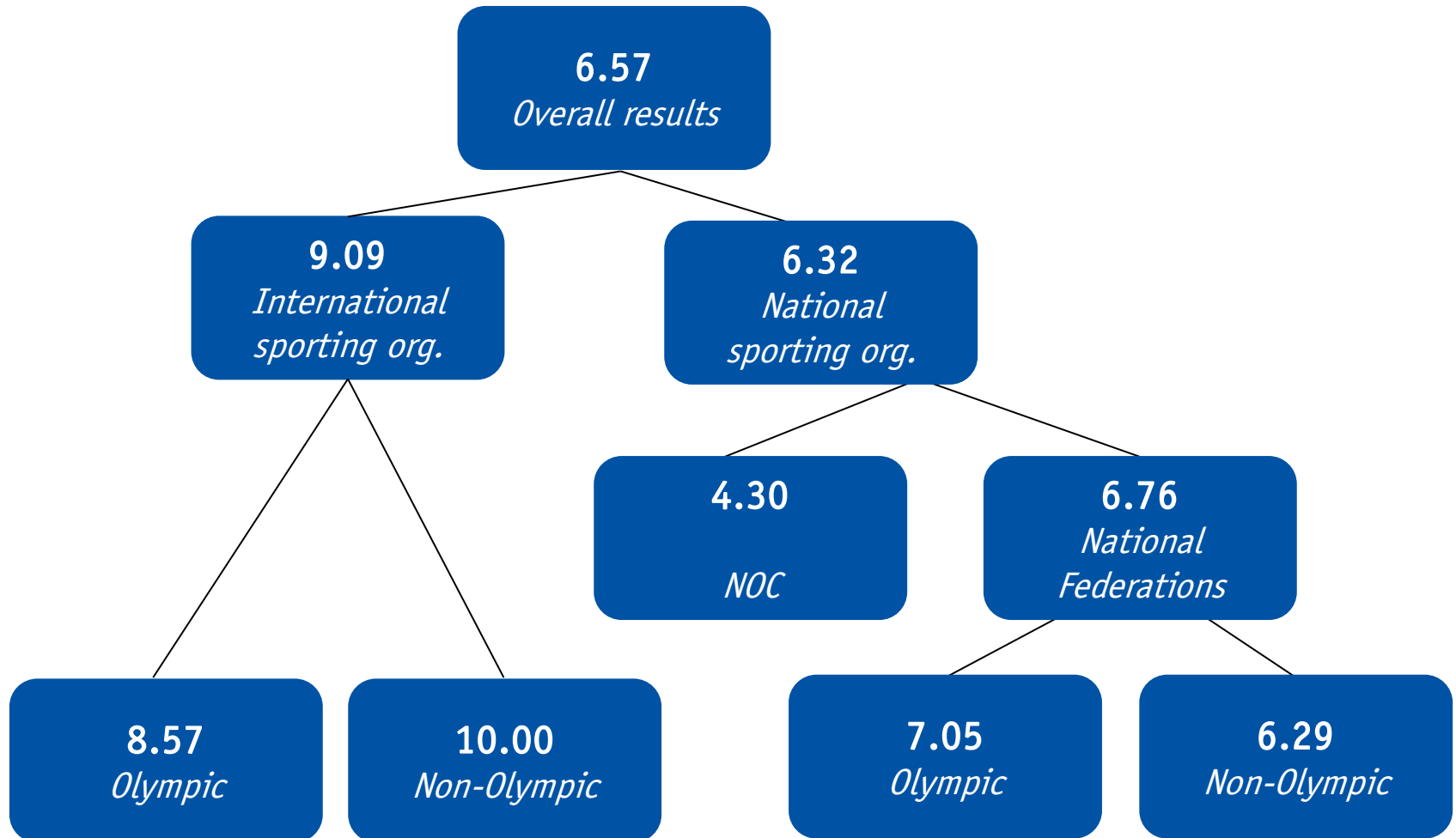
Scale from 0 to 20

Index 3.3: Internal management, communication and coordination



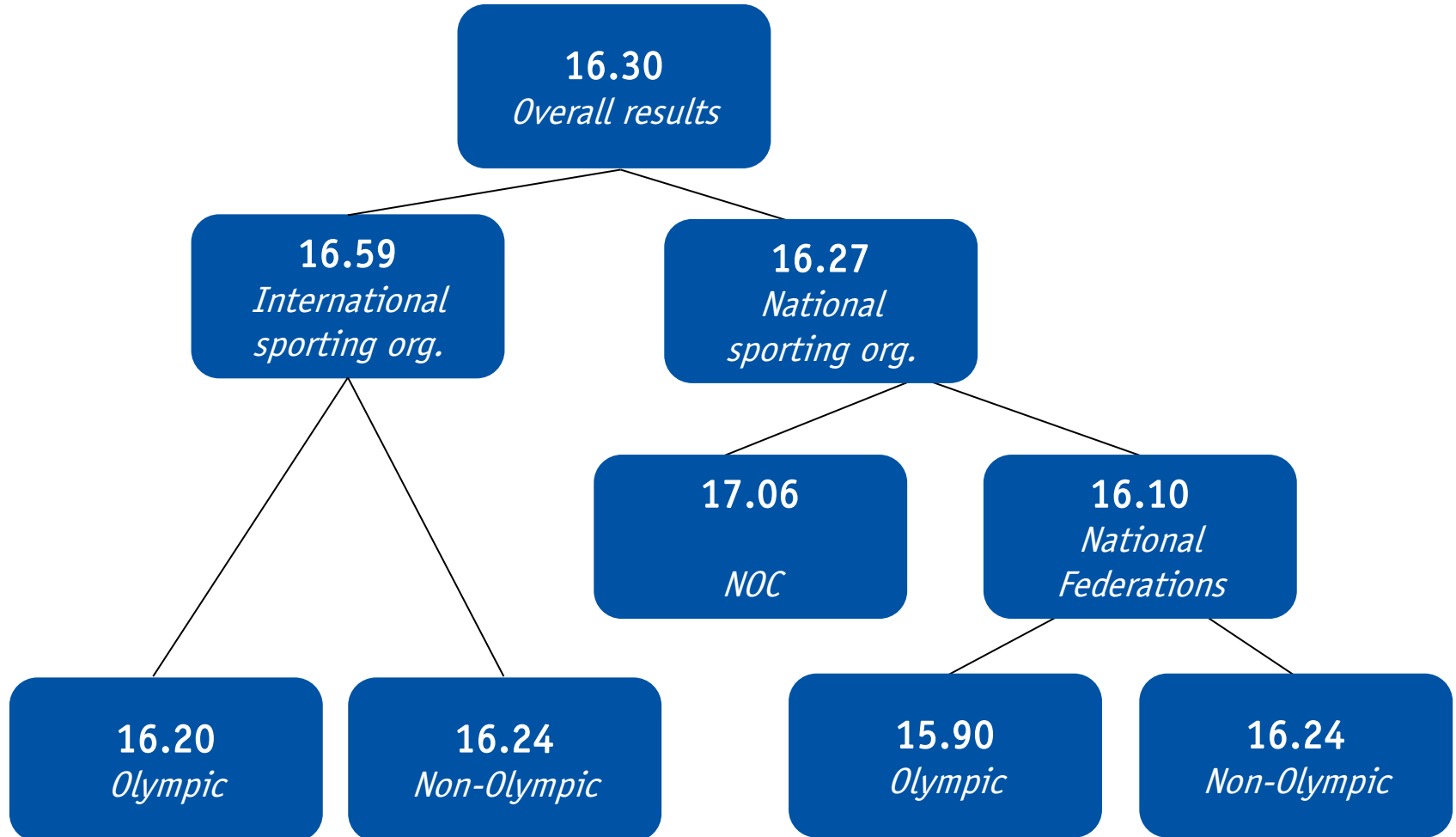
Scale from 0 to 20

Index 3.4: Risk Management



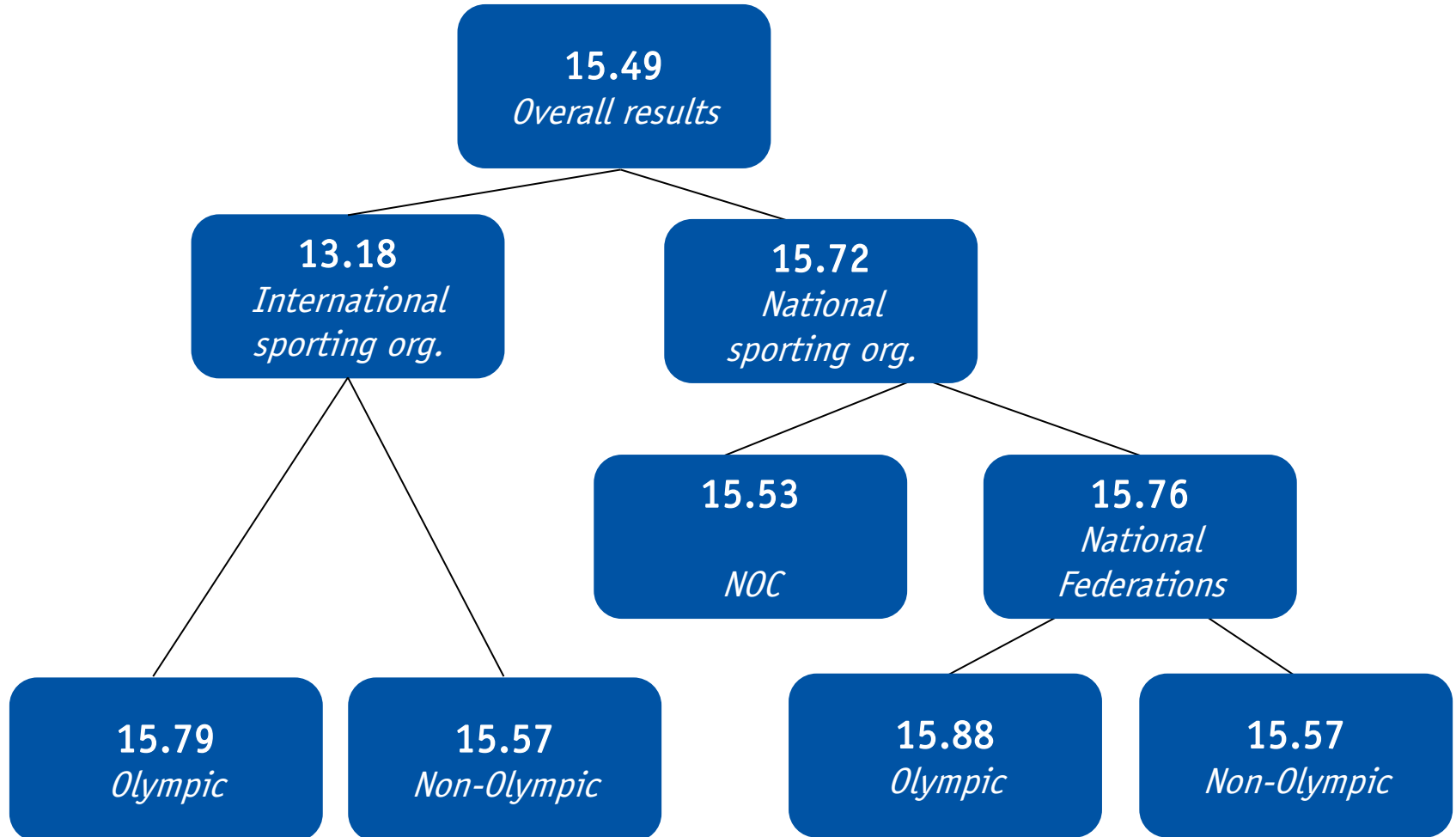
Scale from 0 to 20

Index 3.5: Appointments



Scale from 0 to 20

Index 3.6: Ethics



Scale from 0 to 20

Sub-indices

Main findings: Sub-indices dimension 3

- The index for 3.5 'Appointments' received the highest value the one for 3.4 'Risk Management' received the lowest value

Recommendations

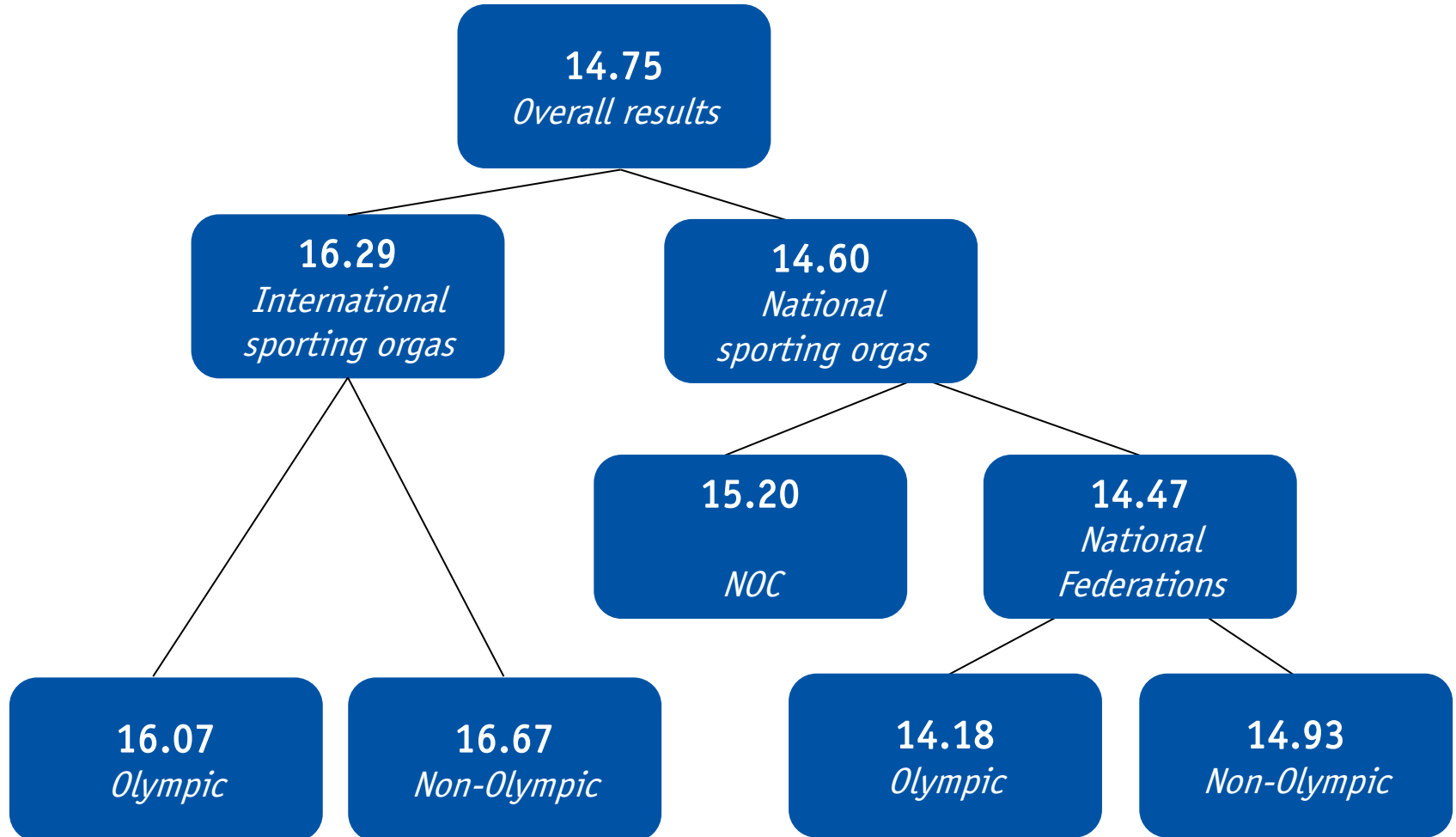
- A big need could be identified for 3.4 'Risk Management'. It seems that only very few organisations are aware of this issue and how to deal with it

Results

Sub-indices for dimension 4

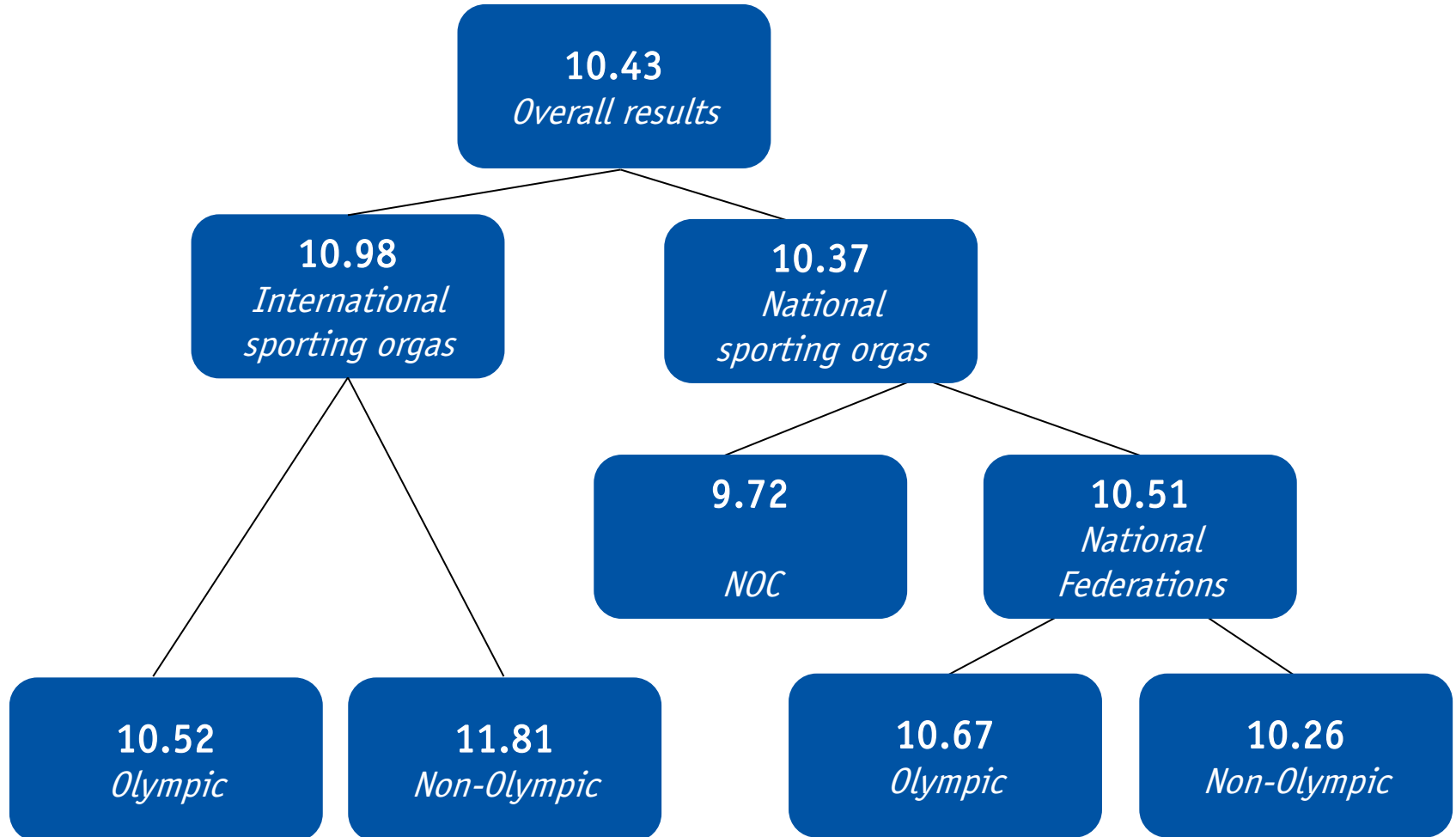
There are sub-indices for dimensions 4.1, 4.2, 4.3, 4.4, 4.5 and 4.6. All five sub-indices were scaled from 0 to 16.67. Thus, the maximum sum of those sub-indices is 100 (which is the maximum value for the entire index of dimension 4 as previously seen).

Index 4.1: Accountability



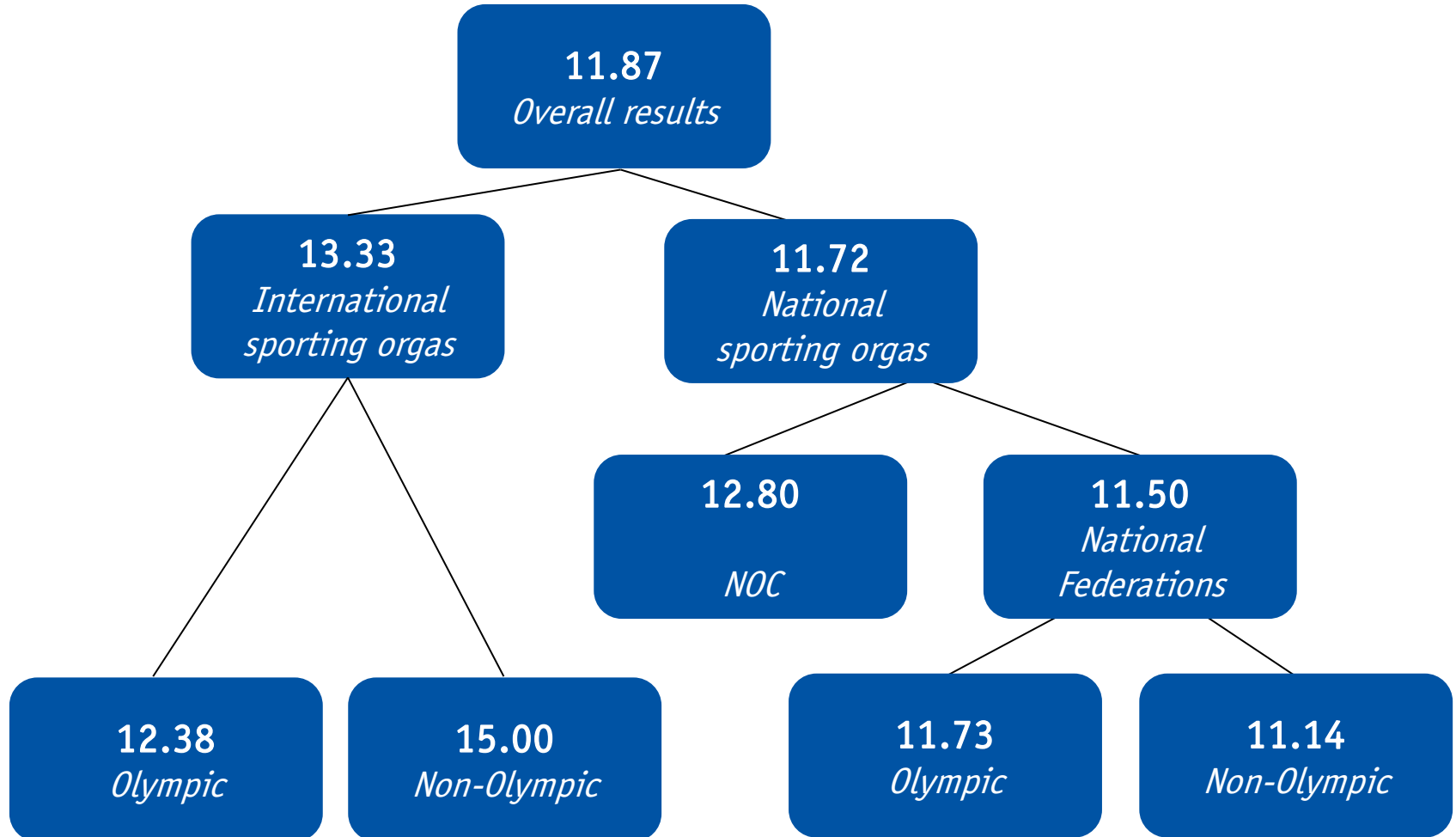
Scale from 0 to 16.67

Index 4.2: Processes and mechanisms



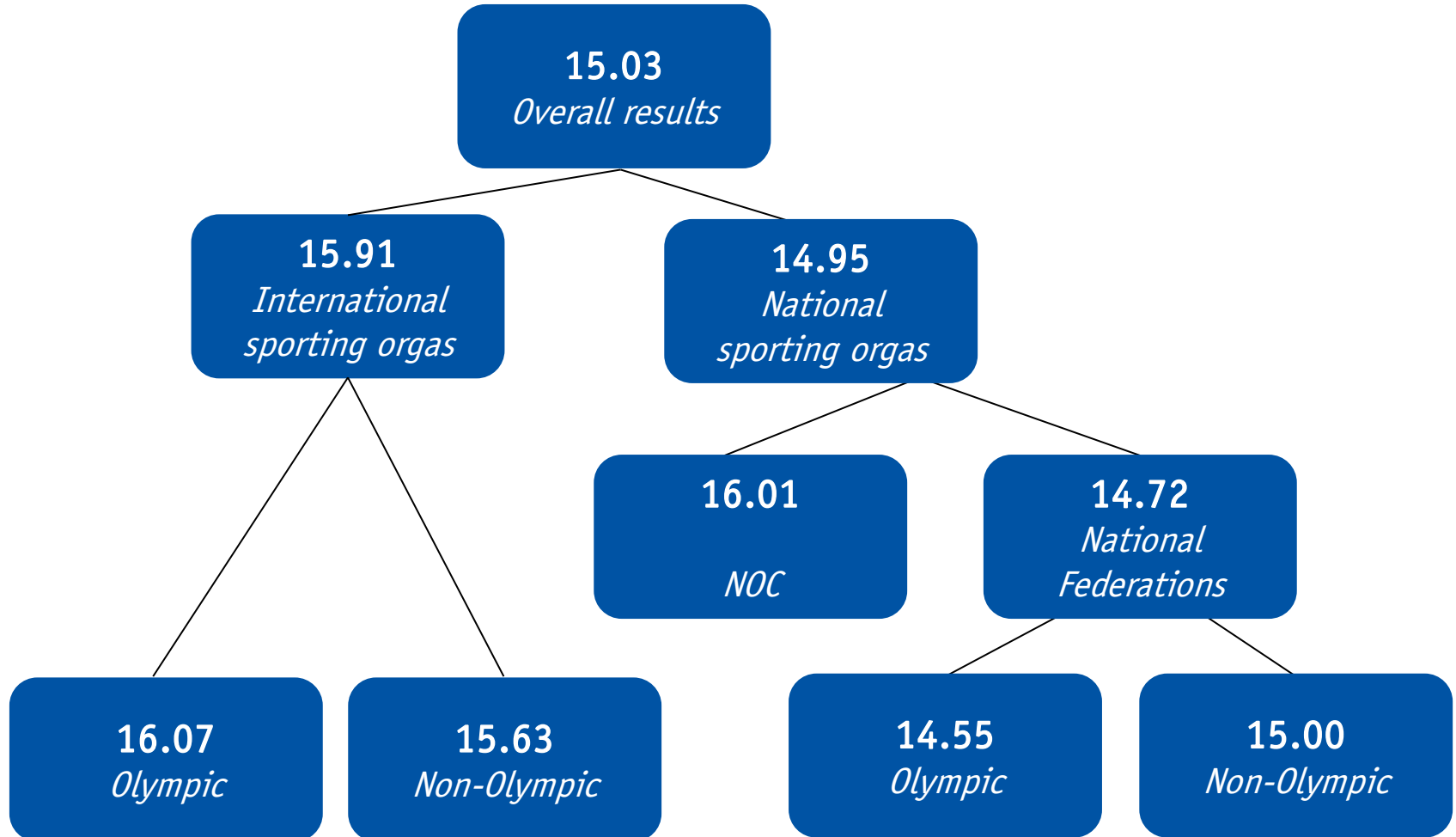
Scale from 0 to 16.67

Index 4.3: Transparency and communication



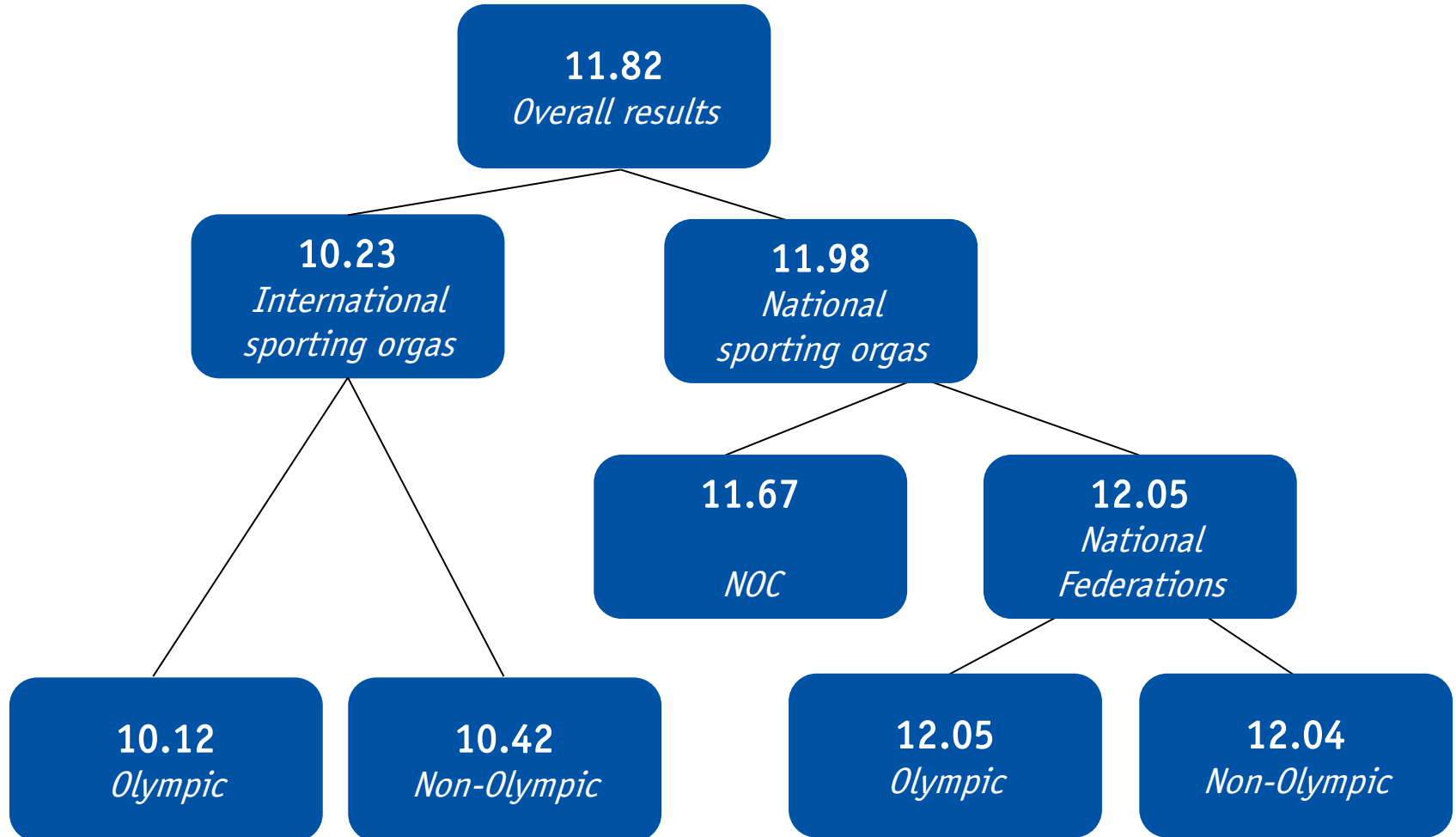
Scale from 0 to 16.67

Index 4.4: Financial matters



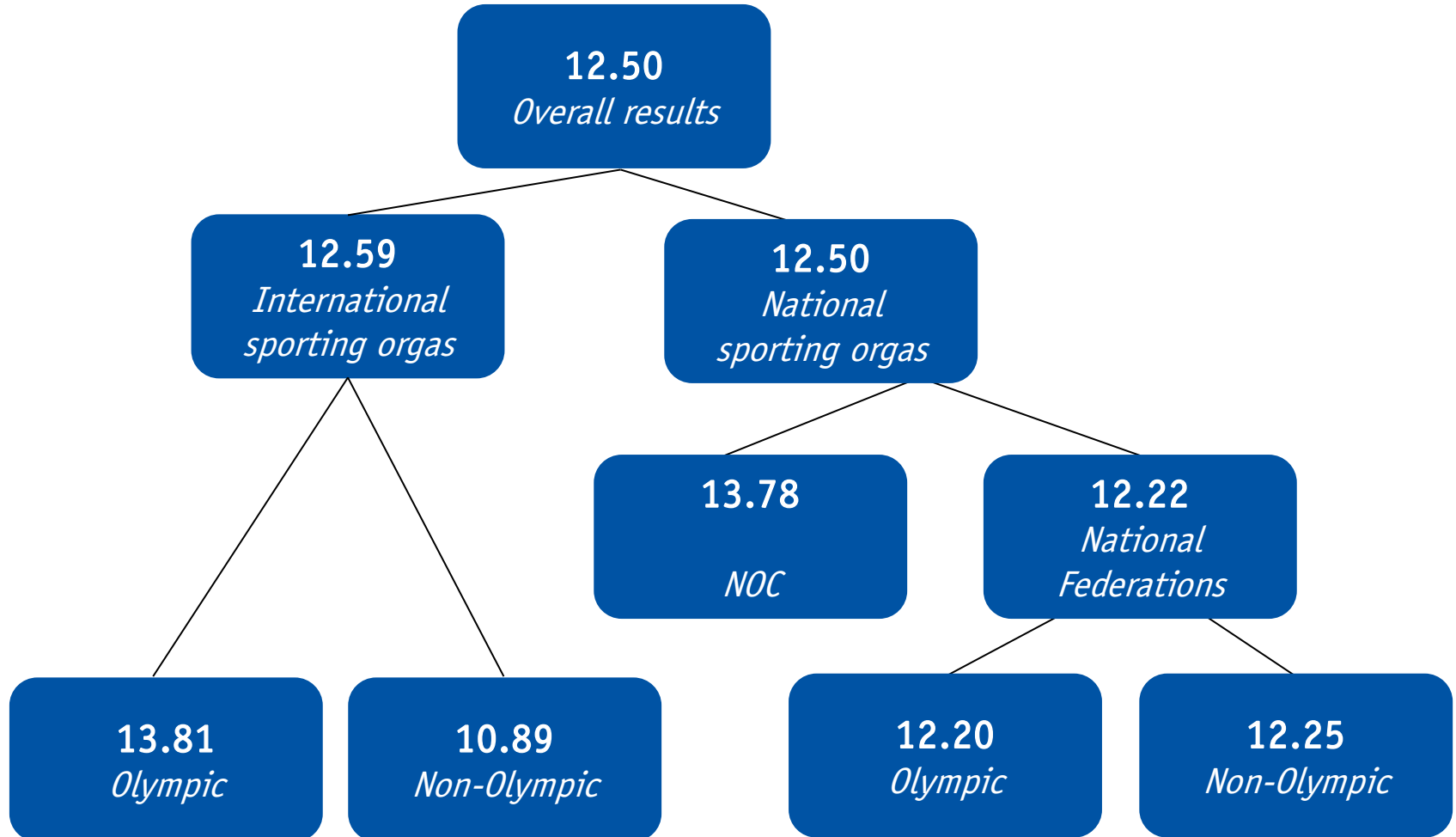
Scale from 0 to 16.67

Index 4.5: Internal control system



Scale from 0 to 16.67

Index 4.6: Education and training



Scale from 0 to 16.67

Sub-indices

Main findings: Sub-indices dimension 4

- The index for 4.2 'Processes and mechanisms' received self-reported the lowest value
- Apart from financial matters, all sub-indices had rather mediocre values

Recommendations

- Of particular interest should be 4.2, but also 4.3 and 4.5

Results

Determinants of the S4GG Index

Results: Determinants of the S4GG Index

- Knowledge about the “Basic Universal Principles of Good Governance of the Olympic and Sports Movement” has a significant and positive influence on the index
 - Based on a regression analysis ($R^2_{adj}=31.7\%$; $p=.000$)
 - $B=15.467$; implying that through the knowledge of the principles the index increases by 15.467 index points on average
 - In a different model, number of employees or annual budget had no significant influence on the S4GG index

Summary

Main outcomes and recommendations for the toolkit

- International non-olympic associations and national federations show lowest overall scores ⇒ *main target groups?*
- Index 3 “Highest level of competence, integrity and ethical standards” shows lowest results ⇒ *main activity?*
- Poorest sub-indices of index 2 “Structures, regulations and democratic process”:
decisions and appeals; election or renewal of office-bearers on a regular basis
- Poorest sub-indices of index 3 “Highest level of competence, integrity and ethical standards”:
competence of the members of the executive body; risk management
- Poorest sub-indices of index 4 “Accountability, transparency and control”:
processes and mechanisms; transparency and communication; internal control system; education and training
- *From an evidence-based point of view the fields in bold should be prioritized!*