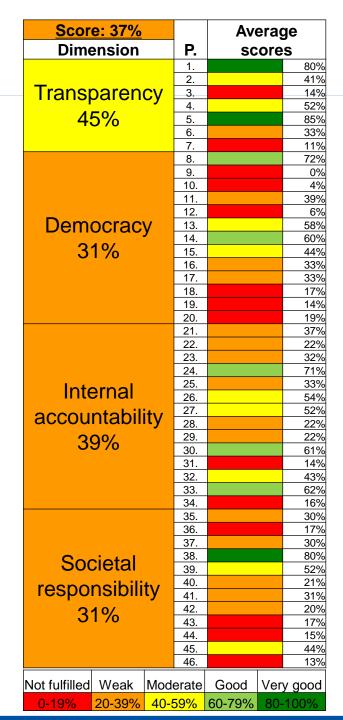
Public seminar in Leuven
Play the Game: National Sports Governance Observer
(13 November 2018)

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

"Results in Germany"



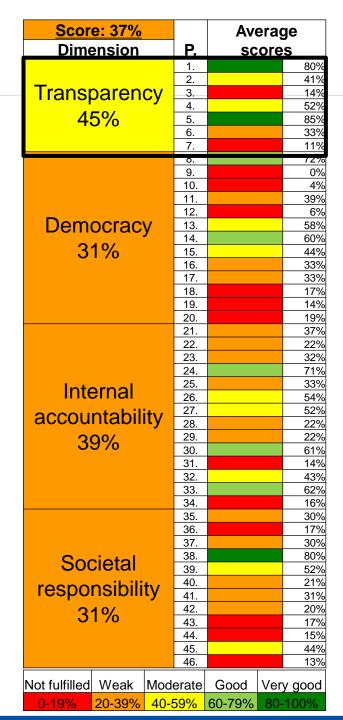


Average scores

NOT individual scores:

Large variance

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



Transparency (moderate)

Very Good-/ Good-Principles:

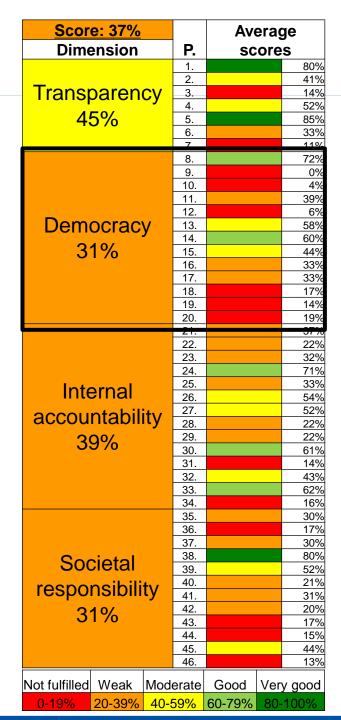
- 1: Publication of their statutes, internal regulations and sport rules on the website
- >> Stable and permanent information

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



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

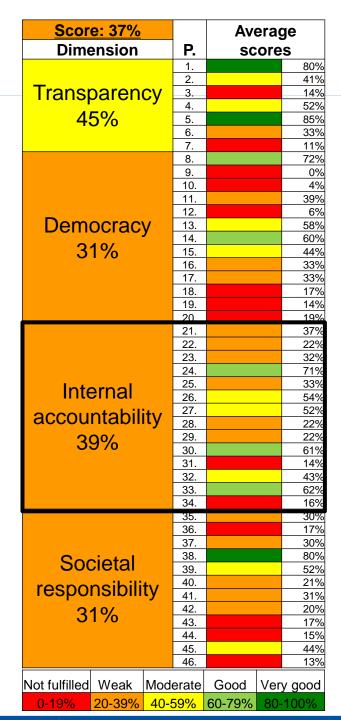
>> Limited number of candidates

10: Nomination committee

>> If there is only one candidate...

20: Gender equality policy

>> Little awareness



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!):

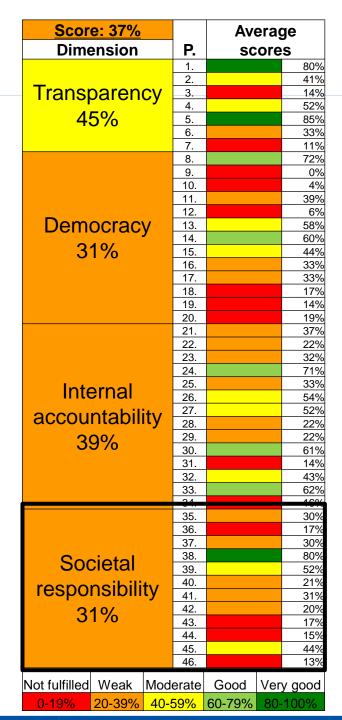
Diverse: Conflicts of interest and complaint

procedure

Diverse: Board: self-evaluation, resignation

procedures, eligibility rules

>> Little experience >> Learning processes



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-

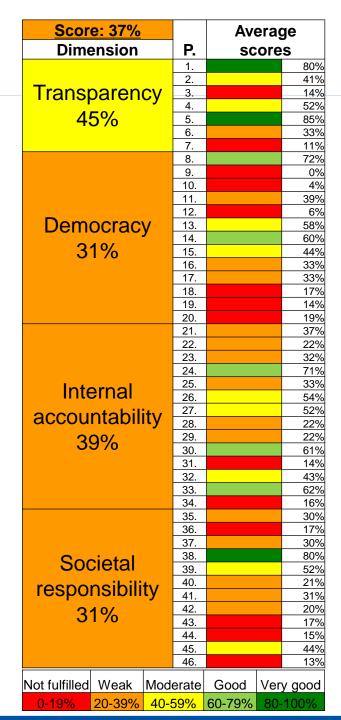
match-fixing (0-100%)

43+44: Environmental sustainability, dual careers

>> Limited resources

Score: 37%			Average		ge
Dimension	P.		scores		
Difficition		1.	30	010	80%
		2.			41%
Transparence	`\/	3.			14%
-	y	4.			52%
45%		5.			85%
1070		6.			33%
		7.			11%
		8.			72%
		9.			0%
		10.			4%
		11.			39%
D	_	12.			6%
Democracy	/	13.			58%
240/		14.			60%
31%		15.			44%
		16. 17.			33% 33%
		18.			17%
		19.			14%
		20.			19%
		21.			37%
		22.			22%
		23.			32%
		24.			71%
Internal		25.			33%
Internal		26.			54%
accountabili	tv/	27.			52%
accountabili	Ly	28.			22%
39%		29.			22%
0070		30.			61%
		31.			14%
		32.			43%
		33. 34.			62% 16%
		35.			30%
		36.			17%
		37.			30%
Cooletel		38.			80%
Societal responsibility 31%		39.			52%
		40.			21%
		41.			31%
		42.			20%
		43.			17%
		44.			15%
		45.			44%
		46.			13%
Not fulfilled Weak	Moderate		Good	Ver	y good
	40-59%				
0-19% 20-39%	40-5	9%	60-79%	gO.	-100%

Thanks!



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

. . .