

An Assessment of Governance in Indian Olympic Association

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Abstract

This research is aimed to spot the degree of good governance within the Indian Olympic Association (IOA). At the same time, it tried to get the strengths and weaknesses of IOA governance practices so as to spot the opportunities for improvement within the organization..The researcher has developed questions to evaluate the present level of governance of the organization then investigate what space among IOA that has to be improved in parallel with good governance theoretical framework and can offer basic set of recommendations on good governance practices. The analysis indicated that the results of IOA's good governance are dissatisfactory. Two out of the four dimensions, particularly Democratic Process and Check and Balance, of good governance assessment tool managed to attain on top of average. The other two dimensions i.e. Transparency and Solidarity received terribly low scores, which show that these dimensions want the additional effort and also the focus to boost its practices.

Keywords: Sports Governance, Transparency, Democratic Process, Check and Balance, Solidarity.

Introduction

Over the previous couple of decades, the priority regarding good governance of sport had seriously vulnerable the trustworthiness of international sport governing bodies. The expansion of mortifications in sport has ceaselessly accrued that ruined the credibility of the sports and its governing bodies. Also, international sport governing bodies are engulfed in corruption and doping crisis that have seriously vulnerable legitimacy in sports. Among the foremost exposed of those has been the allegations of corruption cases in football's world governing bodies with suspension of FIFA President Sepp Blatter and UEFA President Michel Platini from all football-related activities (**BBC News, 2015**); the criminal investigation of the previous IAAF President Lamine Diack on suspicion of taking bribes to hide up positive doping tests (**BBC News, 2015**); and therefore the state-sponsored doping and cover-ups in Russia (**Mullen, 2015**) that have urged the International Olympic Committee (IOC) to decision each national and international sport governing bodies to boost up their fight against these problems that have gravely out of action the trustworthiness of sports.

The main aim of this paper is to evaluate the degree of good governance practices that's being enforced in National Olympic Committee in India. Moreover, researchers aims to debate the strengths and weaknesses of IOA governance structures so as to spot the most challenges and opportunities for improvement for the development of IOA further as suggesting an acceptable Good governance framework.

Review of Literature

There are several reasons why good governance principles are significant for sport organizations and why they should come to deal with the issues. The sport itself has transformed over time; it has become more and more commercialized, professionalized, and globalized that led to an increased public and media attention. There are four main reasons that the commercialization of sport has made the impact on the independence of international sport governing bodies, including: (1) the enormous growth of revenue in sports that has incentivized possibility of misbehaviors made by officers; (2) the emerged of sports from its initial amateur status to professionalism; (3) the excessive growth of (international) illegal conducts in sport; (4) the concerning on sustainability in relation to hosting mega sport events that requires huge investments (**Geeraert, 2015, p.14**). Due to this rapid evolution, the conditions that have to be fulfilled have extremely escalated which is difficult for the existing structures to keep up with fast development and are thus not ready to face the new challenges. These burdens require sport organizations to minimize their risk, while at the same time working in a more professional way. Another factor is the increased media intention, which puts the sport organizations' work in the spotlight and makes it subject to public scrutiny. The respect of good governance principles turns out to be obligatory for sport governing bodies to exchange for the high status of their sports in society. Without standard governance practices in the sport organization, it leads to the withdrawal of sponsorship, the drop in sport participation, and desirable for government interference (**UK Sport, 2004**).

Several sport organizations attempted to develop their own definitions of sport governance since there is no universal agreement on the concept .The Australian Sports Commission (**ASC, 2012**) defined governance as “the system by which organizations are directed and managed”. In addition, the (**Sport and Recreation New Zealand , 2004**) described it as “the process by which the board; sets strategic direction and priorities, sets policies and management performance expectations, characterizes and manages risks, and monitors and evaluates organizational achievements in order to exercise its accountability to

the organization and owners”. (**Ferkin and Shilbury, 2010**) described sport governance as “the responsibility for the functioning and overall direction of the organization and is a necessary and institutionalized component of all sport codes from club level to national bodies, government agencies, sport service organizations and professional teams around the world”. None of the sport organizations, however, can act independently of other agencies in the sporting system.

Research Methodology

After reviewing different literature, it was found that research questions in this study are not comprehensively answered by the existing sport governance framework because there is no sufficient theory or model that reflects the problems under investigation in this study. The research questions of the study are (a) What is the current level of transparency of IOA? (b) What is the current level of democratic processes of IOA? (c) What is the current level of check and balances of IOA? (d) What is the current level of solidarity of IOA? The researcher used document analysis as a research method in order to examine the level of governance practices. Desktop research was conducted for collection of the data for this study. The federations’ websites, statutes, internal regulations, and any other relevant available documents were analyzed thoroughly. Scoring took place on the basis of publicly available data. Thus, the researcher basically used the existing assessment tool of Sport Governance Observer survey from Play the Game, as foundation to measure governance in IOA which researcher found appropriate for the evaluation of governance practices in IOA. This assessment tool is being practical in Indian sport system since the organization has similar structures and statutes which make this measurement tool a suitable instrument to be based upon.

The Sport Governance Observer(SGO) assessment tool was jointly established by Play the Game and Danish Institute for Sports Studies in 2012 and 2013, in collaboration with six renowned European universities and the European Journalism Center. It is a self-evaluation checklist for assessing good governance practices in international sport organizations. The tool is further elaborated by means of a scoring system. Importantly, the Sports Governance Observer is based on basic indicators for good governance. A thorough assessment of good governance practices in ISFs requires an in-depth study on a case-by-case basis. The SGO checklists comprised of four dimensions that considered as the utmost elements with regard to good governance in sport, including transparency and public communication, democratic process, checks and balances, and solidarity. (**Geeraert, 2015, p.**

11) The SGO survey is a combination of four most important dimensions of good governance principles; each dimension consists of the unequal number of indicators (36 in total), including transparency (12 indicators), democracy (10 indicators), checks and balances (7 indicators), and solidarity (7 indicators). Each indicator is quantified by using a below scoring scales:

1. Not fulfilled at all	2. Weak	3. Moderate	4. Good	5. State of the art
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The below SGO index formula will be used to synthesized and examined the survey scores:

$$SGO\ index_{fed\ x} = \frac{\left(\frac{\sum_{i=1}^{12} Trans_i}{12} + \frac{\sum_{j=1}^{10} Dem_j}{10} + \frac{\sum_{k=1}^7 Check_k}{7} + \frac{\sum_{l=1}^7 Sol_l}{7} \right) - 1}{4} \times 100$$

Analysis and Discussion

The SGO index of the IOA is 52.6% that accumulated from Transparency (37.5%), Democratic Process (67.55%), Checks and Balances (57.5%), and Solidarity (47.8%). This overall score point clearly indicates that IOA has severe governance problems with transparency.

Table – I
Sport Governance Observer Index and Sport Governance Observer Scores.

S.N	Dimension	SGO Scale(on scale from 1-5)	SGO Index
1	Transparency	2.5	37.5%
2	Democratic Process	3.7	67.5%
3	Check and Balance	3.3	57.5%
4	Solidarity	2.9	47.8%
Overall			52.6%

Figure-1
Sport Governance Observer Result Chart: IOA

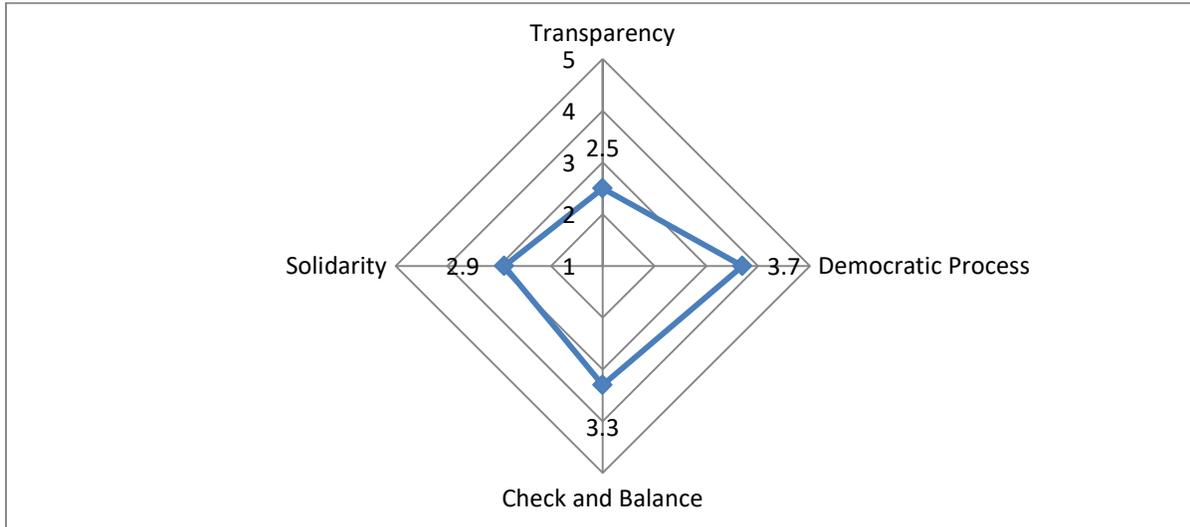


Table 1 & Figure 1: showed that IOA received moderate to weak in two dimensions whereas moderate to good in other two dimensions. Transparency (37.5%) and Solidarity (47.8%) calling for the organization to take extra effort to develop these areas, at the same time not to be careless and ignore area with better score. The organization receives moderate scores in two dimensions namely Democratic Process (67.5%) and Check and Balance (57.5%).

Conclusion

The Organization is mainly held responsible for maximizing the use of sports for public welfares, so being transparent makes it easier to mark with stakeholders and get further investments into the sports. It can also help to achieve good decisions because everyone has to be open with high responsibility. For that reason, both outcome and working procedure of the organization particularly in resources distribution, should be wide open as much as possible for public scrutiny, which means documents and officials information of the organization should be published on its websites or accessible to the members, media and other stakeholders. Therefore, it is important for Indian sport organizations to have a systematic good governance practices in order to take full advantage of organizational resources. In order to enhance transparency in the IOA, these documents should be published online, (1) Agenda and minutes of its general assembly. (2) Decision-making taken at its EC meeting. (3) Basic biographical information and contact details on their governing body members that includes at least six of the following

items: date of birth, position in the organization, nationality, education, professional background, tasks within the organization, current activities in other sport organizations, and official functions and political posts. (4) Information about its member federations that includes founding years, affiliated since, and a number of affiliated athletes in the organizations should be included in addition with existing items; website, email address, president, general secretary. (5) Regulations and reports on remuneration, including per diem payments and bonuses of its members and senior officials. To continually boost sport development throughout the country, it is important to note that it cannot be successfully accomplished without the establishment of stronger institutional structures, which essentially requires mighty leadership commitment. Additionally, effective governance will ensure more effective decision making with the organization demonstrating transparency, accountability and responsibility in the activities undertaken and resources expended.

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