

# Action for Good Governance in International Sports Organisations

Final report • April 2013

JENS ALM (ed.)



Play the Game/  
Danish Institute for Sports Studies  
[www.aggis.eu](http://www.aggis.eu) / [playthegame.org](http://playthegame.org)



# **Action for Good Governance in International Sports Organisations**

Final report · April 2013

JENS ALM (ed.)

Play the Game/Danish Institute for Sports Studies

Action for Good Governance in International Sports Organisations. Final report

The Action for Good Governance in International Sports Organisations final report is developed by Play the Game/Danish Institute for Sports Studies, University of Leuven, Loughborough University, German Sport University Cologne, Utrecht University, Swiss Graduate School of Public Administration (IDHEAP), University of Ljubljana and European Journalism Centre.

Published by: Play the Game/Danish Institute for Sports Studies, Copenhagen, Denmark, 2013

The AGGIS project has received funding from the European Commission under the framework of the Preparatory Actions in Sport. The Commission is not responsible for any communication and publication by AGGIS or any use that may be made from information contained therein.

ISBN: 978-87-92120-60-1 (printed edition); 978-87-92120-61-8 (PDF edition)

Photos: Periskop

Layout: Anne von Holck, Tegnestuen Trojka

Download the final report, the smaller leaflet on the project and read more about the project and governance at [www.aggis.eu](http://www.aggis.eu).

## Content

<b>A step towards better governance in sport</b>	6
<b>The governance agenda and its relevance for sport: introducing the four dimensions of the AGGIS sports governance observer</b>	9
<b>Accountability and good governance</b>	22
<b>The role of the EU in better governance in international sports organisations</b>	25
<b>Implementation and compliance of good governance in international sports organisations</b>	38
<b>Compliance systems: WADA</b>	56
<b>Monitoring systems of good governance</b>	67
<b>Reassessing the Democracy Debate in Sport Alternatives to the One-Association-One-Vote-Principle?</b>	83
<b>Transparency</b>	98
<b>Transparent and accurate public communication in sports</b>	104
<b>The Swiss regulatory framework and international sports organisations</b>	128
<b>Sports organisations, autonomy and good governance</b>	133
<b>Limits to the autonomy of sport: EU law</b>	151
<b>Stakeholders, stakeholding and good governance in international sport federations</b>	185
<b>Good governance in International Non-Governmental Sport Organisations: an empirical study on accountability, participation and executive body members in Sport Governing Bodies</b>	190
<b>AGGIS Sports Governance Observer</b>	218
<b>Existing governance principles in sport: a review of published literature</b>	222