Transparency: How much openness is needed for good governance?

Action for Good Governance in International Sports Organisations

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Questions ...

- What is transparency and why is it necessary for good governance in sport?

- What can we expect from transparency (according to the optimists and the pessimists)?

- How much transparency is needed?
What is transparency?

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What is expected from transparency?

• Optimists
  • Power to the people
  • Basis for participation
  • Prevention of corruption and abuse

• Pessimists
  • Erosion of trust
  • Overrated and largely symbolic
  • Reduces accountability to ‘ticking the boxes’
Realistic approach

• Post-idealists
  • Not every form of transparency benefits citizen empowerment and trust
  • Need to find conditions and forms that balances pros and cons
  • Producing transparency requires a balancing act
Why transparency in international sport?

• Sport as public good and user of public support should be open for public scrutiny
• International sport federations have unique positions as ‘global monopolies’
• Sport relies on trust of athletes, governments, media and sponsors
• They are part of ‘cultural fabric of modern life’
• They have economic value as employers and as ‘generators of wealth’
Transparency in International Sport Organizations

- Firm focus on autonomy contains the danger of permissiveness, and – as a consequence – little transparency
- Lack of clear transparency guidelines
- Little debate about ‘adequate’, ‘active’ and ‘passive’ transparency
Transparency: value and means

• Intrinsic value to democratic and accountable organizations

• Means to achieve less misuse of power, financial mismanagement and corruption.

• Better *accountability* through checks and balances
• Stronger *democracy* through a better debate
• More robust *solutions to wicked problems* through civic engagement
What is transparency?

(...} the availability of information about an actor allowing other actors to monitor the workings or performance of this actor.

• Institutional relation
• One actor: transparent
• Object: transparent about workings/performance
• Other actors: use this information
What is transparency?

• Dimensions:
  • Completeness
  • Colour
  • Usability

• Objects:
  • Decision making
  • Content
  • Outcomes

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## What is transparency?

<table>
<thead>
<tr>
<th>Objects of transparency</th>
<th>Dimensions of transparency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Completeness</td>
</tr>
<tr>
<td>Decision making</td>
<td>Complete information on the process</td>
</tr>
<tr>
<td>Content</td>
<td>All relevant information is available</td>
</tr>
<tr>
<td>Outcomes</td>
<td>All data about outcomes are available</td>
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</tbody>
</table>

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Transparency in Sport Governance Observer

• Contribute to more transparency in ISOs, which is key to good governance
• Appropriate, acceptable, applicable and enforceable
• Serves as self reform and external scrutiny
• Based on academic insights and experiences in other sectors.

• Publication of crucial documents
• Information about executives and other decision makers
• Information about decision making

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<table>
<thead>
<tr>
<th></th>
<th>Transparency and Public Communication</th>
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<tbody>
<tr>
<td>1</td>
<td>The organisation publishes its statutes/constitution on its website</td>
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<tr>
<td>2</td>
<td>The organisation publishes its by-laws on its website</td>
</tr>
<tr>
<td>3</td>
<td>The organisation publishes its sport rules on its website</td>
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<tr>
<td>4</td>
<td>The organisation publishes its organisational chart on its website</td>
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<tr>
<td>5</td>
<td>The organisation publishes its strategic plan on its website</td>
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<td>6</td>
<td>The organisation publishes the agenda and minutes of its statutory meetings on its website</td>
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<tr>
<td>7</td>
<td>The organisation gives the media access to its general assembly</td>
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<tr>
<td>8</td>
<td>The organisation publishes basic biographical information about its board members and senior officials on its website</td>
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<tr>
<td>9</td>
<td>Contact details to board members and senior officials are published on the website</td>
</tr>
<tr>
<td>10</td>
<td>The organisation publishes information about its member federations on its website</td>
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<tr>
<td>11</td>
<td>The organisation publishes its annual general activity report on its website</td>
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<tr>
<td>12</td>
<td>The organisation publishes reports of its standing committees on its website</td>
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<tr>
<td>13</td>
<td>The organisation publishes an annual financial report on its website</td>
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<tr>
<td>14</td>
<td>The organisation publishes remuneration, for example per diem payments and bonuses of its board members and senior officials on its website</td>
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<tr>
<td>15</td>
<td>The organisation publishes main event reports with detailed and relevant information on its website</td>
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<table>
<thead>
<tr>
<th>Score 1.11</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Not fulfilled at all</td>
</tr>
<tr>
<td>2</td>
<td>Weak</td>
</tr>
<tr>
<td>3</td>
<td>Moderate</td>
</tr>
<tr>
<td>4</td>
<td>Good</td>
</tr>
<tr>
<td>5</td>
<td>State of the art</td>
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Transparency in International Sport Organizations

Not a panacea

... 

Not a poison

...

But a useful pharmacon

...

If provided in the right dose!

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