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Analysis of Good Governance: A Case Study of the Egyptian Archery Federation

2015년 08 월

서울대학교 대학원
체육교육과
Ahmed Mohamed Said
Abstract

Analysis of Good Governance:
A Case Study of the Egyptian Archery Federation

Ahmed Mohamed Said
Department of Physical Education
Graduate School
Seoul National University

While the sports industry and its application continue to grow rapidly and develop as vibrant and crowd pulling phenomenon, scholars and professors of sport management in Egypt do not pay much attention to areas of sport governance. They study topics such as the importance of leadership or the analysis of the board and its effective structure within the sport organizations but we cannot find any studies concentrated on any indicators to measure the performance of the sport organizations such as balance score card or indicators to analysis the good governance and how effective the organization is running its system. This study therefore seeks to address this state of affairs, and specifically
to investigate the implications of good governance principles within the Egyptian Archery Federation by using play the game indicator (AGGIS).

A World Bank’s (2000) review on corporate governance observes that major corporate failures are often the result of fraud, incompetence and abuse of power and responsibilities and that only through an improved system of governance can organizations address these issues.

This case study was carried out on the Egyptian Archery Federation, since Egypt is trying to enhance its management system. I was trying to measure the good governance in the Egyptian Archery Federation in order to provide them with recommendations to enhance their weak governance points.

The primary data used in this study was collected using structured questionnaire designed by play the game organization. The findings of this study suggest the urgent need to implement policy which will compel EAF to start embracing good governance principles and indicators to measure the governance and performance. In addition it will encourage sport management researchers to do more studies and focus on the good governance and its implications in the sport organizations in general.

Keywords: Governance, Egyptian Archery Federation

Student Number: 2013-23910
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<table>
<thead>
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<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AGGIS</td>
<td>Action for good governance in sport</td>
</tr>
<tr>
<td>ASC</td>
<td>Australian Sports Commission</td>
</tr>
<tr>
<td>BUPs</td>
<td>The Basic Universal Principles of good Governance</td>
</tr>
<tr>
<td>CAS</td>
<td>Court of Arbitration for Sport</td>
</tr>
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<td>EAF</td>
<td>Egyptian Archery Federation</td>
</tr>
<tr>
<td>G2B</td>
<td>Government to business</td>
</tr>
<tr>
<td>G2C</td>
<td>Government to Citizen</td>
</tr>
<tr>
<td>G2G</td>
<td>Government to government</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>IOC</td>
<td>International Olympic Committee</td>
</tr>
<tr>
<td>ISO</td>
<td>International Organization for Standardization</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<tr>
<td>NOC</td>
<td>National Olympic committee</td>
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</table>
NSO  National Sports Organization

OECD  Organization for Economic Co-operation and Development

SGB  Sport Governing Body

SGO  Sports Governance Observer

SPARC  The State Partnership for Accountability, Responsiveness and Capability

SR  social responsibility

UN  United Nations

UNDP  United Nations Development Programme

USAID  United States Agency for International Development

WADA  World Anti-Doping Agency
I. INTRODUCTION

1. Introduction

Due to recent evolution of management concepts in societies, contemporary organizations are starting to realize the significance and indispensability of continuing development to survive in the face of new technologies—which opened up new potentials and also imposed challenges. Continuous development includes all fields of activity, inputs and outputs within any contemporary organization. Administrations in contemporary organizations began to adopt enterprising ideas, concepts and administrative approaches based on an interest to maximize opportunities that fulfill the market needs (Al-Salamy, 2002).

The most noticeable problems and obstacles are: (1) the weakness of performance measurement and assessment systems, (2) absence of clear and distinct criteria for performance in light of which the administration would be able to measure and assess the quality of performance, (3) the responsibilities are irregularly distributed among the administration levels and individuals, (4) the weakness of the supervision mechanisms and systems, (5) the incapacity of analyzing the internal and external environment of the organization, (6) the weak
utilization of the available chances, and (7) the incapacity of avoiding the threats that might negatively affect the quality of both performance and product, (Al-Salamy, 2000).

According to Hamid (1999), the Egyptian society is currently witnessing huge advances in all fields in general, and in sports in particular. In the twenty-first century, sports management is implemented in Egyptian sports establishments and corporations. It is a type of management that internally and externally has gone through a significant process of evolution due to new economic and conceptual circumstances that happened unexpectedly to the Egyptian society to create an unprecedented world. At present, the sports officials in all public, private and local entities in different types are sparing no effort to upgrade and update their administrative techniques to cope with administrative advancement throughout the world. The administrative practice should adopt advanced technological techniques which enable them to be competitive and maintain their firm stances in the open world market of sports – which accepts only the excellence and brilliant participants.

According to Chappelet and Mrkonjic (2013) they wrote “since the beginning of the 21st century, the "good" governance theme has become a must when sports organizations are facing cases of corruption, doping, match fixing
and mismanagement”. Because of the ethical argument about what is considered as a proper “good” conduct in a given community and the theoretical discussion on the meaning of governance, "good” governance obtained the quality of being extremely extensible and flexible. Play the Game organization (2011), in order to accomplish enhanced governance in sport, stated that many sports institutions need to reassess their internal and external technique to handle the on-going commercialization, professionalization and globalization of sport. This also gives birth to the need of good governance in sport institutions and corporations that encompass their work and requirements, and interacts with them to adequately achieve tasks with the least effort and time.

The institutions that depend on old administrative intellectual essentials, which believe that the function of management is to internally organize and employ resources so as to externally gain fruits, will not withstand in such a competitive and ever-evolving and changeable world amid the quick pace in the advancement of technology. The circumstances of our world today firstly dictate how we organize the desired goals externally and then organize internal resources, and also how the resources are continuously developed to accomplish goals.

This creates a necessity of being seriously interested in updating the administrative techniques by which these sport institutions are run. This will
enable them to practice functions that guarantee a competitive advantage on the local, Arab, African and international levels. The nation is undergoing a very critical transitional period that brings it inside a number of variables and transformations related to international and regional frameworks. Among the most prominent variables are the increasing development of the technological and scientific revolution, and the economic growth which presently loads organizations with different pressures and challenges, such as the increasing expansion of internal and external forces that affect their stability. The world arena has witnessed radical changes that will inevitably leave their economic effects on the whole world. The world order has become distinguished by a quick pace, full of conflict arising from the many changes and transformations, and also the rise of the forces of change in many different areas of the world. Management of governments and organizations are required to take necessary actions to face these challenges. There is a necessity to apply modern administrative techniques to our sports institutions to upgrade them so they reach excellent rates of performance, which in turn will upgrade the level and quality of services due to following the scientific approach. The term "good governance" emerged to express the need to have a comprehensive approach that gathers all fundamentals and elements involved with building organizations on superior bases that
maximize their capabilities amid the different variables and surrounding external circumstances, (Al-Salamy, 2002). This will completely connect and coordinate all elements and constituents of the organization, and invest all crucial capabilities so they will excel in the markets and benefit competent bodies and the society as a whole. According to Sirefi (2004), modern management is characterized with basic features, such as being customer satisfaction oriented and making the best use of creative talents and human resources. As people are the basic support of success, it believes that the teamwork is the catalyst, which helps members to create, innovate and participate seriously to achieve excellence and superiority, through objective-based systems. Decisions are made through building and utilizing databases, which depend on experience, observation and objectivity to make use of facts in any changing process.

Spanyi and Dwyer (2008) define governance as "the structure, metrics, roles and responsibilities necessary to measure and improve performance and to manage an organization’s processes, and regard it as fundamental to optimal, workable process improvement in the organization”. Abdel Ma’aboud (2005) believes that "Excellence management" depends on entitling all employees in different management levels inside the organization with authority to achieve the best quality through good governance that encourages and directs the individuals
operating in adequate work conditions to accomplish technological development and make the best use of researches, which are the efficient tools of technology. Sports federations are significant institutions in any society, and they are deeply connected with the field of sports education, and this is why they must be given adequate care and attention to be elevated to the highest rank within international and world-wide championships.

The researcher in his capacity as an administrator in the Ministry of Sport and an Archery coach in one of the most famous Archery clubs in Egypt has noticed that federations depend on traditional trends in terms of sports management. This is clearly evident in relevant studies (Ashmawi, 1991; Fat-hi, 2004; Ibrahim, 1990; Mustafa, 1999; Sayed, 1991).

They are studies that were made on different sports federations, which proved that depending on conventional and classic trends in sports management leads to weak administrative performance, and thus ineffective achievements. This, in turn, leads to an over consumption of money, time and effort, which necessitates the adoption of modern scientific techniques of management to deepen efficacy and to achieve the best results on different local, regional and international levels. The mechanisms of good governance can actually qualify sports federations to be administratively capable and competent, and on that
account, the other financial and technical processes would be promoted as well.

The study derives its importance from the following:

1) The research is regarded as one of the first studies that tackle good governance in one of National Olympic sport federation to upgrade administrative performance in Egypt, in particular.

2) The need to develop scientific tools or indicators dedicated to make sure of the adoption of good governance in the sports federations in Egypt.

3) Most studies that tackled sports management in federations focused on traditional scientific techniques, without mentioning the concept of good governance.

Hence, the need arises to conduct this study to attract the attention of researchers and academics to this new science in the field of sports in the Arab world. This study urges researchers to carry out many studies in the future about governance and its applications in the field of sports in order to achieve world level governance standards in national sports bodies. In addition, the researcher believes these future studies will contribute in improving the standards of sports in the country and will help the sport bodies to achieve many great achievements in world championships in the future.
2. Research purposes:

The research aims to evaluate the performance of good governance in the Egyptian Archery Federation to uncover the problems, as well as to identify the negative aspects, that impede the course of the process of good governance through the study of the four dimensions of governance and measure: Transparency, democratic process, solidarity, check and balances within the federation. The research also aims to suggest possible solutions for the negative aspects that will impede the course of the process of good governance in the future. Toward this end, the paper provides recommendation and positive feedback to the federation to improve their good governance. In addition, this study will be useful for other federations as a guide line and indicator to measure their good governance.

The classification of the paper goes as follow: Chapter Two contains a brief history about governance, governance theories and governance principles. Chapter Three discusses its methodology. Chapter Four provides an analysis of good governance in The Egyptian Archery Federation and the results. Finally, Chapter Five reviews of the results and offers the conclusion of the paper.
II. LITERATURE REVIEW

1. Concepts of Governance

The roots of "Governance": The word governance comes from the Greek verb κυβέρναω [kubernáo] which is to steer. "Governance" appeared for the first time in metaphorical sense by Plato. It later moved to Latin and eventually on to different languages.

Oxford English defined governance as the action or manner of governing a state, institution, etc. for instance: a more responsive regime of governance will be needed. Another example of using governance in the English language: The excellence of administrative leadership and the method of governance is vital for development. It also means ancient rule; control. For instance: I don’t think he’s an exceptionally good manager, I might not want to stay under his governance.

Governance alludes to the implementation of the political and administrative authority at all levels to deal with the internal and external country’s undertakings. It consists of the mechanisms, processes and organizations, through which citizens and crowds express their welfares, practice their legal rights, meet their commitment and interpose contrasts (Committee of Experts on Public Administration, 2006), previous studies have shown that
democratic governance as "a processes of creating and sustaining an environment for inclusive and responsive political processes and settlements" (United Nations Development Program, 2011). The organizational and human capacities for governance define the method in which efficiency of public policies and strategies is achieved, especially in service of supply and distribution. (UN system task team of development, May 2012). Paim (2007, 2010) and Paim et al. (2009) state that governance process covers the "definition of complete guidelines of the process management model, the process control model and the activities of the various institution units, and involves mainly the distribution of process management–related responsibilities within the institution. Succinctly, it incorporates promoting the meaning of complete rules to a point what ought to be carried in process administration and how it ought to be carried out. Korhonen (2007) defines governance as the necessity to ensure harmonization among process initiatives by different functional divisions and to reduce misalignment between organizational strategy and process endeavors. Spanyi and Dwyer define governance (2008) "it as the structure, metrics, roles and responsibilities necessary to measure ad improve performance and to manage an organization’s processes, and regard it as fundamental to optimal, workable process improvement in the organization.”
Richardson (2006) defines governance as "the set of rules that dictate or govern how an organization must conduct a specific business function".

World Bank (2000) defines governance as "the process and institutions through which decisions are made and authority in a country is exercised". UNDP (1997) sees governance as "the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences".

USAID (2005) defines governance as "The ability of government to develop an efficient, effective, and accountable public management process that is open to citizen participation and that strengthens rather than weakens a democratic system of government". Kaufmann (2003) states that governance is "the exercise of authority through formal and informal traditions and institutions for the common good, thus encompassing: (1) the process of selecting, monitoring, and replacing governments; (2) the capacity to formulate and implement sound policies and deliver public services, and (3) the respect of citizens and the state for the institutions that govern economic and social interactions among them".
Hyden, Court and Mease (2004) argue that governance is "The formation and stewardship of the formal and informal rules that regulate the public realm, the arena in which state as well as economic and societal actors interact to make decisions".

2. Definitions of sport(s) governance:

Definitions of sport(s) governance differ according to the philosophy and the views of the scholars, and the intellectual schools that discuss it. It is clear from these definitions that there is no consensus among them on comprehensive and inclusive definition for sports governance. The ASC (2004) defines governance as "the structures and processes used by an organization to develop its strategic goals and direction, monitor its performance against these goals and ensure that its board acts in the best interests of the members". SPARC defines governance 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 evaluate organizational achievements in order to exercise its accountability to the organization and owners" (SPARC, 2004: 16). (Council of Europe, 2005) describes good governance in sport as a "complex network of policy measures and private regulations used to promote integrity in the management of the core values of sport such as democratic, ethical,
efficient and accountable sports activities; and these measures apply equally to the public administration sector of sport and to the non-government sports sector”. Governing sport body includes setting a direction or a complete strategy to guide the institution and making sure that organizational members have something to do with developing that strategy and how it is verbalized. Moreover, Governance contains controlling the activities of the organization, its affiliates and staff so that entities are acting to maximize the advantage of the organization and working to achieve a concurred strategic direction and specific agreed goals. Regulating behavior is the third element of governance and involves setting rules or policies for individual members or member institutions to follow. These notions propose that good institutional governance plans to guarantee that board and administration try to convey outcomes for the benefit of the institution and its members and that the methods used to achieve these outcomes are checked successfully (Hoye & Cuskelly, 2007).

Poor governance performance has been ascribed to "director inexperience, conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls and generally poor internal business systems and reporting” (ASC, 2002: 1). SPARC (2004) identified 20 common governance challenges for sport organizations: 1) Complex and confusing governance structures which fail to
ensure accountability or cope with changes to the operating environment, 2) Lack of a systematic approach for governing boards to do their work, 3) A lack of training for board members, 4) Boards focusing too much on operational rather than strategic issues, 5) A failure to tackle major policy issues, 6) Being reactive rather than proactive, 7) Boards focusing on reviewing decisions instead of making decisions, 8) Failing to define appropriate accountability measures for the board and staff, 9) Failing to define the results which an organization is striving to achieve, 10) Poor delineation of the roles of the board and staff, 11) Appointing the wrong people to the board, 12) Focusing on compliance issues at the expense of enhancing organizational performance, 13) Failing to define the responsibilities of the board and staff, 14) Having low performance expectations of board members, 15) Poorly skilled and inexperienced board members, 16) Failing to manage the relationship between the board and staff, 17) Developing expectations that exceed the organization’s capability, 18) Poor succession planning for board members or key staff, 19) Ad hoc attempts to address governance problems, 20) Failing to provide a clear framework for board members to carry out their duties.
3. Types of Governance

1) Process governance

Paim et al. (2009) state that process governance comprises the “definition of overall guidelines of the process management model, the process control model and the activities of the various organizational units, and involves mainly the distribution of process management related responsibilities within the organization. Concisely, it includes encouraging the definition of overall guidelines to situate what it ought to be carried out in process management and how it ought to be carried out”.

2) Global governance

A few writers like James Rosenau (1999) have utilized the expression "global governance” to refer to the regulation of interdependent relations in the absence of a supreme political power. The best explanation of this is the global system or connections between autonomous states. The expression "global governance", is still applicable wherever a gathering of free equivalents needs to structure compatible relationship.

3) Non-profit governance

Non-profit governance concentrates basically on the fiduciary obligation that a board of trustees (in some cases called directors - the terms are
interchangeable) has concerning the exercise of the power over the unequivocal public trust that is comprehended to exist between the mission of an institution and those whom the institution serves.

4) Corporate governance

“It includes a set of relationships between a corporation’s administration, its board, its shareholders and stakeholders. Corporate governance also gives the structure through which the goals of the company are set, and the methods of achieving those goals and checking performance are determined. Good "Corporate Governance" ought to give appropriate incentives for the board and administration to pursue goals that are in the benefits of the corporation and its stockholders and ought to ease effective monitoring” (OECD 2001).

5) Internet governance

Internet governance is the improvement and application by governments, the private sector and civil society, in their individual roles, of shared principles, norms, rules, decision–making procedures, and programs that shape the evolution and use of the internet. (WGIG, June 2005). Law scholar Yochai Benkhler (2000) established a conceptualization of the internet governance by the concept of three layers of governance: “physical infrastructure” layer through which information
transfer; the "code" or "logical" layer that controls the infrastructure; and the "content" layer, which contains the information that signals through the web.

6) E- Governance

Internet governance ought not to be mixed up with E-governance which alludes to technology driven governance. Saugata. B and Masud R.R. (2007) state that there are many elements that impact the meaning of E-Governance. The expression "Electronic" in the term E-Governance suggests innovation driven Governance. E-governance is the application of Information and Communication Technology (ICT) for distributing government services, exchange of information, communication transactions, combination of various stand-alone systems and service between Government-to-Citizen (G2C), Government-to-Business (G2B), Government–to-Government (G2G) as well as back office procedures and interaction within whole government frame work. Through the E-Governance, the government facilities will make available to the citizens in a convenient, effective and transparent method. The three primary target groups that can be recognized in governance conceptions are government, citizen and businesses/concern groups. In E-Governance there are no unique limits. As a rule there are four essential models available: Government to Customer (Citizen), Government to Employees, Government to Government and Government to business.
7) Information Technology Governance

Basically, it’s putting structure around how institution adjust IT long term plan with organization long term plan, guaranteeing that institution stay on track to attain their long term plans and objectives, and applying good methods to evaluate IT’s performance. It verifies that all stakeholders’ interests are considered and that processes give measurable results. The IT Governance Institute's definition is: "… leadership, organizational structures and processes to ensure that the organization's IT sustains and extends the organization's strategies and objectives."

8) Environment governance

Oliver M Brands and David B Brooks (2005) says that environmental governance is a concept in political ecology and environmental policy that advocates sustainability as the supreme consideration for managing all human activities – political, social and economic. M’Gongile, Michael (2006) holds that governance incorporates government, business and civil society, and stresses entire system administration to catch this varied range of components. Environmental governance frequently utilizes substitutes systems of governance, such as watershed-based management.
9) Multi-level governance

Multi-level governance is an approach in political science and public administration principles that originates from studies on European integration. Political scholars Liesbet Hooghe and Gray Marks settled the idea of multi-level governance in the early 1990s and has continuously been contributing the exploration program in a series of articles. This theory comes from the study of the new structures that were present by the European Union (Maastricht Treaty) in 1992. Multi-level governance offer declaration to the thought that are numerous interacting authority structures at work in the developing global political economy. It "illuminates the intimate entanglement between the domestic and international levels of authority".

10) Regulatory governance

David Levi-Faur (2011) states that regulatory governance reflects the appearance of de-centered and commonly versatile policy regimes which rests on regulation rather than service provision or taxing and spending. The term captures the tendency of policy regimes to deal with complexity with delegated system of rules. It is prone to show up in arenas and nations which are more complicated, more worldwide, more challenged and more liberally democratic. The word "regulatory" state marginalizes non-state actors (NGOs and Business) in the local
and international level, the term governance marginalizes regulation as a constitutive instrument of governance. The term regulatory governance hence permits us to comprehend governance beyond the state and governance through regulation.

11) Participatory governance

Participatory governance emphasizes on deepening democratic engagement through the contribution of peoples in the processes of governance with the state. The concept is that citizens must play extra active roles in public decision-making or at least involve more deeply with political problems. Government administrators should also take an action to this kind of participation. In practice, participatory governance can increase the roles of citizens as voters or as watchdogs through more effective and direct methods of participation.

12) Project governance

Project governance is the framework which ensures that the project has been correctly conceived and is being executed in accordance with best project management practice and within the wider framework of the University's governance processes (Oxford Book University).
13) Meta-governance

“Meta-governance” is usually defined as the "governing of governing". Kooiman, J (2003) argues that it denotes the established ethical values, or 'norms', that shape and steer the whole governing process. It is significant to note that there are no obviously characterized settings inside which meta-governing take place, or specific persons who are in charge of it. While some think meta-governing to be the role of the state which is expected to want to navigate and steer actors toward a specific path, it can "potentially be exercised by any resourceful actor" (Sorensen, E, 2006) who wishes to influence the governing process. I will mention some examples of this, which include the publishing of codes of conduct at the highest level of international government (Onyango, P. and Jentoft, S, 2010) and media focus on specific issues (Evans, J., 2012) at the socio-cultural level. Regardless of their diverse sources, both want to create values in such a method that they become accepted 'norms'. The fact that 'norms' can be recognized at any level and can then be utilized to shape the governance process as whole, means that Meta-governance is "chunk or a part of the both the input and the output of the governing system” (Kooiman, J., 2003) .
14) Collaborative governance

Emerson, Nabatchi, and Balogh (2011) state that collaborative governance refers to the processes and structures of public policy decision making and management that engage people constructively across the boundaries of public agencies, levels of government, and/or the public, private and civic spheres in order to carry out a public purpose that could not otherwise be accomplished.

4. Significance and Aims of Governance:

1) Significance of governance

Governance has gained great importance for communities that follow corporate governance as an administrative system to fight against (corruption, mismanagement and improper exploitation of power while promoting transparency and disclosure). The governance is consider as one of the most important processes necessary for improving work within the institutions and confirming the integrity of the administration and ensuring the achievement of its objectives, and the importance of corporate governance appears in the following points: 1) Fighting against bureaucracy, deviation, underdevelopment, and administrative corruption, 2) Ensuring impartiality and transparency, 3) The achievement of safety and ethics, 4) Achieving integrity and delinquency
prevention, 5) Reducing errors and deficiencies in the performance of tasks institution, 6) Achieving effective accounting and oversight the performance.

Sullivan, John D, Shkolnikov, and Kuchta, Shkolnikov, and Kuchta (2003) stated that the importance of governance in the following points: 1) To reduce risk, 2) To enhance performance, 3) To show transparency, 4) To improve leadership, 5) To work for portability accounting for social responsibility.

According to Ali Ibrahim Tolba (2005), the importance of corporate governance leads to the following: 1) identify the elements of corruption to fight it and do not tolerate its presence within the administrative work, 2) To improve and develop the management of the organization and to provide help in decision-making, 3) To achieve fairness, justice and equality for all employees, 4) To make the most effective oversight and emphasis on the point of view so that no administration should pay attention to any pressures that interfere with their works, 5) To raise the level of ethical performance and to contribute to the dissemination of moral values and behavioral work within the administrative.

Bob Tricker defines the significance of governance and its indirect impact on organizational performance. He wrote, “if management is about running a business, governance is about seeing it run properly”. (Tricker, 1984) Governance deals with issues of policy and works for the improvement of
organizational performance, in addition to guaranteeing statutory and fiduciary compliance. Governance is more than everyday operational management decision-making. The significance of good governance in attaining high ranks of organizational performance has become more and more accepted by the government organizations that give major and continuous funding to sport organizations. (Hoye and Cuskelly, 2007)

2) Aims of governance

Governance seeks to prevent manipulation, distortion, and deception, and reduce the negative impact of management through mechanisms to achieve oversight and control of the performance within the institutions and in the interests of all parties. Good governance seeks to achieve a set of objectives as fellow: 1) To maximize the performance of institutions and organizations, 2) To set and develop control systems on the performance of employees in institutions and bodies, 3) To Establish rules and procedures for the conduct of work within the bodies and organizations, which include objectives achievement of governance, 4) To set up systems to Enterprise Management basis on the structure to determine the distribution of all of the rights and responsibilities within the administrative work, 5) To develop systems to ensure avoiding or
reducing fraud and conflicts of interest and unacceptable behavior administratively and financially and morally.

Mohsen El- Khudhairi (2005) believes that governance aimed to achieve a lot of goals, which are represented in: 1) Improving the perceived image of the institution, 2) Improving the decision-making process, 3) Improving the credibility of the institution, 4) Developing and implementing ethical considerations.

5. Theories of Governance

The researcher recognized that there are numerous theories that have been tried to explain organizational governance. He claimed that those theories give an incomplete and narrow explanation of governance and that is consistent with the opinion of Cornforth (2003b: 6). Moreover, Cornforth argues that governance of not-for-profit institution is comparatively under-speculated in contrast with the for-profit corporations. Each of these theories is analyzed, thus, to recognize their pertinence in comprehensions of the governance of sport institutions.

Table 2.1 shows a brief of the theories that layout the assumptions every theory has for the interests of board members, stakeholders and administrators.
<table>
<thead>
<tr>
<th>Theory</th>
<th>Interests</th>
<th>Board members</th>
<th>Board role</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Agency theory</strong></td>
<td>Owners and Owner’s Compliance</td>
<td>managers have representatives</td>
<td>Conformance different interests</td>
</tr>
<tr>
<td><strong>Stewardship theory</strong></td>
<td>Owners and managers have the same interests</td>
<td>Experts</td>
<td>Enhance performance</td>
</tr>
<tr>
<td><strong>Institutional theory</strong></td>
<td>Stakeholders and the organization have different interests</td>
<td>Influenced by external organizations</td>
<td>Compliance and conformance</td>
</tr>
<tr>
<td><strong>Recourses dependence theory</strong></td>
<td>Stakeholders and the organization have different interests</td>
<td>Selected for ability to influence other organizations</td>
<td>build relationships with other organizations</td>
</tr>
<tr>
<td><strong>Network theory</strong></td>
<td>Stakeholders and the organization have different interests</td>
<td>Selected for ability to influence other organization</td>
<td>Secure resources to support the organization</td>
</tr>
</tbody>
</table>
As it is very-well known that most of the studies and researches that were done on organizational governance has focused around corporations. A significant part of the studies has focused on the organizational governance in for-profit organizations instead of nonprofit bodies, and hardly any complete research has been done on the governance in non-profit sport organizations. Every one of the theories presented in this section proposal a perception to enlighten us about the...
governance hypothesizes practices, structures and results for sports bodies and institutions. The stewardship theory and agency theory emphasize the in-house checking problems of governance. Agency theory adopts that holders of an institute will have diverse interests to the administrators of institute or sport body and suggests that stakeholders’ interests must overcome the decisions related to the setup of an institute. Manager (agents) who have been chosen to manage the institute must be subjected to wider accountability by the governing board so as to decrease the possibility of maladministration or misbehavior by agents that may threaten stockholders interests. Agency theory has been the major theoretic methodology to describe corporate governance. It has concentrated on discovering the finest techniques for boards’ members to increase control of administrative process and activities and to elevate the flow of the datum by increasing and enhancing the quality and quantity of information for stakeholders with the intention of asserting that administrators will pursue results and final ending that will increase stakeholder capital and lessen threats. For organizations working in the sports business that might have a variety of sponsors, organizational and governmental stakeholders, and this theory is trying to illuminate how a governance system runs. Nonetheless, for the bulk of nonprofit sport institutions, which have different shareholders who do not have any monetary portion in the
institute, this theory has narrow use (Hoye, Smith, Westerbeek, Stewart & Nicholson, 2006).

Stewardship theory has an opposite hypothesis of the agency theory, suggesting that administrators are inspired to seek success, power, and appreciation. They revere power, rather than looking for maximizing their individual benefits upon those stakeholders. Hence, the management represented in the board requires concentrating on improving the performance of the institute rather than looking for managerial obedience. This trend looks as if it is conflicting with some of the principles for example of the United Kingdom Sport (2004) guiding principle for good governance which focused on the necessity for the board to oversee and observe compliance problems. Institutional theory, resource dependence theory and network theory attempt to describe how organization deals with the external milieus and secures rare assets. Institutional theory suggests that the governance outlines embraced by institutions are the consequence of external pressures to adapt and accept business practice, including lawful prerequisites for consolidation. These kinds of procedures are utilized by government organizations in the form of emerging governance rules. It strictly implements stipulation through subsiding agreements, further organizational affiliates doing a great effort to make sure that there a good governance system implemented. If
organizations working in analogous situations try to adapt to these pressures, it is possible for them to embrace similar governance frames, this Case is known as organizational equality "isomorphism". This is very obvious in sporting systems in developed nations for instance Australia, Canada, New Zealand and the United Kingdom where the majority of local or provincial sport governing institutions are right now governed by a certain degree by conventional central models. Resource dependence theory suggests that institutions are reliant on other institutions for existence and for that reason they are needing to cope their relation with other institutions to maintain that they Can have the resources and info they require (Cornforth, 2003b: 8). In handling these relations, institutions getting hooked on inter-institutional arrangement, which repeatedly need some loss of flexibility and independence in exchange for obtaining control over other institutions resources. These inter-institutional arrangements take the form of unions, co-optation (the inclusion of external stakeholders in the leadership and decision-making processes of an institution), development, political participation or monitoring information sharing (Pfeffer & Salancik, 1978). The governing board of a not-for-profit sporting institute has a vital part in founding and upholding these relations and can be deemed both part of the institution and its milieu as it have a boundary spanning part (Cornforth, 2003c). The inter-institutional preparations embraced
by the board and the institute are expected to have an influence on the structure of
governance that was embraced and the professional abilities required for the
board members to cope with these relations. Network theory is another theory that
tries to illustrate how institutions interact with their environment. The core
principle of network theory is that, in addition to lawful agreements, institutions
become involved in social compulsory agreements in order to provide amenities
and services which develop a state of interdependency between institutions. This
interdependency helps to improve the casual communication and resource
movement between institutions. Not-for-profit sports institutions definitely show
such interdependency. For instance, a lot of sports institutions are deeply reliant
on government monetary funding for constructing stadiums, infrastructure,
expansion and organizing mega sports events. They moreover utilize political
relations to gather funding from different institutions or from associations. In this
sense, network theory could be seen as sole face of resource dependency theory;
on the other hand, it can increase our standing on how the deeds of board
members, in utilizing their individual connections, can benefit not-for-profit sport
institutions. The ability of a well-connected board member to assure funding from
backers, governments or different types of institutions, or by any kind of methods,
can have a significant influence on an institution’s performance.
In unison, institutional theory, resource dependency theory and network theory focus on the importance of investigating governance in light of the external challenges that are surrounding sports institutions, and the long-term plans, structures and practices they put in place to cope with these challenges. Stakeholder theory studies the relations between institutions and their internal and external stakeholders and intellectualizes institutions as a sequence of relations and responsibilities for which the governance frame should account for. Hung (1998) mentioned that stakeholder theory calls attention to institutions and make them accountable not only for and responsible to their stakeholders but also to the social groups. Not-for-profit sport institutions require handling and coping with many of those social groups such as backers, backing agencies, followers, the people, affiliated institutions, work groups, board members, locations, government institution and donors (Cornforth, 2003b: 9) The problem with the suggestions made under governance is that the organization in question needs to adopt a variety of views of various stakeholders on the organization board to make it more acceptable socially rather than acceptable for a small group interest.

The critical concepts of Western democracy are enshrined in the governance setups in the majority of not-for-profit sports institutions. Cornforth (2003b) recognizes these ideas as follows: 1) Open elections on the basis of one
person one vote, 2) Pluralism or the idea that elected representatives will represent interests other than their own. 3) Accountability to the electorate, 4) The separation of elected representatives who make policy from the executive who implement the policy.

Most not-for-profit sport institutions are administered in proportion to these principles with the elected board’s role to decide how personal interests should be considered against the interests of the group. Analytically, most not-for-profit sport institutions give the chance for any affiliate to be elected regardless of abilities or experience. Ironically, it is these democratic principles that sometimes impede the ability of not-for-profit sport institutions to enhance good governance structures, processes and systems.

And the final theory associated with organizational governance is managerial hegemony theory. This theory assumes that even if the main organizational stakeholders are legitimately in control of their institutions, they seldom have actual control because it has ‘been ceded to a new managerial class’ (Cornforth, 2003b: 10). Such an idea is discussed by many sports administrators; academics who claim that the professionalization of the sport industry has coaxed to reduce in volunteer control of not-for-profit sport institutions (cf. Ferkins et al., 2005).
6. Principles of Good Governance

The first attempts to draw principles of governance were done by OECD when OECD put OECD principles of Corporate Governance in late 1990's.

The OECD principles of corporate governance were initially created in response to a call by the OECD council meeting at ministerial level on 27-28 April 1998, to develop, in combination with state governments and other related international institutions and a group of private companies, a set of corporate governance principles. Since the standards and the principles were concurred in 1999, they became the premise for corporate governance initiatives in both OECD and non-OECD states alike OECD (2004).

The principles are envisioned to help OECD governments and non-affiliated institutions in their efforts to assess and enhance the lawful, formal and regulatory frames for corporate governance in their republics and to give guidance and recommendations for stock exchange, shareholders, companies, and different institutions that play a role in the process of emerging good corporate governance. The principle emphasize on publicly traded companies of the financial and non-financial. On the other hand, to a certain extent, they are considered appropriate, and might also be beneficial tool to enhance corporate governance in non-traded companies such as, privately held and state-owned constitutions. The principles
symbolize a common foundation that OECD affiliated nations consider it vital for the development of good governance practices. They are envisioned to be succinct, reasonable and open to the global public. They are not planned to replace for government, semi-government or private sector principles. They just want to begin to evolve more detailed "principles" in corporate governance.


7. Principles of good governance in sport

After few years of OECD principles of good governance came to light, many scholars and sport organizations attempted to build and create principle of good governance in sport to enhance the performance and management processes and to boost the effectiveness of the sport governing bodies (SGBs). The connotation of good governance grew quickly in countries around the world, colored and mixed with many different cultures (e.g. Henry and Lee, 2004). It was, encompassed with theoretical effects (such as corporate governance or democratic governance), and with a variety of different titles such as "best practices", "principles of conduct" or simply "governance". Since the meeting of
the European Union Council’s Nice Declaration on Sport in December 2000 in Brussels, many governmental institutions and academia have to determine group of principles of good governance assigned to sport and its numerous domestic, regional and global SGBs. Two of the first scholars to define the concept of good governance in sport were Henry and Lee (2004). They presented three interconnected approaches to assist the understanding of sport governance: systemic governance, political (or democratic) governance, and corporate (or organizational) governance. The first is concerned with competition, cooperation, and mutual adjustment between organizations in business and / or policy systems. The second approach is concerned with how governments or governing bodies in sport steer, rather than directly control, the behavior of organizations. The last one is concerned with normative, ethically-informed standards of managerial behavior (Henry and Lee, 2004). It is inspired by corporate governance and gives methods on how to resolve immoral or social unforeseen demeanor such as racism, discrimination. The writers offer seven principles (Henry and Lee, 2004):

1) Transparency: clarity in procedures and decision-making, particularly in resource allocation. Organizations charged with care of a public good such as sport have particular obligations not simply to act in a fair and consistent manner but also to be seen to do so. Thus their inner working
should as far as possible be open to public scrutiny, 2) Accountability: sporting organizations are not responsible to financial investors through financial reporting procedures, but also to those who invest other resources in the organization—athletes, coaches, parents, supporters, sponsors and so on, even where that investment is largely emotional rather than material, 3) Democracy: access to representation in decision-making should be available to those who make up the organization’s "internal constituencies"—with for example representation on boards of such organizations for constituencies such as players, supporters, and managers as well as owners, 4) Responsibility: for the sustainable development of the organization and its sport, and stewardship of their resources and those of the community served, 5) Equity: in treatment of constituencies— for example gender equity in treatment of sports participants and in terms of positions within the organization; and equity in treatment of sports participants (and employees) with disabilities; 6) Effectiveness: the establishing and monitoring of measures of effectiveness with measurable and attainable targets, 7) Efficiency: the achievement of such goals with the most efficient use of resources.
Council of Europe’s principles of good governance in sport

The European Union created a document in 2001 summarizing their opinions on the principles of good governance for sports institutions and organizations. There was a conference in Brussels that assigned a statement of good governance principles for sporting organizations. It covers: 1) The role of the governing body; 2) Structure, responsibility and accountability, 3) Membership and size of the governing body, 4) Democracy, elections and appointments, 5) Decisions and appeals, 6) Conflicts of interest, 7) Solidarity, 8) Recognition of other interests.

It recommends that non-governmental sport organizations respect 4 important principles (Council of Europe, 2005) 1) Democratic structures based on clear and regular electoral procedures open to the whole membership, 2) Organization and management of the professional standards, with an appropriate code of ethics and procedures for dealing with conflict of interest, 3) Accountability and transparency in decision-making and financial operations, including the open publication of yearly financial accounts duly audited, 4) Fairness in dealing with membership, including gender equality and solidarity

IOC’s basic universal principle of good governance of the Olympic and Sport Movement
The International Olympic Committee held two symposiums on the independence of the Olympic and Sport Movement in 2006 and 2008, which was organized to evaluate the conditions concerning independency of sport. The second symposiums talked about the principles of good governance and approved the basic universal principles (Basic Universal Principles) of good governance of the Olympic and Sport Movement (2008). The Basic Universal Principles are arranged in seven themes, thirty-four criteria (See table number 1 in the appendix) and include a total of close to 110 items (Romon, 2011).

**The four good governance dimensions of the AGGIS sport governance observer**

1) Transparency and public communications

Frank van Eekeren (2013) states that "Transparency means to make information available that allows external actors – fans, media, sponsors, governments, and athletes – to monitor the internal workings and performances of the organizations". The key to ensure Transparency is precise information. You can understand transparency as a core value of being a democratic and liable institution; moreover you can understand transparency as methods for an institution to gain the trust of external stakeholders and supporters of the
institutions. The lack of transparency can lead to lack of opposition to the ones that are in power, and if there is a lack of opposition that could lead to a misuse of power, financial mismanagement or even corruption. So transparency is a value, but it is also a means to fight corruption.

There is much more pressure now on any organization in the western society to be more transparent and open. But in a way this is not applicable for sports federations for two reasons: Both external and internal initiatives are missing. The latter means that there is no self-reform because the ones who are in power have a lot of interest in keeping the situation as it is right now because it favors them

On every aspect of transparency most international sports federations can improve. For instance, make sure that you have minutes of your board meetings completely published. Another example is the financial situation of the international sports federations. Where does the money come from, and where does it go to, and who is allowed to sign contracts but the greatest challenge is about changing the entire philosophy of confidentiality into a philosophy of transparency. This has to be done by convincing the actors to be transparent because in the end it will lead to better performance and a better working of the organization. I would say that in the end sports organizations will be more
transparent, but we will need to make the incentives for them to be that. This has to come from the inside of the organization, but also from the outside, so people using the new AGGIS tool, such as politicians and sponsors, should put pressure on international sports federations and try to force them to be more transparent”.

Biba Klomp (2013) believes that "the overall aim of public communication is to create goodwill and some positive feelings towards an organization and what it does. I think sports organizations often take their publics and fans for granted. They rely on the fact that, no matter what they are doing or how they are performing, People will just keep connecting to them and keep supporting them. So in communication terms they are still practicing top-down, one way communication. But there is obviously a disconnection with fans and some of their key publics. To overcome this disconnection international sports federations have to focus more on communicating with their stakeholders and being transparent and accountable towards their publics".
2) Checks and balances

Barrie Houlihan (2013) says "From the organization’s point of view, accountability is a feeling of obligation to explain what they are doing and why they are taking the actions they are, but is also the acceptance of responsibility”. International or regional sports federations hold an almost unique position in organizational life as they are to a large extent legally permitted monopolies. This gives them a particular duty to explain the decisions they make. Unfortunately, I think sports organizations in general perform very poorly. Given the economic power of the federations and their significance for the lives of sports men and women, I think they now have a much stronger obligation to be open about how they make their decisions and to justify the decisions they make.

Perhaps the most important point about accountability is that accountability generally equates to good business practice, good management. Successful organizations understand accountability and they understand that they need to manage their relationship with their key stakeholder groups and that is an ingredient in their success – and it is not a threat. There are some very simple steps they could take which would not in any way threaten what they do. One such step is in relation to transparency: how do they organize themselves, where are their key decisions taken, who is involved in the decisions, how are their...
senior decision makers chose. What is the electoral process? Enhanced transparency, like many other aspects of good governance, is part of the everyday practices in modern democracies. A starting point for the enhancement of transparency is for sports organizations to reflect on the usefulness of their annual reports in informing their stakeholders about decision-making processes. Many of the organizations do need encouragement, if not pushing, and I think there are some organizations that can be pushed in a very gentle way by setting a good example. IOC could play a role in encouraging federations to be more open. Also international governmental organizations have been important in trying to encourage international federations to adopt accepted standards of organizational behavior.

3) Democracy process

Jürgen Mittag (2013) says "Democracy is considered as one of the Western world’s most salient success stories. Democracy constitutes a type of political system in which the sovereign powers reside in the people (as a whole) while political decisions are exercised either directly by them or by representatives elected by them”. In contrast, the international system is considered as an anarchic due to the character of sovereign nation states. Following the political ideas of the "Law of Nations,” countries are considered to
be composed of people who are naturally equal. Build upon this method, the common principle that is applied to international (sports) organizations determine each nation or federation one vote to exercise in democratic decisions – turning a blind eye to its size, financial donations or the impact on the global. The key advantage of this mode of decision-making is that sport federations are all deemed equal and the one-federation-one-vote system ensures duly representation and reveals the sovereignty of the single federations.

4) Solidarity

In the corporate domain, an expanding number of corporations choose to incorporate environment and social concerns together with the intention of contributing to the development of community through involving its commercial processes and internal and external stakeholders. This responsibility is articulated towards all the internal and external stakeholders influenced by business. Ever more, sports institutions at all of its ranks are also facing a higher demand for socially, morally and environmentally responsible behavior, in addition to giving them major opportunities to establish themselves in that regard. On that note, international non-governmental sports institutions not only have a duty and responsibility towards their internal stakeholders, such as their member
federations, but also towards the external stakeholders, i.e. the public. Given the socio-cultural standards of sport – they can probably have an enormous positive effect on the wider society – it looks merely rational that global non-governmental sports institutions "give something back" to society, as it is known, that sports depend deeply on public funding and until now sports events and activities still depend on public money. The elite sports sector is requesting even more rights to use the public funds or expecting governments to invest public money in sports. Public money usually pays for the building of arenas, stadia, public transport infrastructures, public television agreements for rivalry and sports tournaments, investments in training centers and ensuring the security at the highest level to protect the fans and citizens. In addition to investing in traffic regulation during sports events.

The researcher in this paper adopted the principles of good governance of play the game organization because it is suitable to the Egyptian sport context and it can be applicable to national and international sport organizations. AGGIS self-assessment is also easy to use to measure governance level by the organization or even by politicians or fans. The main purpose of using AGGIS is to improve the performance of the organization
8. Governance in sports in Egypt and in Arab world

Through reading and studying the issue of governance, the researcher found out that governance did not take much space in the sports arena, in Egypt and the Arab world. There is exposure to this idea through some papers, periodical articles. In a newspaper, column called "News of the day", the writer Mohammad Sadiq wrote a piece entitled "the governance of Gabalaya". In his article, the author wrote about a proposal draft presented by one of the companies to Egyptian football Federation, in order to modernize and develop the federation. The project was targeting governance of Egyptian Football Federation as an entity of the founders. It proposes to restructure and define the responsibilities and the distribution of powers to the heads of the committees and members of the federation.

9. Previous studies related to good governance in sports federations

Reviewing the literature on good governance in sports federations, the researcher has found the following:

Governance of referee committee in Egyptian handball federation. Those prior studies proved and supported the idea of the researcher that the Egyptian and Arabian library have a gap in the issue of sport governance. The importance of the current study comes from the fact that it will be the first study to evaluate and measure the current level of governance in any federation or sport governing body in Egypt or in the Arab world. It will focus the light on governance and the significance that every SGB should adopt or build self-assessment tool to measure the governance so they can enhance the performance of the organization.
III. THE METHODOLOGY

1. Overview:

   This chapter describes the methodology adopted with respect to designing of the study, population and sample, two techniques were utilized: method, tools used for collecting the data and the statistical tools adopted for analysis.

   A research design can be defined as the logical, systematic framework and the objective analysis of a piece of research. The study undertaken by K.N Kerlinger (1964) states that "Research design is the plan structure and strategy of investigation conceived so as to obtain answers to research questions and to control variance."

   The research design is an over-all structure or plan or program of the research. It consists of a framework for everything i.e., from writing the hypothesis and operational implications to the final analysis of data. The structure of the research contains more details. It includes the methods to be used to gather and analysis the data. There are various types of research design like descriptive, historical, experimental, etc. In the present research, the descriptive type is used.
2. Research Design:

The descriptive studies do not rely merely on one method of data collection; they may utilize any or other methods like observations, questionnaires, interviews, and scaling techniques implemented by social scientists. In such studies the data is collected with the help of opinion surveys.

The survey method collects data from the comparatively huge number of cases at a certain time. It is an essential type of study. It includes an obviously well-defined problem and definite purposes. It requires expert and imaginative planning, careful analysis and interpretation of the data gathered, and moreover, rational and skilled reporting of the findings.

J.W. Best (1992) states that the method of the descriptive research is particularly appropriate in the behavioral science because many types of behavior, that interest the researcher cannot be arranged in a realistic setting and can be analyzed with the help of descriptive research only. J.V. Kahn (2005), states that the descriptive research deals with the relationship between variables, the testing of hypothesis and the development of generalization, principles, or theories that have universal validity and they deal with the present conditions. Hence the researcher has taken into consideration all the above facts to undergo the present study. The researcher had taken the study of "Analysis of good governance: The
Egyptian Archery Federation as a case study.” And has found it’s the best method for research for its relevance to the objectives of the research.

3. Sampling:

3.1 Population

The research population is the Egyptian Archery Federation and Clubs affiliate with the federation; following forms the research population:

Seven Board members of the Egyptian Archery Federation Registered Archery, administrates who work in clubs total number (n) administrates. Archery registered coaches’ total number (n) coaches Academic experts in Archery sport field

3.2 Sample

Target organization:

- Targeted Sample procedure will be used in selection of members of the Board of Directors of the Egyptian Archery Federation. Four members will be selected from the federation
Target personnel:

- Targeted selection of four sport administrator from affiliated clubs will be selected based on their experience so basically again targeted sampling will be used.
- Targeted selection of four Archery experts for academia will be selected.
- In addition four coaches will be selected randomly from the registered coaches, bringing the total sample of sixteen basic research personnel.

4. Tool for Data Collection:

The Researcher has selected the following tool depending upon various factors such as the study undertaken, the amount of time at the disposal of surveyor and availability of suitable tests. The tools selected for the collections of data were as follows:

Questionnaire:

It is the means of communication when the people from whom we desire response are not personally contacted or where there is no particular reason to see the respondent personally. Questionnaire was the most important tool in the hand of researcher, for data collection from the
selected affiliated clubs under study within a very short period. The questionnaire included the information, which was needed for the study.

Questionnaire is the main tool for gathering data and information in the current study. The researcher intends on utilizing Action for Good Governance in International Sports (AGGIS) questionnaire to measure the current level of governance in the subject federation. This tool is one of the most reputed indicator tool developed by “Play the Game” organization for measuring governance.

4.1 Background about (AGGIS)

The Sports Governance Observer (SGO) was initiated by an ensemble of professional and academia from six European universities organized by the Danish-based sports democracy campaigners Play the Game. The Sports Governance Observer is a criterion tool by which anybody with basic understanding and awareness into his or her own sports federation can check the performance of the federation within four dimensions; transparency, democratic process, checks and balances and solidarity.

"Better governance in sport is essential if the sports organization are to be taken seriously in the fight against many forms of cheating and corruption that are surfacing these years, and if they are to be trusted as promoters of positive social
and educational values for youth,” said Jens Sejer Andersen, the international
director of Play the Game and the coordinator of the Action for Good Governance
in International Sports Organization (AGGIS). See the full questionnaire at the
appendix 2.

4.2 Manual of the governance index

The governance index is divided into four dimensions; Transparency,
Democratic process, Check and balances and Solidarity. Each dimension consists
of 10-14 indicators and every indicator is classified as "core”, mandatory to
answer it.

The index also consists of an area of more evidence-based questions –
Factual questions. These questions could be important for governance within
organization but not to the same extent as the indicators within dimensions

4.3 The grading system

The system use core indicators and has a binary system in order to make
the index easy to use. When the response option is binary and the classification of
the indicator is a core, A "yes” answer will be result in 4 points. A "no” answer
will always result in 0 points.
<table>
<thead>
<tr>
<th>Checks and balances</th>
<th>Yes/No</th>
<th>Classification</th>
<th>Score</th>
<th>Comment</th>
<th>Information available through the website</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. the federation has clear conflict of the interest rules</td>
<td>Yes</td>
<td>Core</td>
<td>4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 3.1** *example describing the grading system if the answer is “yes”*

This classification also needs to be seen when distributing points. The system gives 4 points when the answer is yes at a core indicator.

<table>
<thead>
<tr>
<th>Solidarity</th>
<th>Yes/No</th>
<th>Classification</th>
<th>Score</th>
<th>Comment</th>
<th>Information available through the website</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. the organization offers consulting to member</td>
<td>No</td>
<td>Core</td>
<td>0</td>
<td>The organization offered</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Table 3.2 “example describing the grading system if the answer is "NO"”

For every answer it will be possible to give a comment in order to give qualitative aspect into the answer and to clarify why the answer is "yes" or "no". It is of importance that the answers are available online on the organization’s websites (especially for external stakeholders). The last column has therefore been added in order for the organizations to be transparent with the important information.

To be able to give comparable overview of the total result score for each dimension will be divided with the number of the questions within the dimension. The effective international sport organizations surveyed have in
average scored 2 in the dimension of the solidarity in 2010. Two years later, the organization has improved and the average score is now 3 and so on.

Figure 3.1"AGGIS comparing the four dimension of the governance for the same organization in two different years”
5. Statistical Procedure Used:

Based on the responses that were collected from the sample that the AGGIS questionnaire was applied on. The researcher will analyze the data by using the following formulas:

Data of EAF good governance will be analyzed by mean±SD and graphs

The two formulas are as follows:

The mean:

The mean is utilized as a measure of central tendency. A high mean relevance rating would mean that the factor under consideration is important (Sprinthall, 1987).

\[
\bar{x} = \frac{\sum x_i}{n}
\]

This variable will identify the average level of EAF in each dimension of good governance.

Standard Deviation

The standard deviation is defined as a measure of variability that indicates how much all the values in a distribution typically deviate or
varies from the mean (Sprinthall, 1987). Standard deviation is computed by taking the square root of the variance, that is, the mean of the squared differences between the value of each case in the distribution and the value of the mean. It provides information on the dispersion or spread of values around the mean in the sample (Babbie, 1986).

\[ \delta = \sqrt{\frac{\sum (x_i - \bar{x})^2}{n}} \]
IV. RESULTS

Overview

The present study was designed to evaluate the good governance in the Egyptian Archery Federation. A questionnaire was used to collect data that is given in Appendix 2. The relevant data was gathered and the results are presented in the Tables 4.1, 4.2, 4.3, 4.4, 4.5 4.6 and 4.7 in later sections of this chapter:

<table>
<thead>
<tr>
<th>Category of the population</th>
<th>The number of questionnaires that I sent</th>
<th>The number that I was targeting</th>
<th>Number of persons who responded</th>
<th>Response rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member of the board</td>
<td>4 including the president</td>
<td>4 including the president</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Academia</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>100%</td>
</tr>
<tr>
<td>Coaches</td>
<td>10</td>
<td>4</td>
<td>6</td>
<td>150%</td>
</tr>
<tr>
<td>Administrators</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
<td>16</td>
<td>14</td>
<td>87.5%</td>
</tr>
</tbody>
</table>

Table 4.1: A breakdown of the population of each group and the respondents

Overall, twenty two participants were invited to participate, Only Fourteen participants responded to the questionnaire, minimum response expectations was set for the study, except EAF members, all other population group responded positively. The best responses was received from the population group comprising
of Archery coaches that are either associated with EAF or one of its affiliated clubs.

The primary purpose of this research was to investigate and evaluate the level of good governance in the Egyptian Archery Federation and to find out the obstacles that impede implementing the good governance at the EAF.

First the general information about the Federation is presented and later the findings of the questionnaire in each of the four dimensions (transparency, democracy process, accountably and solidarity) are presented for three population groups (academia – coaches – and sport administrators.)
<table>
<thead>
<tr>
<th>General information</th>
<th>Answer</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Founding year</td>
<td>1989</td>
<td></td>
</tr>
<tr>
<td>Registered office</td>
<td>Federations complex- Nasr city Cairo</td>
<td>And was registered in FITA in 1998</td>
</tr>
<tr>
<td>The national law under which the organization is governed</td>
<td></td>
<td>Law of sports institutions for the year 1978</td>
</tr>
<tr>
<td>Legal status</td>
<td>Legal</td>
<td>The federation work under the umbrella of the Egyptian Olympic committee, Ministry of state for youth and sports affairs audit by the central accountability authority</td>
</tr>
<tr>
<td>President</td>
<td>Engineer Alaa Al Dein Gaber</td>
<td>He is appointed by the minister of youth and sport</td>
</tr>
<tr>
<td>Secretary general (head of the administration)</td>
<td>Mr. Ahmed Salah Rousdy</td>
<td></td>
</tr>
<tr>
<td>By whom is the president elected?</td>
<td>Right now he is appointed</td>
<td>According to law of sport organizations he must be elected by the affiliated clubs if the clubs are more than 8 clubs otherwise he will be appointed by the minster of sport</td>
</tr>
<tr>
<td>By whom is the Secretary general (head of the administration) elected/appointed?</td>
<td>Board of directors</td>
<td></td>
</tr>
<tr>
<td>To whom is the Secretary general (head of the administration) answerable?</td>
<td>Board of directors</td>
<td></td>
</tr>
<tr>
<td>Number of members of the Executive committee?</td>
<td>3 members</td>
<td>The role of those committee aren’t active right now</td>
</tr>
<tr>
<td>By whom are the members of the Executive committee elected / appointed?</td>
<td>Board of director</td>
<td>And they are appointed</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>The federation’s elected / appointed officials have an age limit</td>
<td>No</td>
<td>Because the officials are appointed from the minister of youth and sport. In addition the constitution doesn’t mention anything about age limit</td>
</tr>
<tr>
<td>The group of the federation’s elected / appointed officials are geographical balanced</td>
<td>No</td>
<td>All of them from capital city Cairo</td>
</tr>
<tr>
<td>Which body within the federation awards the main events?</td>
<td>Board of directors</td>
<td></td>
</tr>
<tr>
<td>Number of members clubs of the federation</td>
<td>6 clubs</td>
<td></td>
</tr>
<tr>
<td>The federation publishes a yearly budget</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>The federation has relations / cooperation with sports organizations representing disabled</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>

**Table4.2: Showing the general information about Egyptian Archery Federation**
Findings

First dimension: Transparency

<table>
<thead>
<tr>
<th>Transparency</th>
<th>Score for academic sample (n=4)</th>
<th>Score for coaches sample (n=6)</th>
<th>Score For administrators sample (n=4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The federation publishes its governing documents (1) on its website</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2. The federation publishes its sport rules on its website.</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. The federation publishes its organizational chart on its website.</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4. The federation publishes its strategic plan on its website.</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5. The federation publishes the agenda and minutes of its statutory meetings on its website.</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6. The federation gives the media open access to its general assembly</td>
<td>1</td>
<td>0.6666</td>
<td>0</td>
</tr>
<tr>
<td>7. The federation publishes basic biographical information about its board members and senior officials on its website</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8. Contact details to board members and seniors officials are published on the website</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>9. The federation publishes basic information about its member clubs on its website</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
10. The federation publishes its annual general activity report | 0 | 0 | 0
11. The federation publishes report of its standing committees | 0 | 0 | 0
12. The federation publishes an annual financial report according to recognized standards, including detailed and relevant information | 0 | 0.6666 | 0
13. The federation publishes salaries, payments and bonuses of its board members and officials | 0 | 0.6666 | 0
14. The federation publishes main event report with detailed and relevant information | 2 | 0.6666 | 0
Total | 3 | 2.6664 | 0
Mean | 0.2142 | 0.1940 | 0

| 10. The federation publishes its annual general activity report | 0 | 0 | 0 |
| 11. The federation publishes report of its standing committees | 0 | 0 | 0 |
| 12. The federation publishes an annual financial report according to recognized standards, including detailed and relevant information | 0 | 0.6666 | 0 |
| 13. The federation publishes salaries, payments and bonuses of its board members and officials | 0 | 0.6666 | 0 |
| 14. The federation publishes main event report with detailed and relevant information | 2 | 0.6666 | 0 |
| Total | 3 | 2.6664 | 0 |
| Mean | 0.2142 | 0.1940 | 0 |

**Table 4.3: Level of Transparency inside the Egyptian Archery Federation**

Table 4.3 exhibits clearly that this dimension received the lowest score out of the four good governance dimensions (from academia EAF got 0.2142 – from coaches EAF got 0.1940 and administrators EAF got null score).

Particular strengths in this dimension are as follows: Firstly, the federation gives the media open access to its general assembly. From the academia population group EAF got score 1out of 4 while the coaches group EAF got an average score of 0.6666out of 4.
Secondly; the Federation publishes main event report with detailed relevant information. EAF received an average score of 2 from the academia group, while the coaches group gave an average score of 0.6666/4.

Although there are particular weaknesses, it is hard to get access to any kind of information from the Federation due to the absence of a designated website. Request for any kind of information from the Federation took a longer time to gather as it required permission from the President of the EAF or the Executive Manager. As the federation does not publish its annual budget, EAF needs to establish an official web site in order to enhance this dimension. Moreover EAF needs to decide, what information needs to be published and made available for the public on the website.
Second dimension: Democratic process

<table>
<thead>
<tr>
<th>Democratic process</th>
<th>Score for academic sample (n=4)</th>
<th>Score for coaches sample (n=6)</th>
<th>Score for administrators sample (n=4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There are election of the president, the board and the standing committees</td>
<td>0</td>
<td>0.6666</td>
<td>0</td>
</tr>
<tr>
<td>2. The elections are on the basis of the secret ballot and clear procedure detailed in its governing document/s</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. The federation’s major policy decisions are taken by open ballots</td>
<td>2</td>
<td>0.6666</td>
<td>0</td>
</tr>
<tr>
<td>4. The federation defines a quorum in its governing document/s</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>5. The federation offer candidates for elected positions a range of opportunities to present their programme / manifesto</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6. The federation elected officials have term limit</td>
<td>3</td>
<td>0.6666</td>
<td>0</td>
</tr>
<tr>
<td>7. The federation’s general assembly meets once a</td>
<td>3</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Year</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>8. The federation ‘s governing body meets regularly</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>9. The federation has gender quota for board members and senior officials</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>10. The decisions on allocation of major events are made through democratic, open and transparent process</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>11. The criteria for bid for major events are communicated to its member due time</td>
<td>1</td>
<td>0.666</td>
<td>1</td>
</tr>
<tr>
<td>12. The federation ‘s internal stakeholders are formally represented within the organization</td>
<td>2</td>
<td>2.333</td>
<td>2</td>
</tr>
<tr>
<td>13. The federation provides opportunity for fans ( external stakeholders ) to be represented within federation</td>
<td>0</td>
<td>1.333</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>18.333</td>
<td>13</td>
</tr>
<tr>
<td>Mean</td>
<td>1.769</td>
<td>1.410</td>
<td>1</td>
</tr>
</tbody>
</table>

**Table 4.4: Level of Democratic process inside the Egyptian Archery Federation**

According to table (4.4) this dimension received the second highest score out of the four good governance dimensions that were analyzed (academia 1.7692 – coaches 1.4102 and administrators score was one).
Particular strengths could be highlighted in the following points: The Federation’s general assembly meets yearly, it has a gender quota for the board members and senior officials, and the decisions for allocation of major events are made through democratic, open and transparent process.

There are some particular weaknesses for instance, there is no election for the president, the board members and the standing committee members as the law of the Sports Institutions states that if the affiliated clubs to any Federation are less than eight clubs, no election would be held and the Minister of Sport will appoint the President of the Federation and the Board members (Statute of sports federations code).

Furthermore, the Federation doesn’t offer candidates for elected positions enough opportunities to present their manifesto. In order to enhance the democracy process, EAF must do several things for example, the election must be held on time even if the affiliated clubs are less than eight in number and through adopting this procedure the affiliated members can decide on managerial duty’s and steer the affairs of the game and how that board will promote the game in Egypt and increase the participations.
## Third dimension check and balances

<table>
<thead>
<tr>
<th>Checks and balances</th>
<th>Score for academic sample (n=4)</th>
<th>Score for coaches sample (n=6)</th>
<th>Score for administrator sample (n=4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The federation has an independent internal audit committee</td>
<td>2</td>
<td>1.3333</td>
<td>4</td>
</tr>
<tr>
<td>2. The federation is externally audited by internationally recognized standards</td>
<td>4</td>
<td>3.3333</td>
<td>3</td>
</tr>
<tr>
<td>3. The federation has accounting mechanisms in place</td>
<td>3</td>
<td>0.6666</td>
<td>0</td>
</tr>
<tr>
<td>4. The federation has or recognizes an ethics / integrity code (sport accord code of</td>
<td>3</td>
<td>0.6666</td>
<td>0</td>
</tr>
<tr>
<td>conduct or similar) for all its members and officials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. The federation has clear conflict of interest rules</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6. The federation has its own standards of good governance</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7. The federation has an independent body</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
(e.g. Ethics committee) to check the application of the rules referred in question 1-3 above

8. The federation’s decisions can be contested through well-defined internal channels specified in its governing documents/s

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>8.</td>
<td>The federation’s decisions can be contested through well-defined internal channels specified in its governing documents/s</td>
<td>2</td>
</tr>
</tbody>
</table>

9. The federation recognizes court of arbitration for sport (CAS) (or similar) as an external channel of complaint

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>9.</td>
<td>The federation recognizes court of arbitration for sport (CAS) (or similar) as an external channel of complaint</td>
<td>3</td>
</tr>
</tbody>
</table>

10. The federation recognizes WADA World Anti-Doping Code

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>10.</td>
<td>The federation recognizes WADA World Anti-Doping Code</td>
<td>4</td>
</tr>
</tbody>
</table>

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>13.997</td>
<td>12</td>
</tr>
</tbody>
</table>

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>1.3997</td>
<td>1.2</td>
</tr>
</tbody>
</table>

**Table 4.5: Level of checks and balances inside the Egyptian Archery Federation**

Table 4.5 shows that check and balance dimension received the highest average score with academia group scoring 2.4, while coaches group scored 1.39 and the administrators group achieved a score of 1.2 respectively.
As EAF is a member of the World Archery Federation, it recognizes and follows WADA and CAS and work according to their rules. This attributes towards a strong management of the EAF. While on the other hand the EAF faces serious challenges such as the federation doesn’t know anything about governance or its importance in the managerial process. Likewise, the federation doesn’t have any ethics code or committee or doesn’t even have any kind of rules that prevent conflict of interest.

In order to improve the checks and balances, it is very important for the EAF to adopt and introduce governance to the board members and the affiliated club members and start applying it as soon as possible to help the Federation to stand firm in the local and regional market and to receive more fund from the government and sponsors so that the sport can develop.

EAF needs to develop or adopt the code of ethics. In addition, the EAF needs to create a committee of ethics to control the conflict of interest or any ethical issues that could happen and affect the performance of the federation. Moreover, it is time to establish governance department or committee that will have the responsibility of strategic planning that the federation can follow even if the board members are changed
Fourth dimension solidarity

<table>
<thead>
<tr>
<th>Solidarity</th>
<th>Score for academic sample (n=4)</th>
<th>Score for coaches sample (n=6)</th>
<th>Score for administrators sample (n=4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The federation allocates specific resources for the national development of the grass-root activities</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>2. The federation has legacy requirements for communities in which its event are hosted</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. The federation has transparent redistribution policy and mechanism towards its internal stakeholders</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4. The federation inspects and audits the use of funds given to its internal stakeholders</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5. The federation adopts and environmental management system (ISO, or similar) for its major events</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6. The federation has a well-defined social responsibility (SR) strategy and / or programmes</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
7. The federation control the use of funds given to its SR programmes and applies ISO 26000 standard or similar

8. The federation offers consulting to member clubs in the area of organizations and management through workshops, one to one advice or similar

9. Representatives from economically disadvantaged members clubs can apply for support to attend the general assembly

10. The federation adopts a clear anti-discrimination policy

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>10</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>1</td>
<td>0.4</td>
<td>0.3</td>
</tr>
</tbody>
</table>

Table 4.6: Level of solidarity inside the Egyptian Archery Federation

Table (4.6) highlights that Solidarity dimension received the second lowest score among the four other dimensions as shown in the table. Solidarity dimension managed the highest average scores from the academia group 1/4 and the lowest score was form administrators scoring group 0.3/4.
In solidarity dimension it is very clear from the responses that there are some particular strengths for instance, the Federation inspects and audits the use of funds given to its internal stakeholders. Moreover, for representatives of all affiliated clubs it is mandatory to attend the General Assembly according to the Federation’s constitution without any discrimination.

On the contrary, the weakness in solidarity dimension was the absence of a well-defined social responsibility (SR) strategy and / or programs simply because there was no long term plan for the Federation until now.

In order to enhance the solidarity EAF should establish long term plans for everything, for instance plans for developing the game and grassroots activities and plans for social responsibility. Furthermore, the federation should have quality management and start applying the ISO standards for management and hosting mega events.

Based on the mean of each dimension, grade of good governance of EAF was calculated which is shown in the Table below.
Table 4.7: The grade of Good Governance of the Egyptian Archery Federation

The Table 4.7 shows mean scores achieved by EAF in the four dimensions of good governance from the three groups of respondents. In addition, the table also shows the S.D analysis results, which reveal that EAF managed almost similar scores from each group and the means scores are closely grouped.

Figure 4.1 by using radar graph exhibits the Good Governance situation in EAF based on academic group’s mean scores.
Figure 4.1: *AGGIS’ Sport Governance Observer spider diagram of* *Egyptian Archery Federation in view of academic in 2014*

From the above shown figure 4.1, it is crystal clear that EAF needs to improve in all dimensions of good governance as the achieved unsatisfactory scores in all dimensions and the lowest being in transparency dimension i.e. .2142.
Figure 4.2: AGGIS’ Sport Governance Observer spider diagram of Egyptian Archery Federation in view of coaches in 2014

From the above shown figure 4.2, it is crystal clear that EAF needs to improve in all dimensions of good governance as the achieved unsatisfactory scores in all dimensions and the lowest being in transparency dimension i.e. 0.194.
From the above shown figure 4.3, it is crystal clear that EAF needs to improve in all dimensions of good governance as the achieved unsatisfactory scores in all dimensions and the lowest being in transparency dimension i.e. 0.
Figure 4.4: AGGIS’ Sport Governance Observer spider diagram of

*Egyptian Archery Federation overall grade in 2014*

Figure 4.4 exhibits the combined view of good governance in EAF based on the obtained scores from the three groups of respondents. It is vivid from the figure that EAF immense improvement in all dimensions of good governance is required in EAF pertaining to the fact that it failed to achieve good scores in any of the four dimensions.
V. Conclusion

In light of the objectives of this research and in order to achieve its objectives, I have investigated the limited population sample in order to address the research questions by presenting the results, discussing, analyzing and interpreting them. Thereby I have reached to the following conclusions on the actual reality of implementation of good governance in Egyptian Archery Federation and the results and finding are explained below:

1) Transparency and public communications

This dimension received the lowest average score 0.14 among the four dimensions of good governance in the EAF and it could be due to the following reasons. Firstly the EAF until now did not have a website to communicate with stakeholders or even to publish the important decisions that the board took. Secondly it was difficult to get any kind of information from the Federation without the permission of the President or the Executive Manager. In other words, the Federation suffers severely from the lack of transparency and this is consistent with the opinion of Frank van Eekeren (2013) who states that transparency is not applicable for sports federations for two reasons: Both external stakeholders and internal stakeholders initiatives are missing. The latter means that there is no self-reform because the ones who are in power have a lot
of interest in keeping the situation as it is right now because it favors them. He also emphasizes that lack of transparency can lead to lack of opposition to the ones that are in power. And if there is a lack of opposition that could lead to a misuse of power, financial mismanagement or even corruption. So transparency is a value, but it is also a means to fight corruption. "Failures of governance can often be linked to the failure to disclose the ‘whole picture’." (OECD 2004, p.50) "Transparency is a first line of defence against corruption.” (UN Global Compact and Transparency International 2009, p.2) The most important items to be communicated revolve around four main areas: (i) vision/purpose/ objectives/strategy, (ii) financial matters, (iii) processes, and (iv) major decisions, and most of the stakeholders, fans, and media do not know anything about those four items because there is no transparency.

Moreover, the basic problem with current governance in regard to transparency is that majority of decision are made by simple democratic practices but without transparency and open accurate knowledge of happening/activities, the members make decision based upon assumption and not concrete information as no procedure for information sharing is defined by EAF, so for common intellectual to prevail decision based upon guessing is not acceptable in an organization of such stature.
2) Democratic process

As it was shown in the result in chapter 4, this dimension took second highest score with average score 1.3 among the four dimensions of good governance in the EAF. This study notes some positive aspects in this dimension for instance, the Federation’s general assembly meets once yearly, the Federation has a gender quota for board members and senior officials, but only one female in the board member and she is appointed by the Minister of Sport according to the law. Another positive indicator is the decisions on allocation of major events are made through democratic, open and transparent process due to the Sport Bodies law of Egypt that promote and encourage the democratic process even if that law needs some modification to reach global standard.

Although, this study has shown many positive aspects in the democratic process but on the other hand there are a lot of negative aspects shown where we can see no real democracy in electing the President and the Board of Members because the law of the Sports Bodies mentioned in one of its provisions if any of sports institutions has less than eight sports bodies, then affiliated sports institutions have no right to vote or to elect their President or any of the Board Members. Hence the Egyptian Ministry of Youth and Sports Affairs should change that provision in order to establish real democracy in the national sports
3) Checks and balances

This dimension received the highest score with average 1.67 overall evaluation of good governance in the EAF. But even that score depicts that the Federation is not doing a good job when it comes to checks and balances, in other words, the Federation’s lack of transparency can be seen to inhibit good governance in terms of accountability. Barrie Houlihan (2013) states that accountability is not truly possible without transparency, thus for EAF to become accountable, it must first develop transparency. The accountability at the EAF will be analyzed from results that were shown in chapter 4, the researcher found that EAF recognizes WADA and CAS and works according to their rules because the Ministry of Youth and Sport in Egypt is enforcing all the Federations to follow the WADA code to eliminate doping and promote fair play in sport. CAS rules were adopted in Egypt after most of the sports became commercialized, Federations started having conflict between the media or the players between the clubs and each other so the fastest way to end the conflict was turning towards CAS. On the other hand there are a lot of challenges that EAF is facing and must be solved so it can enhance the score of the checks and balances. First challenge is that EAF does not recognize the sport governance or having any code or
principle of good governance which is a must in the 21st century to eliminate the corruption and to improve the managerial process. According to Spanyi and Dwyer (2008) governance is defined as "the structure, metrics, roles and responsibilities necessary to measure and improve performance and to manage an organization’s processes, and regard it as fundamental to optimal, workable process improvement in the organization” and as I mentioned earlier my study is one of the pioneer studies in Egypt on sports governance. Put simply, this study is to highlight how important governance is to our National Sports bodies. Second challenge to EAF is until today it did not have any ethics code or any kind of rules that prevented or solved the conflict of interest between the members of board and different stakeholders so EAF must develop an ethics code to solve future conflicts.

4) Solidarity

Solidarity received the second lowest score among the four dimensions with average score 0.63 /4. A solidarity mechanism in sport means redistribution of the funds from one section of sport to another; for instance from elite sport to amateur sport or from one sport to another sport. If this distribution of the fund is between two different sports we call it horizontal, but if the distribution of the fund is amongst the same sport in two different levels we call it vertical. So at
the Federation they have only vertical mechanism of funding which can appear clearly when the EAF fund the clubs then inspect and audit the use of the fund that was given to the internal stakeholders to check if they spent it according to the annual plan.

Furthermore, it is mandatory for the representatives from the affiliated clubs to attend the General Assembly according to the Federation’s constitution without any discrimination between them. Moreover, even in Egypt we don’t have any kind of discrimination according to the Islamic religion teaching wherein it states that all the human being are equal in rights and duties or according to the new constitution of Egypt which mentions that all the citizens are equal in front of the law regardless of their religion or their races but surely EAF needs to adopt a written clear anti-discrimination code or policy so they can be at the same level with the International sport bodies.

The finding of this study shows the weakness of EAF in terms of planning or strategic planning because the federation doesn’t have any kind of long term plans or well-defined social responsibility strategy or even doesn’t have quality management for the operations of resources. In other words the EAF doesn’t follow any rules of ISO.
Implications

The present study examined the level of good governance inside the EAF as defined in the methodology section of this study. This study has identified a number of things that are mentioned below in detail:

**Recommendations to the Egyptian Archery Federation**

**Improving and Professionalizing Management skills of the human resources**

One of the most salient and devastating components of sports administration in Egypt is the lack of professional skills available to National Federations and in particular EAF to envisage and execute comprehensive programs for the long term development of sports. This trick is becoming more earnest with the expansion in commercial practice adopted by Federations globally. An analysis of systems followed in many other countries in the world shows that, in general, board of members are voluntary employees and consequently, find it challenging to manage the complex workings of Federations without taking outside help. This method has been found to be concrete and effective without decreasing in any way the prestige or responsibility of Federation Executives.
Improved transparency

“Sport, while not alone in the need for good governance, has been particularly deficient, especially with regard to transparency. Indeed, more than most organizations, sport has vigorously resisted any suggestion that its governance should be transparent…” (Pound 2011, p.7) Establishing a web site to publish the entire scheduling and annual calendar, structure, mission and objective and strategic plan of the EAF, the important decisions and the financial situation of the EAF.

The Executive Committee must meet according to a fixed annual schedule, and must strive for transparency with respect to its agenda and decisions. Developing and adopting transparent operational processes is a priority for EAF in doing so the federation can decrease distrust among stakeholders, enhance the image and reputation of the EAF and ensure integrity. Transparent decision-making is ultimate. EAF must adopt and publish clear and sufficiently clear policies that detail the strategy, objectives and values of the federation. All those involved in Archery sport arena, both internal stakeholders and external stakeholders, should fully understand and have complete disclosure of the governance structure of the federation, the policies and procedures to which it stands and the distribution of funds (Schenk, 2011). Disclosure of financial
records is extremely significant in the case of EAF. Failure to publicly provide financial reports has resulted in heightened distrust and frustration among stakeholders. To erase such negative view, EAF should seek to provide full financial disclosure as a matter of urgency. This should include information concerning the salaries, bonuses and payments of board members (AGGIS, 2012).

Moreover financial information should be independently audited to guarantee objectivity. EAF must have online transparency system, to provide the stakeholders and public by a comprehensive account of where money is coming from and if the federation spent it in the proper places according the plan or the programs.

**Regulations, rules and provisions**

The federation must adopt ethical and non-discrimination code; at least, the federation should have a punitive procedure rules to counter sexual harassment as well as a complaints procedure. Code of ethics and code of conflict of interest is a must for the federation in order to survive and attract a lot of sponsors who can help the federation to expand its activities in all the provinces of Egypt and spread the game in very short time which will return with benefit to the EAF.
Recommendations to the Ministry of Youth and Sports Affairs and the Egyptian Olympic Committee

Linkage between increasing the funding of sports organization and adopting and implementing the principles of good governance. Promote the good governance principles inside the sports organizations in order to reach to the global standard in managing the national sport bodies in Egypt.

Recommendations to faculties of physical education

Inviting visiting professors to give lectures on good governance and the importance of implementing its principles in sports organizations because this branch of management is a recent science in sport and the best way to increase the knowledge of the Egyptian professors or future managers is to have these kinds of lectures.

Incorporating the theme of good governance into the curriculum of sports management departments in the faculties of physical education in order to prepare fresh graduates with all what they need to know about governance. That will help them to work in international sport organizations and also hel them developing their national sport organizations to reach to the global standards.

Organizing seminars and workshops on good governance to educate the sports professional how to rectify the problem of lack of good governance
knowledge in current managerial process in sports organizations in Egypt. These workshops will also discuss the new studies in the governance and try to solve the problems that sports managers face when they try to implement the governance in their organizations.

Encourage the researchers to do more studies about the good governance and its relation to the managerial process in order to enhance the performance of our sports organization and using the result of those studies in developing the performance inside the sport organizations. The role of academic scholars has a high importance in elevating managerial process in sports organization through active involvement.

Developing self-assessment tool to measure the level of good governance inside the sports organizations so we can have own self-assessment tool that fits our sports ethic and legal status. Applying this study on different sports organizations for instance (clubs, youth centers and youth and sports authorities in each province).

The current study contributes a body of knowledge, which promotes for the treatment and applying of good governance in EAF or any national federation. It is significant that administration, make attempts to enhance the good governance level from now so they can reach to global standards of the
international organizations.

Limitations of this study

This was a very challenging study to conduct owing to the nature of the study and the dynamics involved. Participants were reluctant to fill up the questionnaire, for fear of reverberations from the administration. This study was presented as a study that has nothing to do with the Egyptian Archery Federation management but participants still doubted that this study is conducted by the federation so, they were reluctant to participate. This conjugated with present political climate, that made participants felt that participation could threaten their position, and would disclose significant traits to administration. Therefore, the sample size was compromised. It would have been more beneficial to have a sample from the board of director. This would have given a much wider scope to carry out more needed statistical analyzes but they refused to participate in this study.

Furthermore, the researcher planned to conduct interviews with presidents of Egyptian Archery Federation and Arabian archery federation, but both of them apologized to participate which is considered limitation of this study as the refusal deprived this study from verifying its findings through conducting these interviews.
In addition, participants who responded to the questionnaire in biased manner were not considered as samples for this study, pertaining to the fact that the claims they made in replying to the questionnaire were contrary and far away from the reality.

Moreover, the scope of this research was limited because it was applied only on one national sport federation in Egypt, so it is better for the future researchers to include all national sports federations in similar studies, to assess and verify the result of this research. For instance they can use survey to include all the internal and external stakeholders of concerning federations instead of using samples from the original population.

Future Research

This research was the first of its kind in Egypt and it explored the analysis of good governance: The Egyptian Archery Federation as a case study. In addressing the research question, the current study has also posed a number of related questions and answered them. In particular, what is the level of good governance in the Egyptian Archery Federation, as well as what are the negative aspects, that impede the course of good governance. Through the study of four dimensions of governance and measuring the transparency, democratic process, solidarity, check and balances within the
federation, this study has also raised a number of further questions. In particular, there are more dimensions for the governance this study didn’t cover such as equity issue in treatment of populations, gender equity in treatment of sports members and in terms of positions within the federation; and equity in treatment of sports members and employees with disabilities, and the treatment of the sponsors. These all are areas of research that deserves further research. Even though it did not fully discover the roles of the board members within this study, there were indicators that the responsibilities of the board, for instance, agenda setting, and board shared leadership could add to grasping strategic ability.

Further research could elucidate and examine the dyadic relationship between the President of the Federation and Chief Executive Officer and how these two persons share leadership in strategy development is also recommended. Other recommendations that researchers should concern about them in the further studies are as the following: Comparative analysis of good governance practices of sports institutions in Egypt and in other developing countries; Collaboration in the governance of sports institutions in developing countries especially in the Middle East and Africa; Comparison of good governance of our sports institutions in developed and developing countries. Replication of this study is suggested for validation purposes. The use of larger sample size is also
recommended for generalization of the recommendations in the future studies. A replication of the current study using survey research methodology would also help to shed light on the problems and challenges of good governance in Egypt/Africa and Middle East.

Concluding Comment

The empirical findings from this research enhance our understanding of the status of Egyptian Archery federation good governance practices. Yet, the significance is that the research is a pioneer study about sport governance in Egypt or any sports federation, and one of the first attempts to review the national governance about overall performance of a sports federation and its stakeholders involvement to evaluate the level of good governance. The findings of this study challenge institutionalized practices with Egyptian Archery Federation, and also present challenges to Ministry for Youth and Sports Affairs, NOC and academia.

The workings of EAF and its governance structure are historically cloudy., However times are changing and the need for good governance is increasingly critical. EAF must seek considerable change if it is to avoid the censure faced by peer federations or sports organization. In order to defend the integrity of Archery sport and ensure a respectable national and regional image, EAF must
be thoroughly transparent and proactive in its approach to governance reform.
Change within EAF is a necessity and must be started as a matter of urgency.

It is clear that there may be simple, short and long term solutions to the issue of how to enhance the level of good governance if we start to make strategy plan for our national sports organizations. However, my hope that this study will draw attention to some of the issues associated with governance such as gender representation in the board of director, age limit of the members and about the importance of using the technology in sports organization. Every sports organization should adopt the ethics codes and governance codes, so they can compete in the local market and get more sponsors to develop their sports in general, advancing the governance of NSOs in particular, Similarly, other indigenous scholars worldwide may be able to draw on the findings to affect change within their countries and communities.
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## Appendix:

**APPENDIX 1: dimensions and sub-dimensions of the basic universal principles of good governance of the Olympic and sports movement (source: IOC 2008)**

### 1. vision, Mission and Strategy

<table>
<thead>
<tr>
<th>Theme</th>
<th>Elements to be considered</th>
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<tbody>
<tr>
<td>1.1 Vision</td>
<td>The vision and overall goals of the organization have to be clearly defined and communicated</td>
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</tbody>
</table>
| 1.2 Mission            | The mission should include: Development and promotion of sports through non-profit organizations  
Promotion of the values of sport  
Organization of competition  
Ensuring fair sporting contest at all times  
Protection of the members and particularly the athletes  
Solidarity  
Respect for the environment |
| 1.3 Strategy           | The strategy is to be aligned with vision and regularly adapted to the environment  
The strategy of sporting organizations should be elaborated at the highest level of the organization |

### 2. structures, regulations and democratic process

<table>
<thead>
<tr>
<th>Theme</th>
<th>Elements to be considered</th>
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</table>
| 2.1 Structures         | All sports organizations in the Olympic and sports movement should be based on the concept of membership within entities established in accordance with applicable laws.  
The sports organizations should include as members legal or physical person who constitute the organization and contribute to form the will of the organization.  
The stakeholders of the organization encompass all members who make up the organization as well as all external entities who are involved and have a link, relation with or interest in the organization |
| 2.2 Clear regulations  | All regulations of each organization and governing body, including but not limited to, statutes/ constitutions and other procedural regulations, should be clear, transparent, disclosed, publicized and make readily available  
Clear regulation allow understanding predictability and facilitate good governance  
The procedure to modify or amend the regulation should also be clear and transparent |
### 2.3 Governing bodies

The size of the governing bodies should be adequate and consistent with the size of the sport organizations. The tasks and responsibilities of the governing bodies should be clearly defined in the applicable regulations and should be adapted and reviewed as necessary. Governing bodies should be entitled to create standing or ad hoc committees with specific responsibilities, in order to help them in their tasks. The organization should set out and adopt reliable and appropriate criteria for the election or appointment of members of the governing bodies so as to ensure a high level of competence, quality and good governance.

### 2.4 Representative governing bodies

Members of the organization should be represented within the governing bodies. Special care should be taken for protection and representation of minority groups.

### 2.5 Democratic process

Democratic process, such as elections, should be governed by clear, transparent and fair rules.

### 2.6 Attributions of the respective bodies

A clear allocation of responsibilities between the different bodies such as general assembly, executive body, committees or disciplinary bodies, should be determined. There should be a balance of power between the bodies responsible for the management, supervision and control of the sport organizations. Principles of checks and balances.

### 2.7 Decision – making

All members of the sports organizations shall have the right to express their opinion on the issues on the agenda through appropriate channels. Members shall have the right to vote and to be able to exercise that right in appropriate form as defined in the regulations of the governing body. Decision-making bodies should be fully aware of all relevant information before taking a decision. Bodies of the organization should meet on a regular basis taking into consideration their specific duties and obligations (e.g. the holding of an annual general assembly is recommended where possible).

### 2.8 Conflict of interests

As a general principle, members of any decision-making body should be independent in their decisions. No-one with a personal or business interest in the issue under discussion should be involved in the decision.

### 2.9 Election or renewal of office – bearers on a regular basis

The duration of the terms of office should be pre-determined in order to allow election / renewal of office-bearers on a regular basis (e.g. every four year). Access for new candidates should be encouraged.

### 2.10 Decisions appeals

Any member affected by a decision of a disciplinary nature taken by any sports organization should be offered the possibility to submit an appeal to an independent body within sport’s jurisdictions. When decisions are taken against a member, special attention should be paid to the appropriate balance between transparency and protection of privacy.

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3. High level of competence integrity and ethical standards
<table>
<thead>
<tr>
<th>Theme</th>
<th>Elements to be considered</th>
</tr>
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</table>
| 3.1 Competence of the members of the executive body | - Members of the executive body should be chosen on the basis of their ability, competence, quality, leadership capacity, integrity and experience  
- The use of outside experts in specific fields should be considered when |
| 3.2 Power of signature | - good governance implies proper financial monitoring  
- In order to avoid any abuse of power of representation (in particular signing ), adequate rules should be set up, approved and monitored at the highest level  
- Precise, clear and transparent regulation should be established and applied, and effective controlling systems and checks and balances |
| 3.3 Internal management, communication and coordination | - Good internal communication reinforces the efficiency of sporting organizations  
- Good information flow inside sporting organizations ensures good understanding by membership of activities undertaken and allows managers to make timely and informed decisions  
- Good working conditions and atmosphere as well as motivation and incentive policies are essential for the smooth functioning of the organization |
| 3.4 Risk management | A clear and adequate risk-management process should be put in place:  
- Identification of potential risks for the sports organizations  
- Evaluation of risks  
- Control of risks  
- Monitoring of risks  
- Disclosure / transparency |
| 3.5 Appointment of the members of the management | - Leadership is above management  
- The majority of the members of management should be professional  
- Candidates should have professional competency and an impeccable professional history  
- The selection process should be based on objective criteria and should be set out clearly |
| 3.6 Code of ethics and ethical issues | - Develop, adapt and implement ethical principles and rules  
- Ethical rules should refer to and be inspired by IOC code of ethics  
- Monitor the implementation of ethical principles and rules |

4. Accountability, Transparency and Control

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<tr>
<th>Theme</th>
<th>Elements to be considered</th>
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| 4.1 Accountability | - All bodies, whether elected or appointed, shall be accountable to the members of the organization and, in certain cases, to their stakeholders  
- In particular, the executive body shall be accountable to the General Assembly of the organization  
- Management shall be accountable to the executive body  
- All employees shall be accountable to management |
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<tr>
<th>Section</th>
<th>Description</th>
<th>Details</th>
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<tr>
<td>4.2 Processes and mechanisms</td>
<td>Adequate standards and process for accountability should be in place and available to all organizations, and consistently applied and monitored. Clear and measurable objectives and targets must be set for the organization, its boards, management and staff, including also appropriate tools for assessment.</td>
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<tr>
<td>4.3 Transparency and communication</td>
<td>Financial information should be disclosed gradually and in appropriate form to members, stakeholders and the public. Disclosure of financial information should be done on an annual basis. The financial statements of sports organization should be presented in consistent way in order to be easily understood.</td>
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<tr>
<td>4.4 Financial matters – applicable laws, rules, procedures and standards</td>
<td>Accounts should be established in accordance with the applicable laws and “true and fair view” principle. The application of intentionally recognized standards should be strongly encouraged in all sports in all sports organizations, where possible, and required for an international body. For all organizations, annual financial statements are to be audited by independent and qualified auditors.</td>
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<td>4.5 Internal control system</td>
<td>Internal control of the financial process and operations should be established within the sports organizations. The adoption of compliance system, document retention system and information security system should be encouraged. The structure of the internal control system should depend on the size and importance of the organization. Audit committees should be appointed for large sports organizations.</td>
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<td>4.6 Educational training</td>
<td>There should be an induction programme for all new members of staff, volunteer officers and all board members. Ongoing education and training of executives, volunteers and employees should be integral to operations. The promotion of self-education and regular training within the sports organization should be encouraged.</td>
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<tr>
<td>5. Solidarity and development</td>
<td>Elements to be considered</td>
<td></td>
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<tr>
<td>5.1 Distribution of resources</td>
<td>As a principle, financial resources which are proceeds of sport should be allocated to sport and in particular to its development after covering all necessary sports costs. Financial revenues should be distributed in a fair and efficient manner. A fair distribution of the financial revenues contributes to having balanced and attractive competitions. A clear and transparent policy for the allocations of the financial revenues is essential.</td>
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<tr>
<td>5.2 Equity</td>
<td>Resources should be distributed equitably. The equity in sport should be reinforced. The right to participate in competitions should be encouraged and secured for those at appropriate level for the athletes concerned. The opportunity to organize large sports event should be open.</td>
<td></td>
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</tbody>
</table>
### The criteria for choosing venues for events should be fair and transparent

### The development of partnership relations between different sports organizations in developing countries should be encouraged

### The expansions of sports facilities in developing countries should be promoted

#### 6. Athletes' INVOLVEMENT, Participation and care

<table>
<thead>
<tr>
<th>Theme</th>
<th>Elements to be considered</th>
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| **6.1 Rights to participate and involvement of the athletes in the Olympic and sports movement and governing bodies** | - The right of athletes to participate in sports competitions at an appropriate level should be protected  
- Sports organizations must refrain from any discrimination.  
- The voice of the athletes should be heard in sporting organization |
| **6.2 Protection of the athletes** | - Measures should be taken to prohibit exploitation of young athletes  
- Athletes should be protected from unscrupulous recruiters and agents  
- Cooperation with the government of the countries concerned should be developed  
- Codes of conduct should be signed by all sports organization |
| **6.3 Health** | - Sports organizations shall adopt rules for the protection of the athletes’ health and to limit the risk of endangering the athletes’ health (medical supervision, number of days of competition pollution, etc.) |
| **6.4 Fight against doping** | - Sports organizations shall fight against doping and uphold anti-doping policy  
- Zero tolerance in the fight against doping should be encouraged in all sports organizations at all levels  
- Sports organizations shall protect the athletes from doping in particular through prevention and education |
| **6.5 Insurance** | - Insurance in case of death or serious injury is to be recommended for all athletes and should be mandatory for young / junior athletes whenever and wherever possible, athletes should be provided with social security coverage  
- Special insurance policies should be available for professional athletes  
- The organizers of sports events should obtain a adequate insurance coverage |
| **6.6 Fairness and fair play** | - Fairness and fair play are central of the competition  
- Fair play is the spirit of sport  
- The values of sports and friendship shall be promoted  
- The undue influence of betting shall be avoided |
| **6.7 Athletes'** | - Educational programmes, developing in particular "sport and studies "should be encouraged  
- Career management programmes should be promoted  
- Training professional athletes for new professional opportunities after their careers should be encouraged |

#### 7. Harmonious relations with governments while preserving
| 7.1 | Cooperation, coordination and consultation | - Sporting organizations should coordinate their actions with governments. Cooperation with government is an essential element in the framework of sporting activities. Cooperation, coordination and consultation are the best way for sporting organizations to preserve their autonomy. |
| 7.2 | Complementary missions | - Government, constituents of the Olympic movement, other sports organizations and stakeholders have a complementary mission and should work together towards the same goal. |
| 7.3 | Maintain and preserve the autonomy of sport | - The right balance between governments, the Olympic movement and sporting organizations should be ensured. |
Good governance tool
<table>
<thead>
<tr>
<th>Transparency</th>
<th>Yes/ No</th>
<th>Classification</th>
<th>Score</th>
<th>Comment</th>
<th>Information available through the website</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The federation publishes its governing documents (statutes / constitution and bylaw) on its website</td>
<td>Binary</td>
<td>Core</td>
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<tr>
<td>2. The federation publishes its sport rules on its website.</td>
<td>Binary</td>
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<tr>
<td>3. The federation publishes its organizational chart on its website.</td>
<td>Binary</td>
<td>Core</td>
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<tr>
<td>4. The federation publishes its strategic plan on its website.</td>
<td>Binary</td>
<td>Core</td>
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<td>5. The federation publishes the agenda and</td>
<td>Binary</td>
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<tr>
<td>minutes of its statutory meetings on its website.</td>
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<td>6. The federation gives the media open access to its general assembly</td>
<td>Binary</td>
<td>Core</td>
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<tr>
<td>7. The federation publishes basic biographical information about its board members and senior officials on its website</td>
<td>Binary</td>
<td>Core</td>
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<tr>
<td>8. Contact details to board members and seniors officials are published on the website</td>
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<tr>
<td>9. The federation publishes basic information about its member clubs on its website</td>
<td>Binary</td>
<td>Core</td>
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<tr>
<td>10. The federation publishes its annual general activity report</td>
<td>Binary</td>
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<tr>
<td>11. The federation publishes report of its</td>
<td>Binary</td>
<td>Core</td>
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</tbody>
</table>
standing committees

| 12. The federation publishes an annual financial report according to recognized standards, including detailed and relevant information | Binary | Core |
| 13. The federation publishes salaries, payments and bonuses of its board members and officials | Binary | Core |
| 14. The federation publishes main event report with detailed and relevant information | Binary | Core |

**Total**
<table>
<thead>
<tr>
<th>Democratic process</th>
<th>Yes/ No</th>
<th>Classification</th>
<th>Score</th>
<th>Comment</th>
<th>Information available through the website</th>
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<tbody>
<tr>
<td>1. There are election of the president, the board and the standing committees</td>
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<td>2. The elections are on the basis of the secret ballot and clear procedure detailed in its governing document/s</td>
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<tr>
<td>3. The federation ’s major policy decisions are taken by open ballots</td>
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<tr>
<td>4. The federation defines a quorum in its governing document/s</td>
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<td>5. The federation offer candidates for elected positions a range of opportunities to present their</td>
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<tr>
<td>programme / manifesto</td>
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<tr>
<td>6. The federation elected officials have term limit 2</td>
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<td>7. The federation’s general assembly meets once a year</td>
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<td>8. The federation’s governing body meets regularly</td>
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<td>9. The federation has gender quota for board members and senior officials</td>
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<td>10. The decisions on allocation of major events are made through democratic, open and</td>
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<tr>
<td>transparent process</td>
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<tr>
<td>11. The criteria for bid for major events are communicated to its member due time</td>
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</table>
12. The federation’s internal stakeholders are formally represented within the organization

<table>
<thead>
<tr>
<th>Binary</th>
<th>Core</th>
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<tbody>
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</table>

13. The federation provides opportunity for fans (external stakeholders) to be represented within federation

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<thead>
<tr>
<th>Binary</th>
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Total

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……………

2 Number of terms need to be defined
<table>
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<tr>
<th>Checks and balances</th>
<th>Yes/ No</th>
<th>Classification</th>
<th>Score</th>
<th>Comment</th>
<th>Information available through the website</th>
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</thead>
<tbody>
<tr>
<td>1. The federation has an independent internal audit committee</td>
<td>Binary</td>
<td>Core</td>
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<tr>
<td>2. The federation is externally audited by internationally recognized standards</td>
<td>Binary</td>
<td>Core</td>
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</tbody>
</table>
3. The federation has accounting mechanisms in place | Binary | Core |

4. The federation has or recognizes an ethics / integrity code (sport accord code of conduct or similar) for all its members and officials | Binary | Core |

5. The federation has clear conflict of interest rules | Binary | Core |

6. The federation has its own standards of good governance | Binary | Core |
7. The federation has an independent body (e.g. Ethics committee) to check the application of the rules referred in question 1-3 above

8. The federation’s decisions can be contested through well-defined internal channels specified in its governing documents/s

9. The federation recognizes court of arbitration for sport (CAS) (or similar) as an external channel of complaint

10. The federation recognizes WADA World Anti-Doping Code
<table>
<thead>
<tr>
<th>Solidarity</th>
<th>Yes/ No</th>
<th>Classification</th>
<th>Score</th>
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<th>Information available through the website</th>
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<tbody>
<tr>
<td>1. The federation allocates specific resources for the national development of the grass-root activities</td>
<td>Binary</td>
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<td>2. The federation has legacy requirements for communities in which its event are hosted</td>
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<td>3. The federation has transparent redistribution policy and mechanism towards its internal stakeholders</td>
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<tr>
<td>4. The federation inspects and audits the use of funds given to its internal stakeholders</td>
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<tr>
<td>5. The federation adopts and environmental management system (ISO, or similar) for its major events</td>
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<td>6. The federation has a well-defined social responsibility (SR) strategy and/or programmes</td>
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<td>7. The federation controls the use of funds given to its SR programmes and applies ISO 26000 standard or similar</td>
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<td>8. The federation offers consulting to member clubs in the area of organizations and management through workshops, one-to-one advice or similar</td>
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<tr>
<td><strong>9.</strong> Representatives from economically disadvantaged members clubs can apply for support to attend the general assembly</td>
<td>Binary</td>
<td>Core</td>
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<td><strong>10.</strong> The federation adopts a clear anti-discrimination policy</td>
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<td><strong>Total</strong></td>
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<tr>
<td>General information</td>
<td>Founding year</td>
<td>Registered office</td>
<td>The national law under which the organization is governed</td>
<td>Legal status</td>
<td>President</td>
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<td>-------------------------------------------------------------------------</td>
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<tr>
<td>By whom is the president elected?</td>
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<tr>
<td>By whom is the Secretary general (head of the administration) is elected / appointed?</td>
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<tr>
<td>To whom is the Secretary general (head of the administration) answerable?</td>
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<tr>
<td>Number of members of the Executive committee?</td>
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<tr>
<td>By whom are the members of the Executive committee elected / appointed?</td>
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<tr>
<td>The federation’s elected / appointed officials have an age limit</td>
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<tr>
<td>The group of the federation’s elected / appointed officials are geographical balanced</td>
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<tr>
<td>Question</td>
<td>Answer 1</td>
<td>Answer 2</td>
<td>Answer 3</td>
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<tr>
<td>Which body within the federation awards the main events?</td>
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<tr>
<td>Number of members clubs of the federation</td>
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<tr>
<td>The federation publishes a yearly budget</td>
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<tr>
<td>The federation has relations / cooperation with sports organizations representing disabled</td>
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</table>
국문초록

양호통치 분석: 이집트 양국협회 사례연구

Mohamed Ahmed Said
서울대학교 대학원
체육교육과

스포츠의 인기가 급성장함에 따라 스포츠 산업 또한 빠르게 성장하고 있는 오늘날, 이집트의 스포츠 매니저먼트 학자들과 교수들은 아직 스포츠 거버넌스의 중요성을 인식하지 못하고 있다. 이들은 리더십의 중요성이나 스포츠 조직 이사진들 역량 분석, 스포츠 조직의 효율적인 운영구조 등에 대해 연구하지만 아직 실제로 스포츠 조직의 효율성을 평가할 수 있는 지표 (균형성과지표 등)를 찾아볼 수 없는 실정이다. 따라서 본 연구는 AGGIS 지표를 활용하여 이집트 양국협회의 양호통치 정도를 측정하고자 하였다.

세계은행(2000)의 리뷰에 따르면, 기업들의 운영상의 문제는 사기, 무능함, 권력 남용 등을 통해 나타나게 되고 이러한 문제점들은 운영 시스템 개선을 통해 해결이 가능하다고 하였다. 따라서 본 연구는 이집트 양국협회를 대상으로 사례연구를 진행하였다. 이집트 양국협회는 현제 운영 시스템 개선을 위해 노력하고 있는 단체이기 때문에 사례연구
대상으로 적합하다고 판단하였다. 본 연구의 목적은 양궁협회의 현 상태를 분석하여 보다 나은 운영체제를 권고하기 위함이다.

분석자료는 설문지를 통해 수집되었고, 연구결과를 통해 이집트 양궁협회는 정책수립을 통해 지속적으로 운영 시스템을 분석하고 그를 토대로 변화 및 강화 등과 같은 노력을 기울여야 한다는 것을 알 수 있었다. 뿐만 아니라 본 연구결과는 스포츠 조직의 양호통지 측정 지표를 제공함으로써 향후 후속연구들에게 연구방향을 제시하였다.

주요어: 거버넌스, 이집트 양궁협회

학번: 2013-23910