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스포츠 매니지먼트 석사 학위논문

**Governance in Sport Organizations:**  
**Analyzing the Good Governance in Vietnamese Sport**  
**Organizations**

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## **Abstract**

# **Governance in Sport Organizations: Analyzing the Good Governance in Vietnamese Sport Organizations**

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In recent years, the development of sport has led to many changes in sport organizations. To meet the requirements upon the expansion of environment for sport, such as increases of stakeholders, commercial concerning, social contribution, et cetera, sport organizations need appropriate adjustments in operating and managing their structure. Sport governance, therefore, has been concentrated by many organizations and authors, and considered as the key to assess and develop the sport organizations' activities.

“Action for Good Governance in International Sports Organization – AGGIS”

is a project completed by the coordination of Danish Institute for Sports Studies and six European universities and European Journalism Centre to develop a measuring tool for governance assessment: The Sports Governance Observer. With 47 indicators of 4 dimensions, this tool allows any person to analyze the quality of good governance of international and major national sport organizations.

Currently, there are 25 national sport organizations in Vietnam, which are playing an important role to the development of Vietnamese sport. By using AGGIS Sports Governance Observer, this study analyzes the good governance of Vietnamese Sports Organizations (VSOs) to build an overall picture of the issue in VSOs. It also aims to figure out the problems of VSOs in terms of good governance. Hence, the study wishes to suggest some solutions for VSOs to enhance its good governance for further development.

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**Keywords:** Vietnam, Sport Organization, Good governance, AGGIS

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## Table of Contents

<b>Chapter 1: Introduction .....</b>	<b>1-6</b>
1. Research Background .....	1
2. Statement of Problem .....	4
3. Research Objectives .....	5
 <b>Chapter 2: Literature Review.....</b>	 <b>7-49</b>
1. Sport industry and the organizations .....	7
2. Governance .....	18
3. Sport Governance .....	20
4. Systemic Governance .....	29
5. Good Governance .....	38
6. The Socialist Republic of Vietnam .....	43
 <b>Chapter 3: Methodology .....</b>	 <b>49-60</b>
1. General view .....	49
2. Research population and sample .....	49
3. The AGGIS Sports Governance Observer .....	50
4. Data Collection and Analysis .....	57
 <b>Chapter 4: Research Result .....</b>	 <b>61-72</b>
1. Applying AGGIS Sports Governance Observer to the VSOs .....	61

2. Data Summary .....	70
<b>Chapter 5: Conclusion.....</b>	<b>73-86</b>
1. Transparency and Public Communication.....	74
2. Democratic Process .....	77
3. Checks and Balances .....	80
4. Solidarity .....	83
5. Recommendation .....	85
<b>References.....</b>	<b>87-90</b>

## **List of Tables**

1. Growth of the Sport Industry in the USA - 1985 to 1999 According to the Findings of Five Different Studies .....	10
2. Olympic Marketing Revenue: The Past Five Quadrenniums .....	11
3. Categories of Sport organizations.....	12
4. Some differences in governance between the public and private sectors .....	35
5. GDP of Vietnam from 2004 to 2013.....	45
6. Vietnamese Sport Organizations .....	46
7. Example about Data Assessment Form about the Good Governance of VSOs .....	58
8. Transparency and Public Communication statement of the 10-chosen sport federations of Vietnam assessed by AGGIS Sports Governance Observer .....	62
9. Democratic Process statement of the 10-chosen sport federations of Vietnam assessed by AGGIS Sports Governance Observer.....	64
10. Checks and Balances statement of the 10-chosen sport federations of Vietnam assessed by AGGIS Sports Governance Observer.....	66
11. Solidarity statement of the 10-chosen sport federations of Vietnam assessed by AGGIS Sports Governance Observer .....	68
12. The good governance score of the VSOs .....	70



## **List of Figures**

1. The classical Olympic system .....	14
2. The regulated Olympic system .....	17
3. Traditional hierarchical model of the government of football.....	32
4. Systemic governance of sport: Football - a web of interaction between stakeholders.....	33
5. AGGIS Sports Governance Observer spider of the VSOs .....	71

## **I. Introduction**

### **1. Research Background**

Sports Industry appeared in 1980s with professional sport in all over the world. And when health and recreation were combined, sport becomes an entertainment mean with high economic value. Sports industry is growing in which “every organization is a mechanism for exchange of one or more products with other elements in society” (Chelladurai P. 2009). Sports Industry is not only worth a lot of money but it can be a key to local and national economy.

The fast growing of sports industry is involved with the development of sport organizations, including international sport organizations (such as IOC, FIFA, UEFA...) and national sport organization (MLB, NBA, FA...) with their reputation have become globalized around the world. With historical standpoint, sport organizations originated as non-profit-organizations designed to encourage and promote the interests of sports, not to be commercial enterprises. With the development of sport industry, they have now acquired the capacity to generate hundreds of billions of dollars, which has made them also profit-seeking structures. In order to adapt with their new function, sport organizations need to

reform and concentrate more about operation; Sport governance, therefore, is becoming more importance in sport organizations.

“Governance is the system by which organisations are directed and managed. It influences how the objectives of the organisation are set and achieved, spells out the rules and procedures for making organisational decisions, and determines the means of optimising and monitoring performance, including how risk is monitored and assessed” (Australian Sports Commission-ASC, 2012). Therefore, governance is about distribution of power, authority and legitimacy to take decisions within an organization or system of organizations. By distributing power to take decisions, all elements of organization/system are directed, controlled and regulated. And if these processes are done effectively, all groups in organization/system can function properly. In sport organizations, governance involves establishing a direction or overall strategy which must be distributed by organization’s member, to guide the organization; controlling the activities of the organization, its members and staff towards the overall strategy; setting guidelines or policies which all individual members or member organizations have to follow.

Sport Governance involves in systemic governance and good governance. “Systemic governance is concerned with the competition, cooperation and mutual adjustment between organizations in such systems” (I. Henry, P.C. Lee, 2004).

Good governance, on other side, is about how organizations operating their own governance. “Good organizational governance refers to the accepted norms or values for the just means of allocation of resources, and profits or losses (financial or other) and for the conduct of processes involved in the management and direction of organizations in the sports business” (I. Henry, P.C. Lee, 2004). Good governance, therefore, is defining and building *the key principles* for the management of sporting and other public-welfare-oriented organizations. In recent 10 years, many sport organizations are concentrating in good governance by building their own rules such as “Rules of Good Governance” of the Union Cycliste International (2004), “Basic Universal Principles of Good Governance of the Olympic and Sports Movement” of the International Olympic Committee (2008), “Good governance and autonomy” of the Union of European Football Associations (2009)...

Modern sport in Vietnam began in 1890s by French with Athletics, Swimming, Football, Cycling, Boxing, Volleyball. During colonial period Vietnam, French brought several of modern sport for them, firstly, and for indigenous people also. Many modern sport competitions were held besides traditional sports. Some of them were famous with international standard such as the 1<sup>st</sup> Tour de Indo-China (29/12/1942-04/02/1943) with more than 3.000 km

long... Vietnam Olympic Committee became an official member of International Olympic Committee in 1976 and attended in Olympic Games in 1980 at the first time.

In 1986, Vietnam started to launch the Doi moi (reform) policy with the diversity of economic sectors. The development of economy and society have affected to Vietnam's sport with the appearance of many social organizations. Nowadays, there are 25 national sport organizations in Vietnam with millions of member, contributing a significant affection to the development of Vietnamese sport. With the appearance of more and more professional athletes, clubs and events, and the participating of many private companies, Sport industry in Vietnam is growing rapidly, becoming an important factor of Vietnam's economy.

## 2. Statement of the problem

As a republic socialist country, the government of Vietnam is, actually, controlling the operating of Vietnamese sport organizations (VSOs). The establishing, publishing the regulation and/or organizing the congress of national sport organizations need to be approved by the government. Governmental officials are holding many important positions in organizational management committee. The Minister of Culture, Sports and Tourism of Vietnam, for instance,

is also the President of Vietnam Olympic Committee. The intervention of government, which uses to be with a budget, can help sport organizations in operating but, in other hand, will restrain the initiative of them in an open environment. Governance can be one of these aspects.

Sport Governance does not receive enough interests in Vietnam. It is not a subject which taught in education system, and there is not any research about governance in VSOs. It leads to conflicts between stakeholders of VSOs and, even, between VSOs and their stakeholders because of lacking transparency and poor social distribution in VSOs. One of the typical events was the conflict between clubs in V-League (Vietnam Football National Championships) with Vietnam Football Federation (VFF) about their interests, which led to the establishment of Viet Nam Professional Football Jointstock Company (VPF) in 2011. The development of Vietnamese sport places challenges for the organizations in meeting social demands. It also requires a total reform in the apparatus or machinery of each organization in which sport governance plays a key/ vital role.

### 3. Research Objectives

The Sports Governance Observer is a product of Action for Good Governance in International Sports Organization (AGGIS) project including of 4

dimensions and a total of 47 indicators which can be used to assess the good governance of international and national sport organization. By using the AGGIS Sports Governance Observer, the purpose of this study is investigating and evaluating the good governance of the VSOs, whereby creating an overall insight on this sport governance. This includes a deep digging into the strength and weakness of the organizations in sport governance, from which effective and necessary solutions in sport governance are discovered to greatly enhance the operating quality of VSOs.

This study also contributes to the group of researches and studies on sport governance in Asian National Sport Organizations, which is inadequate in the general knowledge of world sport governance.

## **II. Literature review**

### **1. Sport industry and the organizations**

“The sport industry is the market in which the businesses and products offered to its buyers are sport related and may be goods, services, people, places, or ideas” (Brenda G.P& David K.S., 2013)

#### **1.1 Sport Products**

Sport products can be different but related to sport such as sporting goods or services (Chelladurai, 2009):

- Sporting goods: Many people training in many kind of sport requires a tremendous sport equipment such as clothes, shoes, bicycle, ball, helmets and even supplemental nutrition which need to be provided by many factories and workers in all around the world.

- Participant services: Every day, millions people training variable kind of sport, participating in many sport clubs to enhance their fitness and skills. Otherwise, many sport events are attracting a huge number of participants, from amateur to professional athletes.

- Spectator services: Sport is a kind of entertainment we provide to our clients. Match day (including of season ticket and membership), Broadcasting and



Commercial are three revenue pillars of professional football clubs. In the season 2012-2013, Manchester United (MU), the richest football club in England, earned €m127.3 (30% of the total revenue) from Match day (Deloitte, 2014). The average spectator of MU in this season is 75.530 per match, the highest number of the English Premier League's clubs.

- Sponsorship Services: Sport event, especially mega event is a monopoly of sport organization which attracting a tremendous number of spectators. Therefore, sport-as-a-game is gradually replaced by sport-as-a-product which involve in millions, even billions of dollars. The FIFA World Cup 2014 in Brazil, for example, brought a total revenue of \$4 billion for FIFA with 66% increasing comparing with the previous event in South Africa in 2010 in which almost all the revenue came from Television rights with \$1.7 billion and Marketing rights with \$1.35 billion (M. Ozanian, 2014).

- Donor services: When building a sport facility, seeking donation sources with psychic benefits will be important. Many people or organizations consider a donor giving millions of dollars for the construction of an arena or stadium to be named after them. Sport facilities are not a simple construction but can be a symbol of a nation, the pride of people such as Maracanã Stadium in Brazil or "Net Bird Stadium" in China. By this way, the donation for sport is increasing.

- Social ideas: Development through sport with sport for all is a very important obligation for sport organizations. Sports are “all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play recreation, organized or competitive sports, and indigenous sports and game” (UN Inter-Agency Task Force on Sport for Development and Peace, 2003). Sport is not only for the development of sport but also using to resolve many social problems such as inactive lifestyle, pollution, gender equality, social integration and the development of social capital.

- Production and Marketing of sport services: The development of sports industry leads to the expanding of sport training centres. To compete with each other, these centres need to enhance the quality of “product” with higher standard staff and an appropriate marketing strategy. By this way, they can provide a product with excellence and entertainment which is publicized through the media to communities.

## 1.2. The growing of sport industry

With the diversity in product, sport industry has been strongly growing, becoming an important factor of the economy. These changes present in both number of sport products and participants. Sport media is an example. With the

development of technology, sport events can be followed by many ways or means, from traditional means such as radio, television, newspaper to high technology devices such as computer or smart phone; or from traditional media to social media. Table 1 is an example illustrated the size of sport industry in the United State from 1986 to 1999.

*Table 1: Growth of the Sport Industry in the USA - 1985 to 1999 according to the Findings of Five Different Studies (Brenda G.P& David K.S., 2013)*

<b>Study</b>	<b>Year</b>	<b>Size of Industry</b>	<b>% Growth Annual/Between</b>		<b>Rank</b>
1 <sup>st</sup> study	1986	\$47.3 billion	-		
2 <sup>nd</sup> study	1987	\$50.2 billion	+6.1		23 <sup>rd</sup>
3 <sup>rd</sup> study	1988	\$63.1 billion	+7.5		22 <sup>nd</sup>
4 <sup>th</sup> study	1995	\$152 billion	+13	+141.0	11 <sup>th</sup>
5 <sup>th</sup> study	1999	\$213 billion	+10.5	+40.1	6 <sup>th</sup>

Though it is difficult to measure, the growing of huge income in sport organizations, events, clubs or athletes can give us a general view about the development. The Union of European Football Associations (UEFA) can be an example. In season 2007/2008, the total income of UEFA was €m1925.267. Within only the UEFA Champions league, the total rights revenue from broadcasters and commercial partners stood was €m820.1 in which revenue for attending Clubs was €m586. In season 2011/2012, total income of the UEFA is €m2795.7 (with 45.2% increasing). Within only the UEFA Champions league, total rights revenue from broadcasters and commercial partners stood is €m1153.2

(with 40.6% increasing) in which, participant Clubs received €m792 (with 35.2% increasing).

Table 1 illustrated the total revenue in details for International Olympic Committee (IOC) and Organising Committee for the Olympic Games during the last 5 Olympic Games

*Table 2: Olympic Marketing Revenue: The Past Five Quadrenniums  
(Olympic Marketing Fact File 2014)*

Source	1993-1996	1997-2000	2001-2004	2005-2008	2009-2012
Broadcast	1,251	1,845	2,232	2,570	3,850
TOP Programme	279	579	663	866	950
OGOC Domestic Sponsorship	534	655	796	1,555	1,838
Ticketing	451	625	411	274	1,238
Licensing	115	66	87	185	170
Total	2,630	3,770	4,189	5,450	8,046

All figures in USD millions

Nowadays, sport activities or operating sport events are not the privilege of sport organizations but can belong to any social aspects which interest in sport; as well as the sport products can be anything concerned to sport. **Table 2** is an example about Categories of Sport organizations.

*Table 3: Categories of Sport organizations (Thomas, Sawyer, Kimberly, Bodey, Lawrence & Judge 2008)*

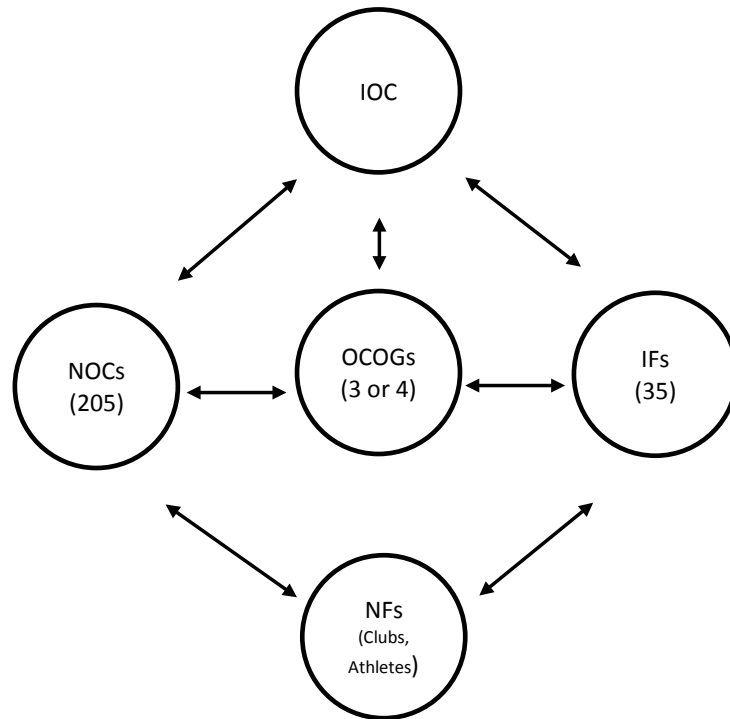
<b>Sport Industry</b>		
<b>Amateur Sport</b>	<b>Professional Sport</b>	<b>Sport Services</b>
Youth Sports Basketball Baseball Bowling Cheerleading Field Hockey Football Golf Gymnastics LaCrosse Soccer Softball Swimming Wrestling Interscholastic Sports High School Associations Intercollegiate Sports Collegiate Conferences United States Olympic Committee National Governing Bodies for Olympic Sports Special Olympics Paralympics Senior Olympics State Games Military Sports Recreational Sports Campus Recreation Community Recreation	National Basketball Association Women's National Basketball Association Continental Basketball Association United States Basketball League Major League Baseball Minor League Baseball National Hockey League National Football League - European Arena Football League Major League Soccer Major Indoor Soccer League National Hot Rod Association <i>Motor Sports:</i> NASCAR IRL F1 NSRA Track and Field Beach Volleyball Bench Tennis <i>Golf:</i> PGA LPGA <i>Tennis:</i> APT WTA Professional Bowling Association Professional Figure Skating Professional Rodeo	Athletic Foundations Arena and Stadium Operators Cable Sports Network Sports Race Tracks - Auto and Trucks Race Tracks - Horses Race Tracks - Greyhounds Sport Agency/Player/Coach Representations Sport Media Sport Sponsorship Agencies Sport Event Agencies Sport Marketing Agencies Sport Facility Management Sport Commissions Sport Fundraisers Sport Museums Sport Libraries Sport Hall of Fame Sport Architects Sports Facility Development Consultants Sports Facility Concessions and Food Sports Ticket Services

### 1.3 The changing of sport organizations:

The fast growing of sports industry is involved with the development of sport organizations based on their size of members, stakeholders and partners. Sport organizations appeared a long time ago, started by club, local association, and developed into national organizations. The IOC can be a typical example. The IOC was found on 23 June 1894 in Lausanne, Switzerland, and two years later, in 1896, the first Summer Olympics was organized by the IOC were held in Athens, Greece. IOC and Olympic Games marked unmistakable progress of global sport, internationalizing sport activity.

Sport organizations were started with organized amateur sport governed by volunteer agencies responsible for developing and administering program of competition by a hierarchic self-governance system with a small number of established actors. The IOC, in our example, was run by 5 types of closely related actors for over a century. **Figure 1** illustrated the classical system of the International Olympic Committee in which the IOC is the central factor connecting with the Organizing Committees of the Olympic Games (OCOGs) as the second factor, the International Sports Federations (IFs) as the third kind of actor, the National Olympic Committees (NOCs) representing a fourth type of actor, and the National Sports Federations (NFs) are the last type of actor.

*Figure 1: The classical Olympic system (Chappelet & Kubler-Mabbott 2008)*



All the actors in the classical Olympic system are non-profit organizations in accordance with the legislation of the country in which they have registered offices. But the IOC, the central actor, recognizes the other actors and partially finances them. However, over the last 30 years, there are 4 more actors, with different legal form, attending in the Olympic system.

*Government and inter-government organizations:* In the twentieth century, growing effect of sport to public leads to the attention of government or inter-government organizations. In actually, mega sport events such as Olympic Games of Football World Cup have been receiving a huge support from governments. On the other side, government and inter-government organizations have been involving in issues that they had previously left the sports authorities to handle.

*International sponsors:* There are twelve corporations belonging to the IOC's TOP (The Olympic Partners) marketing program and the major broadcasters and television unions that maintain commercial relations with the IOC and the IFs.

*National sponsors:* These sponsors will work with their NOC, NFs and the OCOG based on sponsorship contracts restricted to a national territory.

*Leagues of professional teams or athletes:* Only in the USA, there 16.000 professional athletes of Baseball, Basketball, Tennis, Golf, Ice Hockey... Many of them can attend in the Olympic Games, becoming a new actor type of the IOC. Their appearance in the Olympic Games is very important to attract the sponsor, contribute to the image of sport movement.

Besides, there are some regulators which involve with organizations in some issues. In example of the IOC, there are three regulators.

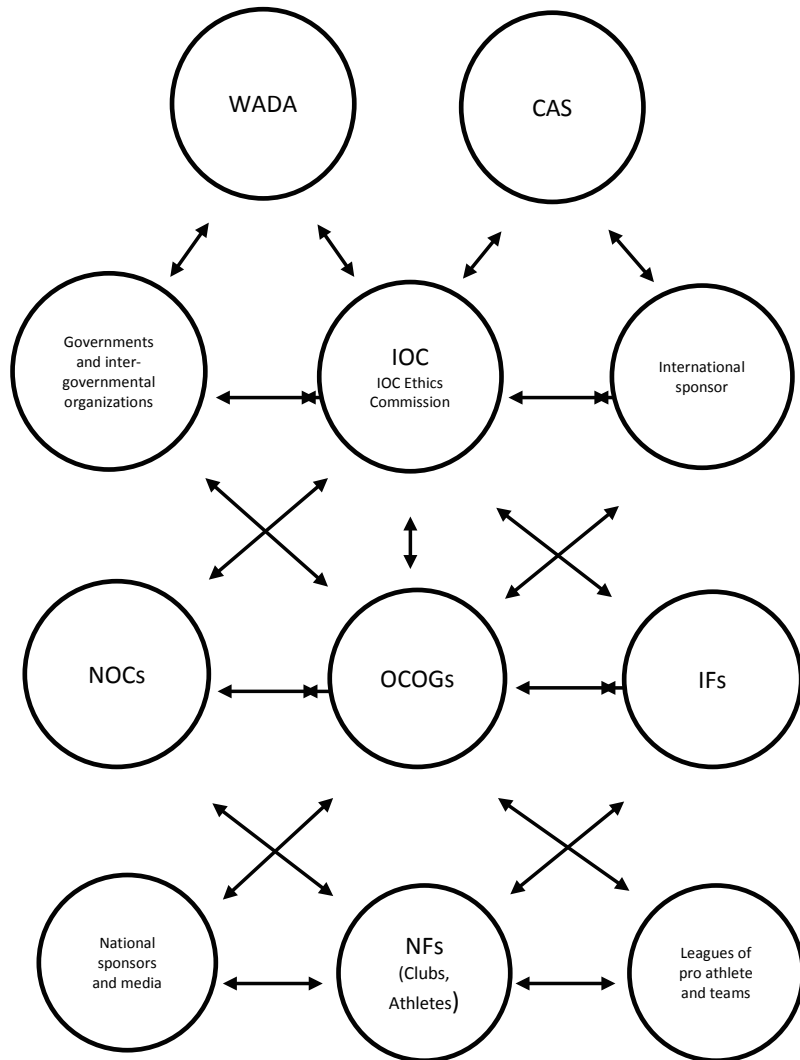


*The Court of Arbitration for Sport (CAS):* This regulator was found by the IOC in 1983 to resolve disputes concerning sport by means of arbitration, especially to oppose an athlete with his or her organization.

*The World Anti-Doping Agency (WADA):* Doping is a big problem of sport, particularly with professional sport. WADA was found in 1999 to promote, coordinate, and supervise on an international basis the fight against all forms of doping in sport. WADA will work closely with not only with the IOC but also with all IFs, NOCs and NFs in the battle against doping.

*The IOC Ethics Commission:* The main duty of this Commission are defining and updating a framework of ethical principles.

Figure 2: The regulated Olympic system (Chappelet & Kubler-Mabbott, 2008)



## 2. Governance

Governance is the concept which has gained attention, from scholars or policy practitioners; non-government or government organizations, with a wide range of meanings and applications. However, there are three key elements of governance that most scholars who use the concept tend to agree upon. They are: the increased involvement of non-state actors, the decentralisation of decision making, and the emergence of new modes of steering by central authorities (Behagel, 2012).

*The increased involvement of non-state actors:* The development of social factors has changed political landscape with more involvement of the market, organized civil society, and the public which is considered a key characteristic of new understandings of how governing takes place or should take place. With the development of social factors and global markets, public services can be delivered by market parties, societal groups, experts, and volunteers, beside the state apparatus. This enhances the appearance of more and more national and international NGOs, the growth of transnational organizations; the organizations have become more important in decision making, especially for international organizations. “The active involvement of non-state actors in decision making through processes of participation, in governance networks, or in public–private

partnerships therefore is not only an empirical phenomenon, but also the result of the normative drives of good governance” (Behagel, 2012).

*The decentralization of decision making:* By increasingly social influence, organizations, both to local and transnational organizations, have been empowered by central state. This is an inevitable trend in a global society and economy. In other word, the decentralization of authoritative decision making has been dispersed from the central state to organizations according to actual conditions. It is necessary to ensure for implementing the social duties. Besides, with awarded authority (and duty), organizations can complete their responsibility with their stakeholders and environments effectively in some way that state could not to do. This can help to build local democracy as more effective for finding innovative solutions to problems, to contribute to the transparency and accountability of government with less powerful social groups to gain easier access to decision making. “The involvement of non-state actors, both wider empirical phenomena and normative ideals can be seen to promote decentralisation processes as a key element of governance” (Behagel, 2012).

When more public services are provided by social organizations, state units will be more concerned with guidance. In other word, the state is believed to have moved from ‘rowing to steering’ the ‘shift from government to governance,’

(Osbornen & Gaebler, 1992). It leads to *the emergence of new modes of steering by central authorities*, the third key element of governance. To complete the requirement of society, central authorities (the state) need to seek a new mode of steering to ensure 2 aspects: decentralization and management. In one side, they need to decentralize to social organizations (in public services) but in other side, they have to fulfill the duties of monitoring and managing how the public services are delivered. By this way, they can ensure the role of state management, the hegemony. The steering (of state) needs to be done as democratic forms which will lead to greater transparency and accountability. “Both the empirical phenomenon of a changed political landscape and the active affirmation of norms that re-articulate the role of state have led to new modes of steering as a key element of governance” (Behagel, 2012).

### 3. Sport Governance

“Governance is the system by which organisations are directed and managed. It influences how the objectives of the organisation are set and achieved, spells out the rules and procedures for making organisational decisions, and determines the means of optimising and monitoring performance, including how risk is monitored and assessed” (ASC, 2012).

Actually, “there are many definitions on sport governance depend largely on the respective research agendas of scholars or on the phenomenon that is being studied” (AGGIS Final Report, 2013). In general, sport governance is concerned with operation of sport organizations which involved with:

### 3.1. Structures of regulation and decision-making (the management committee composition)

Different sporting organizations operate under different governance structures in different countries, and “the size of the governing bodies should be adequate and consistent with the size of the sports organizations” (IOC, 2008). Choosing and building a suitable structure of organizations, therefore, is the most important duty to create the management framework of the organizations. In operating an organization, the committee is central in governance with “a broad range of functions including leadership, decision-making, representation and accountability” (UK Sport, 2004). Management Committee has the responsibility to create the strategic plan, setting policy, managing the financial resources, operating the organization under the laws or regulations, collaborating with stakeholders. They also have to “recruite senior management and reviewing

performance, monitoring the overall performance of the NGB, and managing risk” to maintain the good governance (Walters,Trenberth & Tacon, 2010).

Actually, the development of sport has changed the composition of organizations to match with their function. This change can be happened in 2 factors: (1) increasing member of management committee or commissions, and (2) redistributing the function of each member in the committee. With the development of organizations, particularly the expansion of stakeholders, organizations need to increase their functions which lead to the enhancing of member and number of commissions. Besides, functions of each member in management committee need to be adjusted to match with requirements from internal and external environment.

When deciding board composition, gender equality needs to be interested. Men and women have equal opportunities in any social aspects and, also, gender, is not a problem for organizational processes. Although job descriptions assumed neutrality, the paradoxical practices of gender indicate that the underrepresentation of women had many repercussions for women and that these were ignored (passivity) or normalized. So a critical reflection on the social construction of these daily practices and the contradictions/paradoxes that

contribute to doing and possibly undoing gender may create room for more social diversity (Claringbould & Knoppers, 2012).

Structures of regulation and decision-making, when chosen, need to be “formalized, disclosed and placed in a board which has the power to exercise all the powers of the organization” (ASC, 2012). Thereby, management committee can use their power in operating the organizations. The role of stakeholders is also very important in choosing a specific structure for organization. To ensure this issue, “all members of the sports organizations shall have the right to express their opinion on the issues on the agenda through appropriate channels” (IOC, 2008). By this way, members and stakeholders, via their representatives, need to have right to remove board members, or even the Management Committee. They also can change constitution and regulations of the organization to be suitable with actual conditions or to satisfy the needs of environment.

Structure is the foundation of the governance “building”. A good structure will facilitate to all following action in governance of organizations, therefore, choosing right persons for the board is the most important responsibility of stakeholders and the organizations.

### 3.2 The allocation of power and authority in a system or within an organization



Selecting a suitable structure is the first step but to run this structure smoothly and effectively, power and authority in the structure need to be allocated correctly. It is involve with the role and power of each member, each unit in a structure, the internal monitoring issues of governance. To maintain this requirement, governing documents of organization need to define the power along with the responsibility of each member in Management Committee. By this way, these power and responsibility can be assessed by the organization if necessary. Besides, “a clear allocation of responsibilities between the different bodies such as general assembly, executive body, committees or disciplinary bodies, should be determined” (IOC, 2008).

Based on Dallas (1996), “management should not have substantial influence over the board” and that the board’s most important function is to “ensure that management acts in the best interest of shareholders”. Each organization has to involve with many shareholders, and therefore, satisfying shareholders’ interests, integrating these interests for the strategy objects of organizations are responsibility of management committee. The allocation of power and authority, therefore, need to consider to the shareholders’ interests. And “where two or more bodies are amalgamating, an interim board arrangement

occurs in order for all parties to be confident about the future direction and priorities of the amalgamated body” (ASC, 2012).

“The governance structure should feature a clear separation of powers and responsibilities between the board and the chief executive officer (CEO) and their staff” (ASC, 2012). The board, as the role of the owners, need to make the decision to direct the whole organizations. They are the representatives of the organizations, have the responsibilities about the development of organization and this sport movement. CEO and staff, in contrast, are employees with the responsibilities for their own work. CET, by this way, has right to manage the operating of organization based on the direction from Management Committee. “The primary role of the board is to monitor the CEO as an agent who may have different interests than those of the owners (board) and therefore must be controlled by the shareholders” (L. Ferkins, D. Shilbury and G. McDonald, 2009). As the owner, the board, although can not manage the organization’s operating work directly, however, they can “appoint, dismiss, direct, support professional development for, evaluate the performance and determine the remuneration of, the CEO”. Therefore, the board should “ensure an effective system of internal controls exists and is operating as expected, and that policies on key issues are in

place and appropriate and that these can be applied effectively and legally to those participants or persons for whom they are intended” (ASC, 2012).

If structure is the foundation, the allocation of power and authority is building the function rooms of a “building”, determining ability to operate governance of the organizations.

### 3.3 Relations between stakeholders

The growth of sport organizations leads to the expansion of stakeholders. As we discussed above, ensuring the best interest of the organization and the stakeholders in overall is one of the most important responsibility of Management Committee. First of all, “the board should strive to ascertain the interests, aspirations and requirements of members and create responses to these in the form of a national strategic plan with alignment between this and member plans” (ASC, 2012). By this way, strategy objectives of organizations can be controlled in coordinating with the stakeholders’. On other side, each stakeholder needs to understand the objective(s) of organization, of other stakeholders and their own so that they can run their own business smoothly without any confusion. A comprehensive annual report with information about running the governance,

achieving strategic objectives, and financial situation of the organization need to be outlined to stakeholders to ensure the transparency.

In case of 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. Adequate procedures should be established in order to avoid any conflicts of interests” (IOC, 2008). With a wide range of stakeholders, however, conflict of interest can be happened sometimes and somewhere. Organizations have to prepare previously in document with clear procedures to resolve the unintended conflict. In some cases, a meeting between board and involved stakeholders is necessary with the strategy objectives as priority.

In managing the operation of stakeholders, “the board should ensure it exercises leadership, integrity and good judgment, always acting in the best interests of the organization as a whole, demonstrating transparency, accountability and responsibility to its members and stakeholders” (ASC, 2012).

The development of an organization depends on the development of stakeholders. The sustainable expansion of stakeholders, therefore, is the main objective of any organization, creating development to sport and, moreover, development through sport for the organization.

### 3.4 The processes to adopt policies, set objectives and implement decisions

The organization shall plan and develop the processes needed for service. Moreover, these processes have to be under constant supervision and measurement. “Each board should agree to and document a clear set of governance policies and processes to facilitate effective governance. These processes should reflect best practice and be subject to regular review” (ASC, 2012). Actually, these processes depend on legal documents which making a legal basis for the whole operation of the organizations. These documents and processes need to be commented and approved by all members of the organizations.

“A constitution is a set of fundamental principles or established precedents according to which a state or other organization is governed” (New Oxford American Dictionary, 2005). For sport organization, constitution is the supreme legal document which sets up the vision, missions and governed bodies of the organization in which the vision, and overall goals of the organizations have to be clearly defined and communicated throughout the whole organizations, whereby, orienting organizations’ activities. By this way, a clear regulation is necessary for governance processes. “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 made readily available. Clear regulations allow understanding, predictability and facilitate good governance. The procedure to modify or amend the regulations should also be clear and transparent” (IOC, 2008).

Reasons for poor governance are usually due 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). For an effective governance operation, organizations need to understand about governance and try to avoid the above reasons.

#### 4. Systemic governance

“Systemic governance is concerned with the competition, cooperation and mutual adjustment between organizations in such systems” (I. Henry, P.C. Lee, 2004). With the development of sport, organizations, in particularly national organizations, are more independent not only in finance but also in organizing and controlling organization’s operation. The concept of systemic governance underlines a key shift of organizations, from government to governance. Systemic governance is involved with the following characteristics:

#### 4.1 Internal governance systems

Organizations can use simultaneously governance systems to organize and control the whole system. According to ASC (2012), an effective organization should have the following systems:

- A strategic planning framework identifying core organizational values, goals and performance management indicators: With this system, all activities of organization and members/stakeholders can be directed and focused on the overall goals of the organization. By this way, resources will be gathered for common objectives. Moreover, evaluation process can be done effectively throughout the organization not only for assessment but also for adjustment if necessary.

- Clearly documented board/management interaction, including appropriate delegations and authority of all parties: A clear separation in power and responsibility between each part of a whole system will be useful for managing and operating processes. It also help to avoid the conflict between stakeholders which have been strongly expanding in sport organizations.

- A thorough process for identifying and monitoring legal, compliance and risk management requirements: As the owner, Management Committee needs to ensure the leadership to protect the integrity of organization by a good judgment. By identifying the risk in managing and operating processes,

organization can restrain unforeseen situation which can effect negatively to the interest of organization and members/stakeholders.

- A thorough system of audit, including internal and external processes: With the expanding of commercial involvement, having external and internal audit system will create the belief from stakeholders and prevent scandals which can destroy the image of sport organization.

#### 4.2 Choosing systemic governance

The systemic governance is chosen according to direction of power/authority of the organization. Ian Henry and Ping Chao Lee (2004) have focused on the shift from government to governance in European football to find the two directions of systemic governance as following:

- *Vertical*: With European football, a hierarchy model from FIFA to UEFA, national Football Associations, clubs and then players lay at the bottom (see the Figure 4) was used to the early 1970s.

It is based on a competition system which divided according to the hierarchy in which FIFA, as the ultimate authority in world soccer, is responsible for the World Cup, and then UEFA and national Football Associations occupying lower tiers in the authority structure. This is a simplified model which captures



something of the structure and functioning of the government of sport but never operated in isolation without reference to other actors in the system.

*Figure 3: Traditional hierarchical model of the government of football*

*(Henry & Lee, 2004)*

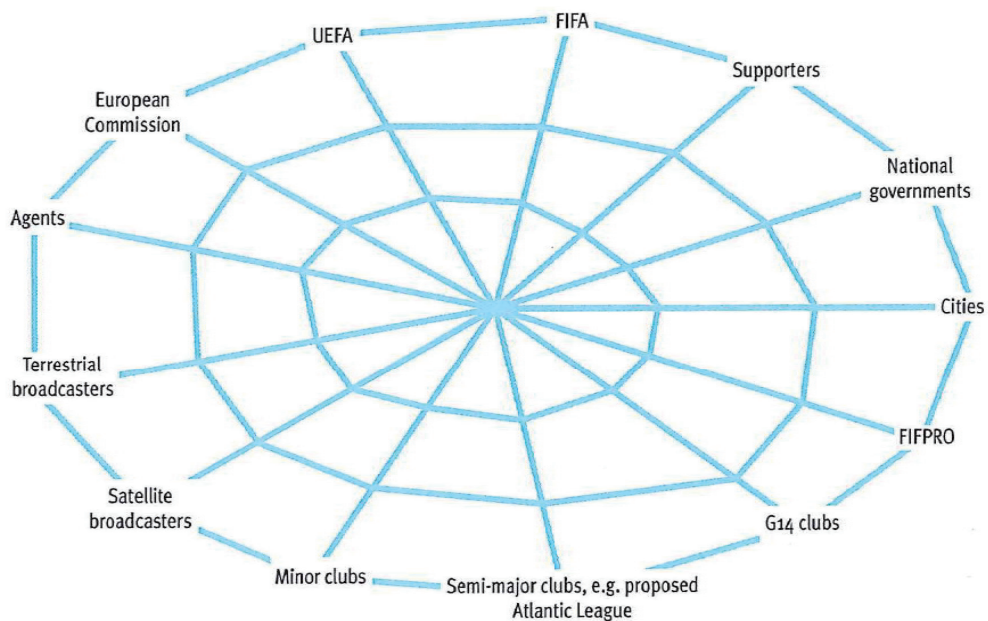


This is a hierarchical model of European football but for the global football, it is a pyramidal system with FIFA at the top, continental football confederations such as UEFA, AFC, CAF, OFC, CONCACAF, CONMEBOL at the second step and so on (See Figure 3).

- *Horizontal or Network system:* National and international football organizations, nowadays, are not being the sole author of football. The emergence

of European Union's Bosman ruling and G14 clubs (including of 14 big and powerful football clubs such as Manchester United, Liverpool, Barcelona, Real Madrid, Inter Milan, AC Milan...), the development of satellite broadcasters... has changed the role of each stakeholders in European football. Governments and European Union are able to regulate contractual frameworks for players, clubs and media. Stakeholders such as professional players, associations, agents... are able to apply pressure to protect their interests. Hierarchical model has been replaced by a complex web of interrelationships between stakeholders in which each group can contacts directly with other groups, drawing on alliances to strengthen themselves (See Figure 4).

*Figure 4: Systemic governance of sport: Football - a web of interaction between stakeholders (Henry & Lee, 2004)*



#### 4.3 Public or private

“Private and public organizations can be defined by the level of government or market influence on ownership and control” (Cambell, McDonald & Sethibi, 2009). Public organizations are working as the representatives of government and under the control of government. Private organizations, in contrast, are working beyond the control of government. Private organizations can be profit-making or non-profit-making depend on their own purpose. Sport organizations are considered as private organizations, working on their own constitution and regulation. However, with the increasing of public funding from government, sport organizations, in some situation, can provide services and goods for and behalf of the government. In this case, they can be considered as public organizations, working under the control of government.

*Table 4: Some differences in governance between the public and private sectors*

*(Anona, A., Xinting, J. and Vicky, T., 2008)*

<b>Governance</b>	<b>Private Sector</b>	<b>Public Sector</b>
Organisation structure	Enterprise: Outsider/insider models	Department Statutory Authority State owned enterprise Private/public partnerships
Regulation	Corporations Act Regulated	Commonwealth Corporations Act State Owned Enterprises Act 1992 Statutory legislation Regulator and regulated
Agents	For Shareholders	For Public
Objectives	Profit	Public good
Origin of Governance model	ASX Standards Australia	Auditors General Public Service Commissioner
Authority	Board	Government Minister/s Department Board
Responsibility	Legal Responsibility of board	Responsibility diffused
Independence	Legal Independence of board Selection and appointment of members	Ministerial contro
Accountability	To shareholders	Diffuse
Reporting	Annual Report to shareholders	Ministers Parliament Auditor general Agency Heads Treasury and Finance

#### 4.4 Self-regulation or subject to legislation

Organizations are changing from government to governance in operating. This trend, basically, will enhance the self-regulation of organizations. But self-regulation is not only advantage but also disadvantage (Cary, Thomas, Elizabeth & Michael, 2004).

##### *Advantages:*

a. Proximity: Sport organizations are self-regulatory sectors which can react the impact of their environment. By this way, sport organizations can satisfy quickly the needs of environment, make them stronger and can be democratic in decision making to direct the development of organization.

b. Flexibility: Sport organizations can change their own regulation to fit with the needs or changes of environment. Therefore, they do not have to face with the same kinds of procedural, process hurdles and political constraints as government regulators.

c. Compliance: The greater involvement of environments may give self-regulatory organizations more sensitive with environments' practices and constraints. Whereby, organizations may be easier to comply and generate a higher level of compliance.

d. Collective Interests of Industry: Sport organizations can attend and work as a part of a huge system in which they will work together for the common target and by this way, they can assess each other for the collective interests.

e. Resources: For a self-regulation organizations, there are many ways to find the resources to fulfill their needs for development. By this way, organizations also can maintain their status, not to be dependent on the public funding from the government or control bodies.

#### *Disadvantages*

a. Conflicts of Interest: Similar with the environment do not ensure for effective regulation process but can lead to keeping out market entrants by using “familiar people” who are similar with the environments.

b. Inadequate Sanctions: Self-regulatory with the flexibility allow sport organizations the opportunity to lay out inadequate sanctions against violators in which violation can be mitigated or even hidden by the organizations.

c. Underenforcement: Self-regulators are used to be biased to stakeholders’ interests, instead of society’s because of insufficiently monitored.

d. Global Competition: Stakeholders are competing in a multi-environment in which environments are reacting to each other. Aggressive self-

regulations can reduce competitiveness of their stakeholders against competitors from other environments.

e. Insufficient Resources: Interest conflict, as mentioned above, can lead to the decreasing of foundation/contribution from members or/and stakeholders. This can effect to the operating processes of organization, especially social programs.

When applying a governance system on an organization, we need to understand the characteristics of the organization by which our system can run smoothly and effectively. Environments are always developing and governance structures, of course, need to be evolved. Organizations, therefore, should evaluate constantly their structures to be ready for any change.

## 5. Good governance

If systemic governance is about the structures of system which organization attending then good governance is about how organizations operating their own governance. “Good organizational governance refers to the accepted norms or values for the just means of allocation of resources, and profits or losses (financial or other) and for the conduct of processes involved in the management and direction of organizations in the sports business” (Henry & Lee,

2004). Good governance, therefore, is defining and building *the key principles* for the management of sporting and other public-welfare-oriented organizations.

### 5.1 Transparency

Transparency is very importance of organizations which involved in “clarity in procedures and decision-making, particularly in resource allocation” (Henry & Lee, 2004). “It is widely regarded as a nostrum for good governance” (Hood & Heald, 2006). The transparency of organizations will help stakeholders and, even, public to understand and evaluate organizations’ activities.

There is an inevitable trend in a global society and economy in which organizations, both to local and transnational organization, have been empowered by central state because of the increasingly social influence. Since sport governing bodies are responsible with taking care of a public good, their inner workings should be open to public scrutiny (Geergert, 2013).

For transparency, “financial information should be disclosed gradually and in appropriate form to members, stakeholders and the public” (IOC, 2008). But it is not the only one. Other activities are also informed to stakeholders as a whole by which the effectiveness in action of organizations can be confirmed.



## 5.2 Democracy

Democracy is concerned with internal activities of the organization, access to representation in decision-making of organization's internal constituencies (Henry & Lee, 2004). "The high degree of autonomy has allowed the world of sports to function according to its own priorities and this has clearly had repercussions for the internal democratic functioning of international non-governmental sports organizations" (Geergert, 2013).

Actually, many sport organizations are operating with pyramid decision-making in which management committee will be the supreme role about organizations' activities. This characteristic resembles the traditional top-down system of government. With this system of decision-making, obviously, the representation of stakeholders in board or management committee is necessary and very important not only to protect their own interests but to ensure the internal democracy also.

"Democratic processes can also be seen as accountability arrangements and the main way in which member federations can hold their sport governing body accountable is through their statutory powers" (Geergert, 2013). More over, "sporting organizations are not only responsible to financial investors through financial reporting procedures, but also to those who invest other resources in the

organizations such as athletes, coaches, parents, supporters, sponsors” (Ian Henry, Ping Chao Lee, 2004). Selection processes, therefore, need to be accountable and democratic to avoid corruption or mismanagement.

### 5.3 Check and balances

This principle, checks and balances, is one of the cornerstones of democracy because sport organizations, nowadays, can be recognized as a multi nation corporation which involves with a huge commercial, operates in an open environment with a wide stakeholders. “A checks and balances system, therefore, is paramount to prevent the concentration of power in an organization and it ensures that decision making is robust, independent and free from improper influence” (Geergert, 2013). By this way, organization can avoid the scandals, such as corruption or the lack of democracy. For preventing this situation, sport organization will operate more efficiently to promote the movement of sport.

Checks and balances is also important for staff by which they can ensure the leadership of Management Committee and the common goals of the organization. “Clear and measurable objectives and targets must be set for the organization, its boards, management and staff, including also appropriate tools for assessment” (IOC, 2008).

#### 5.4 Solidarity

This principle is set up for the “sustainable development of the organization and its sport, and stewardship of their resources and those of the community served” (Henry& Lee, 2004).

With the expanding of social funding or involvement, sport organization need to satisfy the communities more to maintain their role (eg. Their responsibility and power). “Public money often pays for the building of stadiums, public transport infrastructures, public television contracts for competition, investments in ‘training centres’ and security and traffic regulation during sports events” (Geergert, 2013). By understanding about this situation, sport organization can positively impact to the social development, to solve the social problems. Remember that, development for sport is only the “roof” of sport but “development through sport” is the foundation.

Systemic governance and good governance are the two dimensions of sport governance. They address different aspects of organizational structures but they are complementary. The ASC (2012) recognized that “effective sports governance requires leadership, integrity and good judgment” (systemic governance). Therefore, the more understand about the system applied, the more effectively structure set up and so on.

## 6. The Socialist Republic of Vietnam

### 6.1 Background

The Socialist Republic of Vietnam (later referred to as Vietnam) is the easternmost country on the Indochina Peninsula in Southeast Asia with an estimated 90.0 million inhabitants as of 2013. It is the world's 13th-most-populous country, and the eighth-most-populous Asian country. The country is bordered by China to the north, Laos to the northwest, Cambodia to the southwest, and the South China Sea to the east. The Vietnamese fought French rule in the First Indochina War, eventually expelling the French in 1954. Thereafter, Vietnam was divided politically into two rival states, North and South Vietnam. Conflict between the two sides intensified, with heavy intervention from the United States, in what is known as the Vietnam War. The war ended with a North Vietnamese victory in 1975. Its capital city has been Hanoi since the reunification of North and South Vietnam in 1976.

### 6.2 Political and economic system of Vietnam

The Socialist Republic of Vietnam (later referred to as Vietnam) is the largest as well as easternmost country of Indochina Peninsula in Southeast Asian region, with a population of estimated 90.0 million as of 2013. It is the

world's 13th-most-populous country, and the eighth-most-populous country in Asia. Vietnam borders China to the north, Laos to the northwest, Cambodia to the southwest, and the South China Sea to the east. The two Indochina Wars or “the War against the French” in Vietnamese, was a long struggle of Vietnamese people to destroy the French’s attempt to continue ruling Vietnam under colonial system with the help of the United States. The French was finally expelled from Vietnam in 1954 with the famous Dien Bien Phu battle. Thereafter, Vietnam was divided politically into two rival states, North and South Vietnam. Conflicts between the two sides intensified, with heavy intervention from the United States in the South, in what is known as the Vietnam War worldwide and “the War against the Americans” in Vietnam. The war ended with North Vietnam’s victory in 1975. Hanoi became the capital city since the moment the two Vietnams were reunited.

The Democratic Republic of Vietnam (North Vietnam) was found in 1945 by President Ho Chi Minh. Follow the Vietnam War’s end in 1975, Vietnam was unified under a Communist government but remained impoverished and politically isolated. The collapse of the Soviet Union and Communist bloc in 1990s had a huge impact on internal as well as external affairs of Vietnam. In 1986, the government initiated a series of economic and political reforms which started Vietnam’s path towards integration into the world economy and free

market system. Vietnam has become one of the developing countries who achieve the fastest growth rate. The GDP of Vietnam increases from \$6.5 billion in 1990 to \$31.2 billion in 2000, \$86.9 billion in 2010 and \$171.4 billion in 2013.

*Table 5: GDP of Vietnam from 2004 to 2013 (World Bank, 2013)*

Series Name	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
GNI per capita, PPP (current int. USD)	2.780	3.050	3.310	3.580	3.810	3.950	4.230	4.510	4.780	5.030
Population (Million)	81.4	82.4	83.3	84.2	85.1	86	86.9	87.8	88.8	89.7
GDP (current billion USD)	49.4	57.6	66.4	77.4	99.1	106	115.9	135.5	155.8	171.4
GDP growth (annual %)	8	8	7	7	6	5	6	6	5	5
Life expectancy at birth, total (years)	74	75	75	75	75	75	75	75	76	...

### 6.3 National Sport Organizations in Vietnam

The “reform” policy of Vietnam has a huge affection to sport. The development of country has been increasing the participation of Vietnamese sport in international sports movement, and the establishing of national sport organizations. Currently, there are 25 national sport organizations in Vietnam as the content of Table 5.

Table 6: Vietnamese Sport Organizations

Name of Organization	Establishment	Website
Vietnam Table Tennis Federation (VTTF)	1959	
Vietnam Shooting Federation (VSF)	1961	<a href="http://www.vsf.org.vn">www.vsf.org.vn</a>
Vietnam Volleyball Federation (VVF)	1961	
Vietnam Athletics Federation (VAF)	1962	<a href="http://www.dienkinh.vn">www.dienkinh.vn</a>
Vietnam Basketball Federation (VBF)	1962	<a href="http://www.liendoanbongro.org.vn">www.liendoanbongro.org.vn</a>
Vietnam Gymnastic Federation (VGF)	1962	
Vietnam Aquatic Sports Association (VASA)	1962	<a href="http://www.vasa.vn">www.vasa.vn</a>
Vietnam Football Federation (VFF)	1964	<a href="http://www.vff.org.vn">www.vff.org.vn</a>
Vietnam Olympic Committee (VOC)	1976	<a href="http://www.voc.org.vn">www.voc.org.vn</a>
Vietnam Chess Federation (VCF)	1981	<a href="http://www.vietnamchess.vn">www.vietnamchess.vn</a>
College and Professional Sport Association	1982	
Vietnam Tennis Federation (VTF)	1989	<a href="http://www.vtf.org.vn">www.vtf.org.vn</a>
Vietnam Badminton Federation (VBF)	1990	<a href="http://www.caulongvietnam.vn">www.caulongvietnam.vn</a>
Vietnam Tradition Martial Art Federation (VTMAF)	1991	
Vietnam Cycling Federation (VCF)	1992	<a href="http://www.vncycling.org">www.vncycling.org</a>
Vietnam Judo Association (VJA)	1996	
Vietnam Taekwondo Federation (VTF)	1996	<a href="http://vtf.do.am">http://vtf.do.am</a>
Vietnam Paralympic Association (VPA)	1998	
Vietnam Vovinam Federation (VVF)	2007	
Vietnam Golf Association (VGA)	2007	<a href="http://www.vga.com.vn">www.vga.com.vn</a>
Vietnam Sepak Takraw Federation (VSTF)	2009	
Vietnam E-Sport Recreation Association (VESRA)	2009	
Vietnam Canoeing Rowing Sport Federation (VCRSF)	2011	
Vietnam Handball Federation (VHF)	2013	
Vietnam Grass Fishing Association (VGFA)	2013	<a href="http://www.caucathethao.vn">www.caucathethao.vn</a>

Today, most Vietnamese national sports governing bodies share a number of important features. First, they operate through a pyramidal hierarchy of associations, from local, through provincial, to national. Second, they are democratically based, in some cases with the grass-roots player forming the electorate, on a one-player, one-vote basis. Third, they are run by volunteers, who bring varying amounts of expertise and free time to their executive positions. Finally, each sport's governing body has a history – a set of traditions, a heritage, an idiosyncratic way of administering its program; for some organizations, this heritage includes outstanding achievements such as the staging of very successful, world championships, the sponsorship of program that have produced outstanding athletes, or the raising of funds to send competitors to international events. And this structure of administration through volunteer organizations has a long and proud history that dates from the beginning of the nineteenth century.

Sport organizations, in theory, are non-governmental associations, however in Vietnam, they have been operating under the controlling of the government.

- Established procedures: VSOs are established by the approval of government. The Ministry of Internal Affairs (MIA) and the Ministry of Culture, Sports and Tourism (MCST) are the governing bodies which control the



organizational operations. The establishment decision will be issued by the MIA with the collaboration of the MCST.

- Organizational Regulation: The Regulations and Constitution of organizations need to be submitted to the MIA for the approval. VSOs will submit the sport rule to and it will be issued by the MCST.

- Nationwide Congress: VSOs need to send the report about organizing plan to the MIA and the MCST for the approval. MIA and MCST, then, will supervise the procedures of the Congress to guarantee the democracy process. A report of the Congress including of the list (with position) of Management Committee will be sent to MIA for the approval.

- Operating activities: VSOs have to send the annual report, including of annual activities and financial report, to these ministries. MCST has the right to supervise and check the operation procedure of VSOs including of financial activities.

### **III. Methodology**

#### **1. General view**

Governance is very importance for sport organizations due to the development of sport industry. Governance operating in of VSOs, therefore, needs to be concerned appropriately. This study will assess the good governance of the VSOs, finding common problems, and then creating solutions to adjust the problems. To complete these objectives, the 4 steps will be used as following:

- Choosing population: With general information about VSOs, 10 organizations will be selected to assess the good governance.

- Assessment: Using the AGGIS Sports Governance Observer to evaluate the good governance in chosen organizations. The common problems, then, will be identified by data analysis.

- Analysis: Mean, Standard Deviation and Coefficient of Variation will be used to figure out the common problems of good governance of VSOs.

#### **2. Research population and sample**

The study will concentrate in the good governance of VSOs, and 10 national sport organizations will be chosen as the sample for VSOs. They are

considered as the biggest sport organizations in Vietnam with completed annual national calendar, official website and operating system.

- (1) Vietnam Olympic Committee - VOC
- (2) Vietnam Football Federation - VFF
- (3) Volleyball Federation of Vietnam - VFV
- (4) Vietnam Athletics Federation - VAF
- (5) Vietnam Aquatic Sport Association - VASA
- (6) Vietnam Cycling Federation - VCF
- (7) Vietnam Tennis Federation - VTF
- (8) Vietnam Shooting Federation - VSF
- (9) Vietnam Basketball Federation - VBF
- (10) Vietnam Badminton Federation - BFV

### 3. The AGGIS Sports Governance Observer

With the funding of European Commission under the framework of the Preparatory Action in Sport, Danish Institute for Sports Studies and six European universities and European Journalism Centre coordinated to complete a project named “Action for Good Governance in International Sports Organization – AGGIS.” In this project, they developed a measurement tool for governance

assessment: *The Sports Governance Observer*. Explaining for the aim of the project, Jens Sejer Andersen, international director of Play the Game and coordinator of AGGIS, announced: “Better governance in sport is essential if the sports organizations are to be taken seriously in the fight against the 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 our youth.” With 4 dimensions: Transparency and Public Communication, Democratic Processes, Checks and Balances, and Solidarity, the quality of governance in the international or major national sports organizations can be analyzed by Play the Game, AGGIS partners, and any persons with a serious commitment to sports. In this study, some details in the questions (criteria) have been changed to suitable with national organization.

### 3.1 Transparency and public communication

There are 15 indicators for Transparency and public communication expressing how organization communicates with stakeholders and public to let them know about organisation’s activity. In this case, official website is an important mean for organization to open their inner workings to public scrutiny, especially to their surrounding community. “In order to be transparent, sport

governing bodies should adhere to disclosure requirements, including financial reporting, and adequately communicate their activities to the general public” (AGGIS, 2013).

#	<i>Indicator Description</i>
1	The organisation publishes its statutes/constitution on its website
2	The organisation publishes its by-laws on its website
3	The organisation publishes its sport rules on its website
4	The organisation publishes its organizational chart on its website
5	The organisation publishes its strategic plan on its website
6	The organisation publishes the agenda and minutes of its statutory meetings on its website
7	The organisation gives the media access to its general assembly
8	The organisation publishes basis biographical information about its board members and senior officials on its website
9	Contact details to board members and senior officials are published on the websites
10	The organisation publishes information about its member federations on its website
11	The organisation publishes its annual general activity report on its website

12	The organisation publishes reports of its standing committees on its website
13	The organisation publishes its annual financial report on its website
14	The organisation publishes remuneration, for example per diem payments and bonuses of its board members and senior officials on its website
15	The organisation publishes main event reports with detailed and relevant information on its website

### 3.2 Democratic process

12 indicators of *Democratic process* express the sufficient internal democratic processes which can be legislated as a democratic grammar of conduct, and to be followed by sport governing bodies and their stakeholders.

#	<i>Indicator Description</i>
1	There are elections of the president and the governing bodies and standing committees
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto
4	The decisions on allocation of major events are made through a democratic,

	open and transparent process
5	The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar
6	The organisation defines a quorum in its governing document/s for its decision making bodies
7	The organisation's elected officials have a term limit
8	The organisation's general assembly meets at least once a year
9	The organisation's governing body meet regularly
10	The organisation has gender equity guidelines for its leading officials
11	The criteria for a bid for major event are communicated to its members in good time
12	The organisation provides opportunity for stakeholders to be represented within the organization

### 3.3 Checks and balances

Sport organizations, nowadays, can be recognized as a multi nation corporation involves with a huge commercial. With a wide environment and stakeholders, sport organizations need to be clear and earnest in finance, especially in resolving the conflict between stakeholders. 11 indicators of *Checks*

*and balances* will be “paramount to prevent the concentration of power in an organization and it ensures that decision making is robust, independent and free from improper influence” (AGGIS, 2013).

#	Indicator Description
1	The organisation has an internal audit committee
2	Organisation is externally audited by international/ <b>national</b> recognized standards
3	The organisation has accounting control mechanisms in place
4	The organisation separates regulatory and commercial functions
5	The organisation has or recognizes an Ethics/Integrity Code for all its members and officials
6	The organisation has clear conflict of interest rules
7	The organisation recognizes a code or has its own standards of good governance
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above
9	The organisation's decisions can be contested through internal channels specified in its governing document/s
10	The organisation recognizes Court of Arbitration for Sport (CAS) as an



	external channel of complaint and allows athletes and officials to contest decisions in civil court
11	The organisation recognizes and complies with the WADA World Anti-Doping Code

### 3.4 Solidarity

Sport organizations need to contribute to not only external environment but the external environment also. Nine (9) indicators of Solidarity are not only the responsibility of sport organizations at all levels for society and environment but also being offered significant chances to establish themselves in that regard.

#	Indicator Description
1	The organization allocates specific resources for the international/ <b>national</b> development of grass-root activities
2	The organization has legacy requirements for communities in which its events are hosted
3	The organization inspects and audits the use of funds given to its internal stakeholders
4	The organization adopt an international/ <b>national</b> environmental management system (ISO, EMAS or similar) of its major events

5	The organization has a well-defined Social Responsibility (SR) strategy and/or programmes
6	The organization controls the use of funds given to its SR programmes and applies ISO 26000 standard or similar
7	The organization offers consulting to member associations/ <b>clubs</b> in the areas of organisations and management through workshops, one to one advice or similar
8	Representatives from economically disadvantaged member federations/ <b>clubs</b> can apply for support to attend the general assembly
9	The organization adopts a clear anti-discrimination policy

#### 4. Data collection and analysis

To identify the level of good governance in VSOs, this research adopts the 4 dimensions of AGGIS. In each dimensions, all indicators will be used as Yes or No questions. “Yes” answer will get 4 points, and 0 point for “No” answer. The total and average point of each dimension, then, will be counted. Example of a Data Assessment is following:

Table 7: Example about Data Assessment Form about the Good Governance of VSOs

Data Assessment about the Good Governance of VSOs				
Name of Federation: .....				
<i>Dimension 1: Transparency and public communication</i>				
#	Indicator Description	Answer		Point
		Y	N	
1	The organisation publishes its statutes/constitution on its website	O		4
2	The organisation publishes its by-laws on its website		O	0
...	...	...	...	...
	Total:			...
	Average:			...
<i>Dimension 2: Democracy Process</i>				
#	Indicator Description	Answer		Point
		Y	N	
1	There are elections of the president and the governing bodies and standing committees	O		4
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s		O	0
...	...	...	...	...

	Total:			...
	Average:			...
<i>Dimension 3: Checks and Balances</i>				
#	Indicator Description	Answer		Point
		Y	N	
1	The organisation has an internal audit committee	O		4
2	Organisation is externally audited by <b>national</b> recognized standards		O	0
...	...	...	...	...
	Total:			...
	Average:			...
<i>Dimension 4: Solidarity</i>				
#	Indicator Description	Answer		Point
		Y	N	
1	The organization allocates specific resources for the <b>national</b> development of grass-root activities			
2	The organization has legacy requirements for communities in which its events are hosted			
...	...	...	...	...
	Total:			...
	Average:			...

To complete the assessment form, we have to check the website of these organizations, analyze their governing documents such as constitution and regulation, and discuss directly with organizations' officials about each criteria. The data about the good governance of 10 mentioned organizations, then, will be synthesized and analyzed by using the 3 following formulas:

1. Mean: 
$$\bar{x} = \frac{\sum x_i}{n}$$

(This variable will identify the average level of VSOs in each dimension of good governance)

2. Standard Deviation: 
$$\delta = \sqrt{\frac{\sum (x_i - \bar{x})^2}{n}}$$

(The average different between each organizations and Mean)

3. Coefficient of Variation: 
$$c_v = \frac{\sigma}{\mu}$$

(This value will give us a sight about the difference between chosen organizations within each dimension).

This step will figure out the common problems of the good governance of VSOs in general

#### **IV. Research Result**

##### **1. Applying AGGIS Sports Governance Observer to the VSOs**

Firstly, with the cooperation from VSOs, we have used the AGGIS' Sport Governance Observer to test and take the results about the good governance of these chosen VSOs. The grades are given on the method mentioned in Chapter III in which indicators will be used as Yes or No questions; 4 points will be given for "Yes" answer, and 0 point for "No" answer. The results will be shown in the Table 8, 9, 10 and 11 as following:

*Table 8: Transparency and Public Communication statement of the 10-chosen sport federations of Vietnam assessed by AGGIS Sports Governance Observer*

#	Indicator Description/Name of Federation	VOC	VFF	VFV	VAF	VASA	VTF	VCF	VSF	VBF	BFV	Total
1	The organisation publishes its statutes/constitution on its website	4	4	4	4	4	4	4	4	4	4	40
2	The organisation publishes its by-laws on its website	4	4	0	4	0	0	0	4	0	0	16
3	The organisation publishes its sport rules on its website	0	4	0	4	0	0	4	0	0	0	12
4	The organisation publishes its organizational chart on its website	4	4	4	0	0	0	0	0	0	0	12
5	The organisation publishes its strategic plan on its website	0	0	0	0	0	0	0	0	0	0	0
6	The organisation publishes the agenda and minutes of its statutory meetings on its website	0	0	0	0	0	0	0	0	0	0	0
7	The organisation gives the media access to its general assembly	4	4	4	4	4	4	4	4	4	4	40
8	The organisation publishes basis biographical information about its board members and senior officials on its website	0	0	0	0	0	0	0	0	0	0	0
9	Contact details to board members and senior officials are published on the websites	0	0	0	4	0	0	0	0	0	0	4
10	The organisation publishes information about its member federations on its website	4	0	0	0	0	4	0	0	0	0	8
11	The organisation publishes its annual general activity report on its website	0	0	0	0	0	0	0	0	0	0	0
12	The organisation publishes reports of its standing committees on its website	0	0	0	0	0	0	0	0	0	0	0
13	The organisation publishes its annual financial report on its website	0	0	0	0	0	0	0	0	0	0	0
14	The organisation publishes remuneration, for example per diem payments and bonuses of its board members and senior officials on its website	0	0	4	0	0	0	0	0	0	0	4
15	The organisation publishes main event reports with detailed and relevant information on its website	4	4	4	4	4	4	4	4	4	4	40
	Total:	24	24	20	24	12	16	16	16	12	12	176
	Average point:	1.6	1.6	1.33	1.6	0.8	1.07	1.07	1.07	0.8	0.8	1.17

According to the Table 8, VSOs have low average point in Transparency and Public Communication with of only 1.17 out of 4 in which the score of organizations range from 1.6 to 0.8. The highest average score is 1.6 out of 4 belonging to VOC, VFF and VAF; the lowest average score is 0.8 out of 4 belonging to VASA, VBF and BFV.

VSOs have the maximum score in the indicator number 1, 7 and 15 with all organizations publish statutes/constitution on the website (1<sup>st</sup> indicator); they all give media access to general assembly (7<sup>th</sup> indicator); and they all publish main event reports with detailed and relevant information on the website (15<sup>th</sup> indicator). However, many important documents are missing in official website of these federations such as strategic plan (5<sup>th</sup> indicator), the agenda and minutes of statutory meetings (6<sup>th</sup> indicator), basis biographical information about its board members and senior officials (8<sup>th</sup> indicator), annual general activity report (11<sup>th</sup> indicator), reports of standing committees (12<sup>th</sup> indicator) and annual financial report (13<sup>th</sup> indicator). Otherwise, only one federation (the VFV) publishes the remuneration (14<sup>th</sup> indicator); and other one federation (the VAF) has the contact details of board members and senior officials on the official website (9<sup>th</sup> indicator). Moreover, only two federations provide the information about its member federation on the website (10<sup>th</sup> indicator); Three of them published the sport rules (3<sup>rd</sup> indicator) and four federations have the By-Laws on the website (2<sup>nd</sup> indicator).



*Table 9: Democratic Process statement of the 10-chosen sport federations of Vietnam assessed by AGGIS Sports Governance Observer*

#	Indicator Description/Name of Federation	VOC	VFF	VFV	VAF	VASA	VTf	VCF	VSF	VBF	BFV	Total
1	There are elections of the president and the governing bodies and standing committees	4	4	4	4	4	4	4	4	4	4	40
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	4	4	4	4	4	4	4	4	4	4	40
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto	4	4	4	4	4	4	4	4	4	4	40
4	The decisions on allocation of major events are made through a democratic, open and transparent process	4	4	4	4	4	4	4	4	4	4	40
5	The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar	4	4	4	4	4	4	4	4	4	4	40
6	The organisation defines a quorum in its governing document/s for its decision making bodies	4	4	4	4	4	4	4	4	4	4	40
7	The organisation's elected officials have a term limit	4	4	4	4	4	4	4	4	4	4	40
8	The organisation's general assembly meets at least once a year	0	0	0	0	0	0	0	0	0	0	0
9	The organisation's governing body meet regularly	4	4	4	4	4	4	4	4	4	4	40
10	The organisation has gender equity guidelines for its leading officials	0	0	0	0	0	0	0	0	0	0	0
11	The criteria for a bid for major event are communicated to its members in good time	0	4	4	4	4	0	0	0	0	0	16
12	The organisation provides opportunity for stakeholders to be represented within the organization	0	0	0	0	0	0	4	0	4	0	8
	Total:	32	36	36	36	36	32	36	32	36	32	344
	Average point:	2.67	3	3	3	3	2.67	3	2.67	3	2.67	2.87

Based on the Table 9, VSOs have high point in Democratic Process dimension with average point is 2.87 out of 4 in which six federations get 3 points and four federations get 2.67 in average.

There are elections of the president and the governing bodies and standing committees in all VSOs (1<sup>st</sup> indicator), and these elections are on the basis of secret ballots and clear procedures detailed in the governing documents (2<sup>nd</sup> indicator). All the organizations offer to the candidates standing for election opportunities to present their manifesto (3<sup>rd</sup> indicator). VSOs also get the maximum score in the 4<sup>th</sup>, 5<sup>th</sup>, 6<sup>th</sup>, 7<sup>th</sup> and 9<sup>th</sup> indicator, showing that democratic process has been maintaining in VSOs.

Actually, VSOs have problem of democratic process only in indicator number 8, 10, 11 and 12. Firstly, the organization's general assembly does not meet at least once a year (8<sup>th</sup> indicator). Secondary, they all lack the gender equity guidelines for leading officials (10<sup>th</sup> indicator). The opportunity for stakeholders to be represented within the organization is other problem with only two federations completed this requirement (12<sup>th</sup> indicator). And the last, only four federations provide the criteria for a bid for major event to members in good time (11<sup>th</sup> indicator).

*Table 10: Checks and Balances statement of the 10-chosen sport federations of Vietnam assessed by AGGIS Sports Governance Observer*

#	Indicator Description/Name of Federation	VOC	VFF	VFV	VAF	VASA	VTf	VCF	VSF	VBF	BFV	Total
1	The organisation has an internal audit committee	0	0	0	0	0	0	0	0	0	0	0
2	Organisation is externally audited by national recognized standards	4	4	4	4	4	4	4	4	4	4	40
3	The organisation has accounting control mechanisms in place	4	4	4	4	4	4	4	4	4	4	40
4	The organisation separates regulatory and commercial functions	0	0	0	0	0	0	0	0	0	0	0
5	The organisation has or recognizes an Ethics/Integrity Code for all its members and officials	0	4	0	0	0	0	0	0	0	0	4
6	The organisation has clear conflict of interest rules	0	0	0	0	0	0	0	0	0	0	0
7	The organisation recognizes a code or has its own standards of good governance	0	0	0	0	0	0	0	0	0	0	0
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above	0	0	0	0	0	0	0	0	0	0	0
9	The organisation's decisions can be contested through internal channels specified in its governing document/s	0	4	0	0	0	0	0	0	0	0	4
10	The organisation recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil court	4	0	4	4	4	4	4	4	4	4	36
11	The organisation recognizes and complies with the WADA World Anti-Doping Code	4	4	4	4	4	4	4	4	4	4	40
	Total:	16	20	16	16	16	16	16	16	16	16	140
	Average point:	1.45	1.82	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.49

VSOs do not have high score on Checks and Balances based on the result shown on the Table 10 with average point only 1.49 out of 4. VFF has the highest average score of 1.82 out of 4, and average point of 1.45 in this dimension for all the other federations.

Firstly, VSOs lack the internal audit committee (1<sup>st</sup> indicator). They do not separate regulatory and commercial functions (4<sup>th</sup> indicator). They also do not have a clear conflict of interest rules (6<sup>th</sup> indicator) and a code or their own standards of good governance (7<sup>th</sup> indicator). Moreover, an independent body (e.g. Ethics Committee) to check the application of the rules referred in indicator 5-7 is other problem of VSOs when they all miss this unit (8<sup>th</sup> indicator). VFF is the only one of them has or recognizes an Ethics/Integrity Code for all its members and officials (5<sup>th</sup> indicator) and specified in its governing document/s by which the organization's decisions can be contested through internal channels (9<sup>th</sup> indicator).

In contrast, VSOs are externally audited by national recognized standards (2<sup>nd</sup> indicator). They also have accounting control mechanisms in place (3<sup>rd</sup> indicator). The WADA World Anti-Doping Code is recognized and complied by VSOs (11<sup>th</sup> indicator); and nine of them (except VFF) recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allow athletes and officials to contest decisions in civil court (10<sup>th</sup> indicator).

Table 11: *Solidarity statement of the 10-chosen sport federations of Vietnam assessed by AGGIS Sports Governance Observer*

#	Indicator Description/Name of Federation	VOC	VFF	VFV	VAF	VASA	VTf	VCF	VSF	VBF	BFV	Total
1	The organization allocates specific resources for the international/national development of grass-root activities	4	4	4	4	4	4	4	4	4	4	40
2	The organization has legacy requirements for communities in which its events are hosted	0	0	0	0	0	0	0	0	0	0	0
3	The organization inspects and audits the use of funds given to its internal stakeholders	4	4	4	4	4	4	4	4	4	4	40
4	The organization adopt an environmental management system (ISO, EMAS or similar) of its major events	0	0	0	0	0	0	0	0	0	0	0
5	The organization has a well-defined Social Responsibility (SR) strategy and/or programmes	0	4	0	0	4	0	0	0	0	0	8
6	The organization controls the use of funds given to its SR programmes and applies international/national standard or similar	0	4	0	0	4	0	0	0	0	0	8
7	The organization offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar	4	4	4	4	4	4	4	4	4	4	40
8	Representatives from economically disadvantaged member federations can apply for support to attend the general assembly	0	0	0	0	0	0	0	0	0	0	0
9	The organization adopts a clear anti-discrimination policy	0	4	0	0	0	0	0	0	0	0	4
	Total:	12	24	12	12	20	12	12	12	12	12	140
	Average point:	1.33	2.67	1.33	1.33	2.22	1.33	1.33	1.33	1.33	1.33	1.55

Solidarity is a pillar of good governance when sport organizations are increasingly involved in public sector. VSOs, however, do not have high score in this dimension with average point is 1.55 out of 4. The highest average score (2.67 out of 4) belongs to the VFF; VASA has the average point of 2.22 out of 4, ranked 2<sup>nd</sup>; and other organizations have the same average score of 1.33 out of 4.

In general, VSOs allocated specific resources for the national development of grass-root activities (1<sup>st</sup> indicator). They all inspect and audit the use of funds given to their internal stakeholders (3<sup>rd</sup> indicator). Otherwise, all organizations offer consulting to member federations in the areas of organizations and management through workshops, one to one advice or similar (7<sup>th</sup> indicator).

However, VSOs do not have legacy requirements for communities in which its events are hosted (2<sup>nd</sup> indicator). They do not adopt an environmental management system (ISO, EMAS or similar) of their major events (4<sup>th</sup> indicator), and also do not support disadvantaged member federations to attend in the general assembly (8<sup>th</sup> indicator). Otherwise, only VFF adopts a clear anti-discrimination policy (9<sup>th</sup> indicator) meanwhile, only VASA and VCF have a well-defined Social Responsibility (SR) strategy and/or programs (5<sup>th</sup> indicator), and control the use of funds given to its SR programs with national standard (6<sup>th</sup> indicator).

## 2. Data summary

Based on the Average point of each federation, grade of good governance of VSOs will be calculated as the mean of these values which will be shown in the Table 12.

*Table 12: The good Governance score of the VSOs*

#	Federation	Grades			
		Transparency And Public Communication	Democratic Process	Checks and Balance	Solidarity
1	Vietnam Olympic Committee (VOC)	1.6	2.67	1.45	1.33
2	Vietnam Football Federation (VFF)	1.6	3	1.82	2.67
3	Volleyball Federation de Vietnam (VFFV)	1.33	3	1.45	1.33
4	Vietnam Athletics Federation (VAF)	1.6	3	1.45	1.33
5	Vietnam Aquatics Sport Association (VASA)	0.8	3	1.45	2.22
6	Vietnam Tennis Federation (VTF)	1.07	2.67	1.45	1.33
7	Vietnam Cycling Federation (VCF)	1.07	3	1.45	1.33
8	Vietnam Shooting Federation (VSF)	1.07	2.67	1.45	1.33
9	Vietnam Badminton Federation (VBF)	0.8	3	1.45	1.33
10	Vietnam Basketball Federation (BFV)	0.8	2.67	1.45	1.33
	Mean (grade of VSOs):	1.17	2.87	1.49	1.55
	Standard Deviation ( $\sigma$ ):	0.336	0.161	0.111	0.457
	Coefficient of Variation (CV):	28.69	5.64	7.46	29.44

According to Table 12, the VSOs have average point of 1.17 out of 4 in Transparency and Public Communication, 2.87 in Democratic Process, 1.49 in Checks and Balances, and 1.55 in Solidarity. The CV is also calculated showing the shows the extent of variability in relation to mean of the population, with 28.69% in Transparency and Public Communication; 5.64% in Democratic Process; 7.46% in Checks and Balances; and 29.44% in Solidarity.

After finding all the grades of VSOs applied by the AGGIS' Sport Governance Observer, the spider diagram shown in Figure 5 can be drawn.

*Figure 5: AGGIS Sports Governance Observer spider of the VSOs*

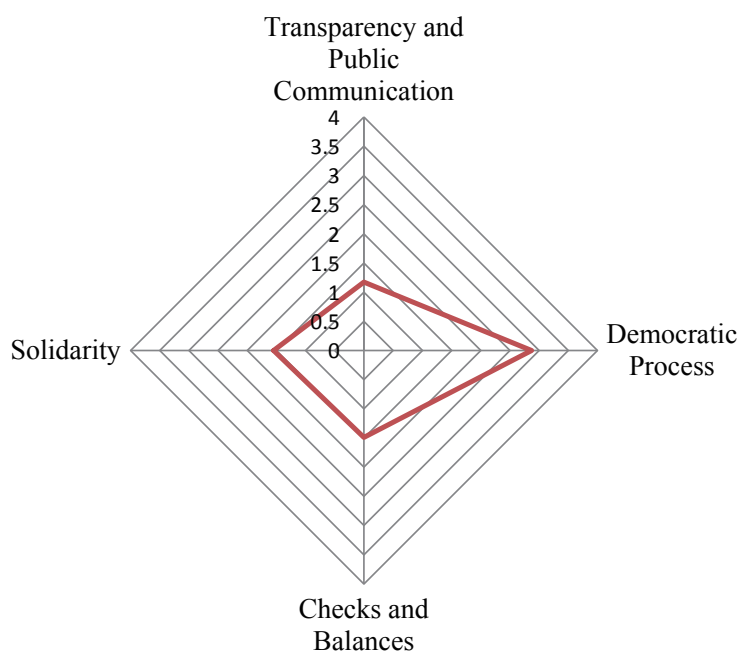




Figure 5 can provide a more clearly sight about the grade of VSOs in the four good governance dimensions applied by the AGGIS' Sport Governance Observer, in which, we can easy find the high score of VSOs in Democratic Process (2.87) but not for other 3 dimensions including of Transparency and Public Communication (1.17), Checks and Balances (1.49) and Solidarity (1.55).

## **V. Conclusion**

In the last 3 decades, sport industry has tremendous developments to become an important industry which is hundreds of billion American dollars valued. Sport organizations, therefore, need to reform and concentrate more about operation as profit-seeking structures. Sport governance, with systemic and good governance, is an essential sector which can make the necessary changing in sport organization to adapt for the new requirements. Many sport organizations are concentrating in good governance by building their own rules of governance. AGGIS' Sports Governance Observer is one of these rules. With 47 indicators of 4 dimensions including of Transparency and Public Communication (15 indicators), Democratic Process (12 indicators), Checks and Balances (11 indicators) and Solidarity (9 indicators), AGGIS' Sports Governance Observer provide an efficient tool for any person with a serious commitment to sports governance to register and analyze the quality of governance in the international or major national sport organizations they are relate to. By using AGGIS' Sports Governance Observer to investigate and evaluate the good governance of the VSOs, this study has found some important information about good governance problems of VSOs which can create an overall insight on sport governance and can be used to improve the good governance of VSOs.

## 1. Transparency and Public Communication

With only 1.17 point in average, Transparency and Public Communication is the worst grade (or dimension) of VSOs in good governance. In other way, the official website of VSOs is not an effective mean to communicate with public and even the stakeholders. In this dimension, the CV of VSOs is 28.68% for, showing the large different between each federation.

Strategic plan is the process of formulating, implementing, and evaluating organizational changes in ways that enable an organization to achieve its objectives” (Greenberg, 2005). Strategic plan, therefore, is very important not only to each federation to orient their tactical/operational plans but also for stakeholders to follow and evaluate the activities of federation. Strategic plan can be considered as a long-term planning when annual report can be a step-by-step plan report. The annual general activity report and annual financial report are very important which informing about all activities have been done by federation in this year. Meanwhile, statutory meetings are the opportunities in which Management Committee will evaluate the progress of the federation, especially the strategic plan; figure out the risks or problems; and, the most important, make the decision of any alternatives for the development of the federations. The agenda and minutes of these meetings are, therefore, also important. They, in

collaborated with strategic plan and annual report, are necessary for stakeholders (and the federation also) to make sure that the activities of federation are controlled and directed, and the appearance of an organization is evaluated by its activities, making sport product. Anyway, they all do not exist in the VSOs' official website, a serious problem for VSOs in Transparency and Public Communication.

Other problem of VSOs in Transparency and Public Communication can be considered is the lack of the by-laws in the website (with 6/10 federations). By-Laws are the fundamental principles of the organization, which provide the information about how the organization is operated and regulated itself, and the power/responsibilities of each board member and/or senior official of the federation. The lack of by-laws and the organizational chart (7/10 federations) interfering concerning people to know and understand about the operating mechanism of the federation. Along with that, no federation published reports of its standing committees on its website. Stakeholders, by this way, are very difficult to estimate the efficiency of each board member or/and unit of the federation.

The basis biographical information about its board members and senior officials is completely missed in the VSOs' website, and only 1/10 federation has

published the contact details to board members and senior officials, and only 2/10 federation published information about its member federations on its website. These missing will lead to the difficult for stakeholders and concerning people if they want to know and contact with federation's units. . By this mistake, VSOs are unable to express their administration and operation system and how to contact with their units in case we want to find the assistance or cooperation from responsible person, which can connect VSOs with public. The lack of information of the operating system also makes the difficulty for public to identify the duty and obligation of each members of the federation, and the center position of Federation, by this way, can be effected negatively.

Sport federations are concerning more in commercial sector but with the lack of annual financial report and, moreover, there is only 1/10 federation published remuneration, for example per diem payments and bonuses of its board members and senior officials on its website, it can impact to the confidence of stakeholders about the federation. Actually, operating funds of VSOs are from license fee, it means that members of VSOs can be considered as "taxpayer", and they have the right to know about how the "taxes" are used. Of course, the VSOs have been providing the annual financial report in the annual meeting of

Management Committee but it is very difficult for members and/or stakeholders to supervise their financial contribution without these documents in the website.

With the development of information technology and online service, official website can be the fastest and easiest way to provide information to public. With only a click, stakeholders can regulate and understand more about the operation of the organization; and sponsors can seek the opportunities to collaborate in the future.

## 2. Democratic Process

VSOs have the highest grade of good governance in Democratic Process, with average point is 2.87 out of 4, and also the narrowest in CV with 5.64%. It is due to the strong control from the government in which democratic processes, especially for elections, are mandatory for any VSOs. These regulations must be specified in their governing document/s (Regulations and Constitution) which need to be submitted to the MIA. Maintaining problems of VSOs in Democracy are from gender equity and the presentation of stakeholders in Management Committee.

The contribution of women in sport has been strongly increasing. The United Nations has approved an international instruments and documents for the

right of women to access to sport in 1979 which announced that “States parties shall take all appropriate measures to eliminate discrimination against women in other areas of economic and social life in order to ensure, on a basis of equality of women and men, the same rights, in particular... the rights to participate in recreational activities, sports and all aspects of cultural life” (Convention on the Elimination of All Forms of Discrimination against Women, UN, 1979).

Sports (and physical activities) have been using not only for positive impact on health but also to resolve social problems. Gender equity is an example which is concentrated by many Sport for Development and Peace programs of are non-governmental, governmental and even multi-governmental organizations. Sport organizations, obviously, can not stand apart this movement. Even the first modern Olympic Games, which was organized in 1896, were not open to women but the IOC and other international sport federations, have done many thing for the development of women in sport. A women’s program at the Olympic Games has been pressed by the IOC which is collaborated by the respective international federations to enlarge the participation of women in the Olympic Games and other sport events. Nowadays, women are participating in all levels of sport movement and women rights are recognized and defended by sport organizations’ major action and regulation. “The IOC encourages and supports the promotion of

women in sport at all levels and in all structures, with a view to implementing the principle of the equality of men and women” (Olympic Charter, 2007).

In Vietnam, women have the equity right to men and they are increasingly contributing to the development of country, including sport. In elite sport, for instance, the first Olympic medal of Vietnam belongs to woman Taekwondo player Tran Hieu Ngan in Sydney Olympic Games 2000. VSOs, however, do not set up any policy for gender equity, especially for the Management Committee. Several federations, such as VFF or VCF are lacking women board members. The IOC has 24 members out of 107 are women, and Union Cyclist Internationale (UCI) has set up a policy by which there is at least a female member in each Commission of the UCI, they are typical instance for the gender equity.

The opportunity for stakeholders to be represented within the organization is also a problem of VSOs in Democracy. Athlete, for instance, is a very important stakeholder for any federation. However, there are only 2/10 federations has the representative of athlete in the Management Committee. As mentioned in the Chapter II about the changing of sport organizations, the fast growing of sports industry is involved with the development of sport organizations based on their size of members, stakeholders and partners. The participation of stakeholders in Management Committee, therefore, is very



necessary not only to protect the right of stakeholders themselves but for the diversity of idea thinking in the Management Committee.

Democracy is a pillar of good governance and with the intervening and controlling from the government of Vietnam, VSOs have been maintaining and ensuring the democracy. A little change and supplement in Democracy can help VSOs increasing this dimension and to be more efficiently operating.

### 3. Checks and Balances

Checks and Balances, like Transparency and Public Communication, has the similar between each federation with the close controlling from the government. Accounting control mechanisms in place, for instance, is mandatory for any VSOs. Otherwise, VSOs are externally audited by national recognized standards frequently with the monitoring from Vietnam Sports Administration or MCST. However, VSOs get the average point of only 1.49 out of 4 in Checks and Balances, showing the lack of “adequate internal checks and balances which can be designated as one of the main causes of corruption, concentration of power” (Geergert, 2013). The CV in Checks and Balance is 7.46% which can be explained by the strong control of Vietnamese government for National Sport Organizations, as mentioned in the Chapter II.

The first problem of VSOs is they do not recognize a code or have their own standards of good governance. Good governance is defining and building *the key principles* for the management of sporting and other public-welfare-oriented organizations (Henry & Lee, 2004). However, good governance (and sport governance) is a new and, even, strange sector in Vietnam. Sport Governance is not to be taught in the education system and governmental bodies do not issue a code of sport governance which can or must be applied by VSOs. VSOs are also lacking an Ethics/Integrity Code for all its members and officials, and a clear conflict of interest rules. The development of sport leads to the expanding of stakeholders and members of sport federation. By this way, these above documents (and regulations) are very important for VSOs for a smoothly operating.

An independent body (e.g. Ethics Committee) to check the application of the rules, and an internal audit committee are other problem of VSOs. Actually, some federations have appointed an Inspection Committee. Members of Inspection Committee, in theory, have a huge responsibility in supervising the implementation progresses of the Constitution, Regulation, By-Laws, Resolution, Decisions... of the federation and even, members of federation. Inspection Committee, therefore, can work as internal audit committee and Ethics Committee

however, they do not. Members of Inspection Committee, firstly, are not independent from the governing body and normally, President of Inspection Board is a member of Management Committee. Secondary, Inspection Board does not have budget from federation to operate their duties so that they cannot attend in federation's events to report regularly about the situations. Thirdly, and the most important, is about the power of Inspection Board while they can only send they report to the Executive Board or Management Committee. And the final decision is depended on the Management Committee so that Inspection Board, in this situation, is only an assistance of Management Committee, not an independent body.

An internal channel which allows to contesting the organization's decisions is other problem of VSOs. Only VFF has appointed the Resolving Claims Board for this duty however, members of this Board will be appointed by the Management Committee, which can lead to the wondering about the objectivity of Resolving Claims Board.

The development of sport industry leads to the expanding of the number of stakeholders and function of sport organizations. VSOs, in actually, do not have a positive preparation to adapt with the new environment. They need, firstly, to build their own standard of governance and then, internal units to audit the

operating of the federations. By this way, VSOs can create the belief from stakeholders and public, which is the foundation for the development.

#### 4. Solidarity

Sport for Development and Peace movement has been described as a timely, progressive impulse, and one of the most encouraging initiatives in sport in the last few years (Kidd, B. 2008). Sport organizations, therefore, have been increasingly involved in public sector for the social development. However, the average score of VSOs in Solidarity is only 1.55 out of 4. Otherwise, the CV of Solidarity is 29.44% with the big difference between each federation.

A sport event can bring many legacies, especially to the involved communities. With many events organized every year, VSOs can make a huge effect to the society of Vietnam. However, VSOs do not have legacy requirements for communities in which its events are hosted. It will reduce the positive effect of these events. In other words, VSOs only concentrate in the “traditional sports development in which the provision of basic sports coaching, equipment and infrastructure are the central concern” (Kidd, B. 2008). That can be a reason why only VASA has a well-defined Social Responsibility program (the Anti-Drowning

for Children) and control the use of funds given to its SR programs with national standard.

Environment, with sport and culture, are recognized by the IOC as the three dimensions of Olympism. The IOC Sport and Environment Commission have been created from 1995 “to encourage and support a responsible concern for environmental issues, to promote sustainable development in sport and to require that the Olympic Games are held accordingly” (Olympic Charter, 2013). NOCs, therefore, are encouraged to establish a Sport and Environment Commission on a local level. VSOs, however, do not adopt an environmental management system (ISO, EMAS or similar) of their major events, and it can be recognized as a big issue of VSOs in social sector.

“The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play” (Olympic Charter, 2013). However, only VFF adopts a clear anti-discrimination policy and for other federations, it is still a problem. VSOs need to encourage any people who concern in sport with a clear anti-discrimination policy. It will help to promote the sport movement in Vietnam, making a strong foundation for elite and professional sport. Moreover, it can be an

affirmation from Vietnamese government, via national sport federation, about their support to this right.

Sport and physical activity, with many positive affections, are recognized by United Nations as “simple, low-cost, and effective means” to achieve the Millenium Development Goals (MDGs). Sport and physical activity, indeed, can bring a healthy life and resolve many problem for society. “While sport does not have the capacity to tackle solely the MDGs, it can be very effective when part of a broad, holistic approach to addressing the MDGs” (UNOSDP website). VSOs, therefore, need to pay more attention to the solidarity of sport which can enhance the contribution of VSOs to communities and ensuring the balance between “development for sport” and “development through sport”.

## 5. Recommendation

This study has found an entire picture about the good governance of VSOs in which, the details have been figured out and can be changed by VSOs for the development. The similarly can be done with other sport organizations in every country which can help us more information about governance in sport organizations. It can make the positive changes from sport organizations in all over the world, contributing to the development of sport and society. For VSOs,

systemic governance can be the next stage concentrated by other studies and authors. By the way, VSOs can reduce internal and/or external conflict, be stronger for the further development.

AGGIS' Sports Governance Observer, with 47 indicators, can provide a detailed assessment of good governance in sport organizations. Anyway, each indicator should have a specific scale with clear description for each step which corresponding to each point received. The assessment process, by the way, will be more obvious and accurate.

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## Appendix

*Appendix 1: Good Governance data of Vietnam Olympic Committee assessed by AGGIS Sports Governance Observer*

<b>Data Assessment about the Good Governance of VSOs</b>				
Name of Federation: <b>Vietnam Olympic Committee (VOC)</b>				
<i>Dimension 1: Transparency and Public Communication</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation publishes its statutes/constitution on its website	+		4
2	The organisation publishes its by-laws on its website	+		4
3	The organisation publishes its sport rules on its website		+	0
4	The organisation publishes its organizational chart on its website	+		4
5	The organisation publishes its strategic plan on its website		+	0
6	The organisation publishes the agenda and minutes of its statutory meetings on its website		+	0
7	The organisation gives the media access to its general assembly	+		4
8	The organisation publishes basis biographical information about its board members and senior officials on its website		+	0
9	Contact details to board members and senior officials are published on the websites		+	0
10	The organisation publishes information about its member federations on its website	+		4
11	The organisation publishes its annual general activity report on its website		+	0
12	The organisation publishes reports of its standing committees on its website		+	0

13	The organisation publishes its annual financial report on its website		+	0
14	The organisation publishes remuneration, for example per diem payments and bonuses of its board members and senior officials on its website		+	0
15	The organisation publishes main event reports with detailed and relevant information on its website	+		4
	Total:			24
	Average:			1.6
<i>Dimension 2: Democratic Process</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	There are elections of the president and the governing bodies and standing committees	+		4
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	+		4
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto	+		4
4	The decisions on allocation of major events are made through a democratic, open and transparent process	+		4
5	The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar	+		4
6	The organisation defines a quorum in its governing document/s for its decision making bodies	+		4
7	The organisation's elected officials have a term limit	+		4
8	The organisation's general assembly meets at least once a year		+	0
9	The organisation's governing body meet regularly	+		4
10	The organisation has gender equity guidelines for its leading officials		+	0
11	The criteria for a bid for major event are communicated to its members in good		+	0

	time			
12	The organisation provides opportunity for stakeholders to be represented within the organization		+	0
	Total:			32
	Average:			2.67
<i>Dimension 3: Checks and Balances</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation has an internal audit committee		+	0
2	Organisation is externally audited by national recognized standards	+		4
3	The organisation has accounting control mechanisms in place	+		4
4	The organisation separates regulatory and commercial functions		+	0
5	The organisation has or recognizes an Ethics/Integrity Code for all its members and officials		+	0
6	The organisation has clear conflict of interest rules		+	0
7	The organisation recognizes a code or has its own standards of good governance		+	0
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above		+	0
9	The organisation's decisions can be contested through internal channels specified in its governing document/s		+	0
10	The organisation recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil court	+		4
11	The organisation recognizes and complies with the WADA World Anti-Doping Code	+		4
	Total:			16
	Average:			1.45

	<i>Dimension 4: Solidarity</i>			
#	Indicator Description	Answer		Point
		Yes	No	
1	The organization allocates specific resources for the global development of grass-root activities	+		4
2	The organization has legacy requirements for communities in which its events are hosted		+	0
3	The organization inspects and audits the use of funds given to its internal stakeholders	+		4
4	The organization adopt an environmental management system (ISO, EMAS or similar) of its major events		+	0
5	The organization has a well-defined Social Responsibility (SR) strategy and/or programmes		+	0
6	The organization controls the use of funds given to its SR programmes and applies ISO 26000 standard or similar		+	0
7	The organization offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar	+		4
8	Representatives from economically disadvantaged member federations can apply for support to attend the general assembly		+	0
9	The organization adopts a clear anti-discrimination policy		+	0
	Total:			12
	Average:			1.33

*Appendix 2: Good governance data of Vietnam Football Federation assessed by  
AGGIS Sports Governance Observer*

<b>Data Assessment about the Good Governance of VSOs</b>				
Name of Federation: <b>Vietnam Football Federation (VFF)</b>				
<i>Dimension 1: Transparency and Public Communication</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation publishes its statutes/constitution on its website	+		4
2	The organisation publishes its by-laws on its website	+		4
3	The organisation publishes its sport rules on its website	+		4
4	The organisation publishes its organizational chart on its website	+		4
5	The organisation publishes its strategic plan on its website		+	0
6	The organisation publishes the agenda and minutes of its statutory meetings on its website		+	0
7	The organisation gives the media access to its general assembly	+		4
8	The organisation publishes basis biographical information about its board members and senior officials on its website		+	0
9	Contact details to board members and senior officials are published on the websites		+	0
10	The organisation publishes information about its member federations on its website		+	0
11	The organisation publishes its annual general activity report on its website		+	0
12	The organisation publishes reports of its standing committees on its website		+	0
13	The organisation publishes its annual financial report on its website		+	0
14	The organisation publishes remuneration, for example per diem payments and		+	0



	bonuses of its board members and senior officials on its website			
15	The organisation publishes main event reports with detailed and relevant information on its website	+		4
	Total:			24
	Average:			1.6
<i>Dimension 2: Democratic Process</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	There are elections of the president and the governing bodies and standing committees	+		4
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	+		4
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto	+		4
4	The decisions on allocation of major events are made through a democratic, open and transparent process	+		4
5	The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar	+		4
6	The organisation defines a quorum in its governing document/s for its decision making bodies	+		4
7	The organisation's elected officials have a term limit	+		4
8	The organisation's general assembly meets at least once a year		+	0
9	The organisation's governing body meet regularly	+		4
10	The organisation has gender equity guidelines for its leading officials		+	0
11	The criteria for a bid for major event are communicated to its members in good time	+		4
12	The organisation provides opportunity for stakeholders to be represented within		+	0

	the organization			
	Total:			36
	Average:			3
<i>Dimension 3: Checks and Balances</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation has an internal audit committee		+	0
2	Organisation is externally audited by national recognized standards	+		4
3	The organisation has accounting control mechanisms in place	+		4
4	The organisation separates regulatory and commercial functions		+	0
5	The organisation has or recognizes an Ethics/Integrity Code for all its members and officials	+		4
6	The organisation has clear conflict of interest rules		+	0
7	The organisation recognizes a code or has its own standards of good governance		+	0
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above		+	0
9	The organisation's decisions can be contested through internal channels specified in its governing document/s	+		4
10	The organisation recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil court		+	0
11	The organisation recognizes and complies with the WADA World Anti-Doping Code	+		4
	Total:			20
	Average:			1.82
<i>Dimension 4: Solidarity</i>				
#	Indicator Description	Answer		Point

		Yes	No	
1	The organization allocates specific resources for the global development of grass-root activities	+		4
2	The organization has legacy requirements for communities in which its events are hosted		+	0
3	The organization inspects and audits the use of funds given to its internal stakeholders	+		4
4	The organization adopt an environmental management system (ISO, EMAS or similar) of its major events		+	0
5	The organization has a well-defined Social Responsibility (SR) strategy and/or programmes	+		4
6	The organization controls the use of funds given to its SR programmes and applies ISO 26000 standard or similar	+		4
7	The organization offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar	+		4
8	Representatives from economically disadvantaged member federations can apply for support to attend the general assembly		+	0
9	The organization adopts a clear anti-discrimination policy	+		4
	Total:			24
	Average:			2.67

*Appendix 3: Good governance data of Volleyball Federation of Vietnam assessed by AGGIS Sports Governance Observer*

<b>Data Assessment about the Good Governance of VSOs</b>				
Name of Federation: <b>Volleyball Federation of Vietnam (VfV)</b>				
<i>Dimension 1: Transparency and Public Communication</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation publishes its statutes/constitution on its website	+		4
2	The organisation publishes its by-laws on its website		+	0
3	The organisation publishes its sport rules on its website		+	0
4	The organisation publishes its organizational chart on its website	+		4
5	The organisation publishes its strategic plan on its website		+	0
6	The organisation publishes the agenda and minutes of its statutory meetings on its website		+	0
7	The organisation gives the media access to its general assembly	+		4
8	The organisation publishes basis biographical information about its board members and senior officials on its website		+	0
9	Contact details to board members and senior officials are published on the websites		+	0
10	The organisation publishes information about its member federations on its website		+	0
11	The organisation publishes its annual general activity report on its website		+	0
12	The organisation publishes reports of its standing committees on its website		+	0
13	The organisation publishes its annual financial report on its website		+	0
14	The organisation publishes remuneration, for example per diem payments and	+		4

	bonuses of its board members and senior officials on its website			
15	The organisation publishes main event reports with detailed and relevant information on its website	+		4
	Total:			20
	Average:			1.33
<i>Dimension 2: Democratic Process</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	There are elections of the president and the governing bodies and standing committees	+		4
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	+		4
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto	+		4
4	The decisions on allocation of major events are made through a democratic, open and transparent process	+		4
5	The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar	+		4
6	The organisation defines a quorum in its governing document/s for its decision making bodies	+		4
7	The organisation's elected officials have a term limit	+		4
8	The organisation's general assembly meets at least once a year		+	0
9	The organisation's governing body meet regularly	+		4
10	The organisation has gender equity guidelines for its leading officials		+	0
11	The criteria for a bid for major event are communicated to its members in good time	+		4
12	The organisation provides opportunity for stakeholders to be represented within		+	0

	the organization			
	Total:			36
	Average:			3
<i>Dimension 3: Checks and Balances</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation has an internal audit committee		+	0
2	Organisation is externally audited by national recognized standards	+		4
3	The organisation has accounting control mechanisms in place	+		4
4	The organisation separates regulatory and commercial functions		+	0
5	The organisation has or recognizes an Ethics/Integrity Code for all its members and officials		+	0
6	The organisation has clear conflict of interest rules		+	0
7	The organisation recognizes a code or has its own standards of good governance		+	0
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above		+	0
9	The organisation's decisions can be contested through internal channels specified in its governing document/s		+	0
10	The organisation recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil court	+		4
11	The organisation recognizes and complies with the WADA World Anti-Doping Code	+		4
	Total:			16
	Average:			1.45
<i>Dimension 4: Solidarity</i>				
#	Indicator Description	Answer		Point

		Yes	No	
1	The organization allocates specific resources for the global development of grass-root activities			4
2	The organization has legacy requirements for communities in which its events are hosted			0
3	The organization inspects and audits the use of funds given to its internal stakeholders			4
4	The organization adopt an environmental management system (ISO, EMAS or similar) of its major events			0
5	The organization has a well-defined Social Responsibility (SR) strategy and/or programmes			0
6	The organization controls the use of funds given to its SR programmes and applies ISO 26000 standard or similar			0
7	The organization offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar			4
8	Representatives from economically disadvantaged member federations can apply for support to attend the general assembly			0
9	The organization adopts a clear anti-discrimination policy			0
	Total:			12
	Average:			1.33

*Appendix 4: Good governance data of Vietnam Athletics Federation assessed by  
AGGIS Sports Governance Observer*

<b>Data Assessment about the Good Governance of VSOs</b>				
Name of Federation: <b>Vietnam Athletics Federation (VAF)</b>				
<i>Dimension 1: Transparency and Public Communication</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation publishes its statutes/constitution on its website	+		4
2	The organisation publishes its by-laws on its website	+		4
3	The organisation publishes its sport rules on its website	+		4
4	The organisation publishes its organizational chart on its website		+	0
5	The organisation publishes its strategic plan on its website		+	0
6	The organisation publishes the agenda and minutes of its statutory meetings on its website		+	0
7	The organisation gives the media access to its general assembly	+		4
8	The organisation publishes basis biographical information about its board members and senior officials on its website		+	0
9	Contact details to board members and senior officials are published on the websites	+		4
10	The organisation publishes information about its member federations on its website		+	0
11	The organisation publishes its annual general activity report on its website		+	0
12	The organisation publishes reports of its standing committees on its website		+	0
13	The organisation publishes its annual financial report on its website		+	0
14	The organisation publishes remuneration, for example per diem payments and		+	0



	bonuses of its board members and senior officials on its website			
15	The organisation publishes main event reports with detailed and relevant information on its website	+		4
	Total:			24
	Average:			1.6
<i>Dimension 2: Democratic Process</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	There are elections of the president and the governing bodies and standing committees	+		4
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	+		4
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto	+		4
4	The decisions on allocation of major events are made through a democratic, open and transparent process	+		4
5	The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar	+		4
6	The organisation defines a quorum in its governing document/s for its decision making bodies	+		4
7	The organisation's elected officials have a term limit	+		4
8	The organisation's general assembly meets at least once a year		+	0
9	The organisation's governing body meet regularly	+		4
10	The organisation has gender equity guidelines for its leading officials		+	0
11	The criteria for a bid for major event are communicated to its members in good time	+		4
12	The organisation provides opportunity for stakeholders to be represented within		+	0

	the organization			
	Total:			36
	Average:			3
<i>Dimension 3: Checks and Balances</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation has an internal audit committee		+	0
2	Organisation is externally audited by national recognized standards	+		4
3	The organisation has accounting control mechanisms in place	+		4
4	The organisation separates regulatory and commercial functions		+	0
5	The organisation has or recognizes an Ethics/Integrity Code for all its members and officials		+	0
6	The organisation has clear conflict of interest rules		+	0
7	The organisation recognizes a code or has its own standards of good governance		+	0
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above		+	0
9	The organisation's decisions can be contested through internal channels specified in its governing document/s		+	0
10	The organisation recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil court	+		4
11	The organisation recognizes and complies with the WADA World Anti-Doping Code	+		4
	Total:			16
	Average:			1.45
<i>Dimension 4: Solidarity</i>				
#	Indicator Description	Answer		Point

		Yes	No	
1	The organization allocates specific resources for the global development of grass-root activities	+		4
2	The organization has legacy requirements for communities in which its events are hosted		+	0
3	The organization inspects and audits the use of funds given to its internal stakeholders	+		4
4	The organization adopt an environmental management system (ISO, EMAS or similar) of its major events		+	0
5	The organization has a well-defined Social Responsibility (SR) strategy and/or programmes		+	0
6	The organization controls the use of funds given to its SR programmes and applies ISO 26000 standard or similar		+	0
7	The organization offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar	+		4
8	Representatives from economically disadvantaged member federations can apply for support to attend the general assembly		+	0
9	The organization adopts a clear anti-discrimination policy		+	0
	Total:			12
	Average:			1.33

*Appendix 5: Good governance data of Vietnam Aquatics Sport Association  
assessed by AGGIS Sports Governance Observer*

<b>Data Assessment about the Good Governance of VSOs</b>				
Name of Federation: <b>Vietnam Aquatics Sport Association (VASA)</b>				
<i>Dimension 1: Transparency and Public Communication</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation publishes its statutes/constitution on its website	+		4
2	The organisation publishes its by-laws on its website		+	0
3	The organisation publishes its sport rules on its website		+	0
4	The organisation publishes its organizational chart on its website		+	0
5	The organisation publishes its strategic plan on its website		+	0
6	The organisation publishes the agenda and minutes of its statutory meetings on its website		+	0
7	The organisation gives the media access to its general assembly	+		4
8	The organisation publishes basis biographical information about its board members and senior officials on its website		+	0
9	Contact details to board members and senior officials are published on the websites		+	0
10	The organisation publishes information about its member federations on its website		+	0
11	The organisation publishes its annual general activity report on its website		+	0
12	The organisation publishes reports of its standing committees on its website		+	0
13	The organisation publishes its annual financial report on its website		+	0
14	The organisation publishes remuneration, for example per diem payments and		+	0

	bonuses of its board members and senior officials on its website			
15	The organisation publishes main event reports with detailed and relevant information on its website	+		4
	Total:			12
	Average:			0.8
<i>Dimension 2: Democratic Process</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	There are elections of the president and the governing bodies and standing committees	+		4
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	+		4
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto	+		4
4	The decisions on allocation of major events are made through a democratic, open and transparent process	+		4
5	The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar	+		4
6	The organisation defines a quorum in its governing document/s for its decision making bodies	+		4
7	The organisation's elected officials have a term limit	+		4
8	The organisation's general assembly meets at least once a year		+	0
9	The organisation's governing body meet regularly	+		4
10	The organisation has gender equity guidelines for its leading officials		+	0
11	The criteria for a bid for major event are communicated to its members in good time	+		4
12	The organisation provides opportunity for stakeholders to be represented within		+	0

	the organization			
	Total:			36
	Average:			3
<i>Dimension 3: Checks and Balances</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation has an internal audit committee		+	0
2	Organisation is externally audited by national recognized standards	+		4
3	The organisation has accounting control mechanisms in place	+		4
4	The organisation separates regulatory and commercial functions		+	0
5	The organisation has or recognizes an Ethics/Integrity Code for all its members and officials		+	0
6	The organisation has clear conflict of interest rules		+	0
7	The organisation recognizes a code or has its own standards of good governance		+	0
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above		+	0
9	The organisation's decisions can be contested through internal channels specified in its governing document/s		+	0
10	The organisation recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil court	+		4
11	The organisation recognizes and complies with the WADA World Anti-Doping Code	+		4
	Total:			16
	Average:			1.45
<i>Dimension 4: Solidarity</i>				
#	Indicator Description	Answer		Point

		Yes	No	
1	The organization allocates specific resources for the global development of grass-root activities	+		4
2	The organization has legacy requirements for communities in which its events are hosted		+	0
3	The organization inspects and audits the use of funds given to its internal stakeholders	+		4
4	The organization adopt an environmental management system (ISO, EMAS or similar) of its major events		+	0
5	The organization has a well-defined Social Responsibility (SR) strategy and/or programmes	+		4
6	The organization controls the use of funds given to its SR programmes and applies ISO 26000 standard or similar	+		4
7	The organization offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar	+		4
8	Representatives from economically disadvantaged member federations can apply for support to attend the general assembly		+	0
9	The organization adopts a clear anti-discrimination policy		+	0
	Total:			20
	Average:			2.22

*Appendix 6: Good governance data of Vietnam Tennis Federation assessed by  
AGGIS Sports Governance Observer*

<b>Data Assessment about the Good Governance of VSOs</b>				
Name of Federation: <b>Vietnam Tennis Federation (VTF)</b>				
<i>Dimension 1: Transparency and Public Communication</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation publishes its statutes/constitution on its website	+		4
2	The organisation publishes its by-laws on its website		+	0
3	The organisation publishes its sport rules on its website		+	0
4	The organisation publishes its organizational chart on its website		+	0
5	The organisation publishes its strategic plan on its website		+	0
6	The organisation publishes the agenda and minutes of its statutory meetings on its website		+	0
7	The organisation gives the media access to its general assembly	+		4
8	The organisation publishes basis biographical information about its board members and senior officials on its website		+	0
9	Contact details to board members and senior officials are published on the websites		+	0
10	The organisation publishes information about its member federations on its website	+		4
11	The organisation publishes its annual general activity report on its website		+	0
12	The organisation publishes reports of its standing committees on its website		+	0
13	The organisation publishes its annual financial report on its website		+	0
14	The organisation publishes remuneration, for example per diem payments and		+	0



	bonuses of its board members and senior officials on its website			
15	The organisation publishes main event reports with detailed and relevant information on its website	+		4
	Total:			16
	Average:			1.07
<i>Dimension 2: Democratic Process</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	There are elections of the president and the governing bodies and standing committees	+		4
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	+		4
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto	+		4
4	The decisions on allocation of major events are made through a democratic, open and transparent process	+		4
5	The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar	+		4
6	The organisation defines a quorum in its governing document/s for its decision making bodies	+		4
7	The organisation's elected officials have a term limit	+		4
8	The organisation's general assembly meets at least once a year		+	0
9	The organisation's governing body meet regularly	+		4
10	The organisation has gender equity guidelines for its leading officials		+	0
11	The criteria for a bid for major event are communicated to its members in good time		+	0
12	The organisation provides opportunity for stakeholders to be represented within		+	0

	the organization			
	Total:			32
	Average:			2.67
<i>Dimension 3: Checks and Balances</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation has an internal audit committee		+	0
2	Organisation is externally audited by national recognized standards	+		4
3	The organisation has accounting control mechanisms in place	+		4
4	The organisation separates regulatory and commercial functions		+	0
5	The organisation has or recognizes an Ethics/Integrity Code for all its members and officials		+	0
6	The organisation has clear conflict of interest rules		+	0
7	The organisation recognizes a code or has its own standards of good governance		+	0
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above		+	0
9	The organisation's decisions can be contested through internal channels specified in its governing document/s		+	0
10	The organisation recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil court	+		4
11	The organisation recognizes and complies with the WADA World Anti-Doping Code	+		4
	Total:			16
	Average:			1.45
<i>Dimension 4: Solidarity</i>				
#	Indicator Description	Answer		Point

		Yes	No	
1	The organization allocates specific resources for the global development of grass-root activities	+		4
2	The organization has legacy requirements for communities in which its events are hosted		+	0
3	The organization inspects and audits the use of funds given to its internal stakeholders	+		4
4	The organization adopt an environmental management system (ISO, EMAS or similar) of its major events		+	0
5	The organization has a well-defined Social Responsibility (SR) strategy and/or programmes		+	0
6	The organization controls the use of funds given to its SR programmes and applies ISO 26000 standard or similar		+	0
7	The organization offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar	+		4
8	Representatives from economically disadvantaged member federations can apply for support to attend the general assembly		+	0
9	The organization adopts a clear anti-discrimination policy		+	0
	Total:			12
	Average:			1.33

*Appendix 7: Good governance data of Vietnam Cycling Federation assessed by  
AGGIS Sports Governance Observer*

<b>Data Assessment about the Good Governance of VSOs</b>				
Name of Federation: <b>Vietnam Cycling Federation (VCF)</b>				
<i>Dimension 1: Transparency and Public Communication</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation publishes its statutes/constitution on its website	+		4
2	The organisation publishes its by-laws on its website		+	0
3	The organisation publishes its sport rules on its website	+		4
4	The organisation publishes its organizational chart on its website		+	0
5	The organisation publishes its strategic plan on its website		+	0
6	The organisation publishes the agenda and minutes of its statutory meetings on its website		+	0
7	The organisation gives the media access to its general assembly	+		4
8	The organisation publishes basis biographical information about its board members and senior officials on its website		+	0
9	Contact details to board members and senior officials are published on the websites		+	0
10	The organisation publishes information about its member federations on its website		+	0
11	The organisation publishes its annual general activity report on its website		+	0
12	The organisation publishes reports of its standing committees on its website		+	0
13	The organisation publishes its annual financial report on its website		+	0
14	The organisation publishes remuneration, for example per diem payments and		+	0

	bonuses of its board members and senior officials on its website			
15	The organisation publishes main event reports with detailed and relevant information on its website	+		4
	Total:			16
	Average:			1.07
<i>Dimension 2: Democratic Process</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	There are elections of the president and the governing bodies and standing committees	+		4
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	+		4
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto	+		4
4	The decisions on allocation of major events are made through a democratic, open and transparent process	+		4
5	The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar	+		4
6	The organisation defines a quorum in its governing document/s for its decision making bodies	+		4
7	The organisation's elected officials have a term limit	+		4
8	The organisation's general assembly meets at least once a year		+	0
9	The organisation's governing body meet regularly	+		4
10	The organisation has gender equity guidelines for its leading officials		+	0
11	The criteria for a bid for major event are communicated to its members in good time		+	0
12	The organisation provides opportunity for stakeholders to be represented within	+		4

	the organization			
	Total:			36
	Average:			3
<i>Dimension 3: Checks and Balances</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation has an internal audit committee		+	0
2	Organisation is externally audited by national recognized standards	+		4
3	The organisation has accounting control mechanisms in place	+		4
4	The organisation separates regulatory and commercial functions		+	0
5	The organisation has or recognizes an Ethics/Integrity Code for all its members and officials		+	0
6	The organisation has clear conflict of interest rules		+	0
7	The organisation recognizes a code or has its own standards of good governance		+	0
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above		+	0
9	The organisation's decisions can be contested through internal channels specified in its governing document/s		+	0
10	The organisation recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil court	+		4
11	The organisation recognizes and complies with the WADA World Anti-Doping Code	+		4
	Total:			16
	Average:			1.45
<i>Dimension 4: Solidarity</i>				
#	Indicator Description	Answer		Point

		Yes	No	
1	The organization allocates specific resources for the global development of grass-root activities	+		4
2	The organization has legacy requirements for communities in which its events are hosted		+	0
3	The organization inspects and audits the use of funds given to its internal stakeholders	+		4
4	The organization adopt an environmental management system (ISO, EMAS or similar) of its major events		+	0
5	The organization has a well-defined Social Responsibility (SR) strategy and/or programmes		+	0
6	The organization controls the use of funds given to its SR programmes and applies ISO 26000 standard or similar		+	0
7	The organization offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar	+		4
8	Representatives from economically disadvantaged member federations can apply for support to attend the general assembly		+	0
9	The organization adopts a clear anti-discrimination policy		+	0
	Total:			12
	Average:			1.33

*Appendix 8: Good governance data of Vietnam Shooting Federation assessed by  
AGGIS Sports Governance Observer*

<b>Data Assessment about the Good Governance of VSOs</b>				
Name of Federation: <b>Vietnam Shooting Federation (VSF)</b>				
<i>Dimension 1: Transparency and Public Communication</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation publishes its statutes/constitution on its website	+		4
2	The organisation publishes its by-laws on its website	+		4
3	The organisation publishes its sport rules on its website		+	0
4	The organisation publishes its organizational chart on its website		+	0
5	The organisation publishes its strategic plan on its website		+	0
6	The organisation publishes the agenda and minutes of its statutory meetings on its website		+	0
7	The organisation gives the media access to its general assembly	+		4
8	The organisation publishes basis biographical information about its board members and senior officials on its website		+	0
9	Contact details to board members and senior officials are published on the websites		+	0
10	The organisation publishes information about its member federations on its website		+	0
11	The organisation publishes its annual general activity report on its website		+	0
12	The organisation publishes reports of its standing committees on its website		+	0
13	The organisation publishes its annual financial report on its website		+	0
14	The organisation publishes remuneration, for example per diem payments and		+	0



	bonuses of its board members and senior officials on its website			
15	The organisation publishes main event reports with detailed and relevant information on its website	+		4
	Total:			16
	Average:			1.07
<i>Dimension 2: Democratic Process</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	There are elections of the president and the governing bodies and standing committees	+		4
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	+		4
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto	+		4
4	The decisions on allocation of major events are made through a democratic, open and transparent process	+		4
5	The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar	+		4
6	The organisation defines a quorum in its governing document/s for its decision making bodies	+		4
7	The organisation's elected officials have a term limit	+		4
8	The organisation's general assembly meets at least once a year		+	0
9	The organisation's governing body meet regularly	+		4
10	The organisation has gender equity guidelines for its leading officials		+	0
11	The criteria for a bid for major event are communicated to its members in good time		+	0
12	The organisation provides opportunity for stakeholders to be represented within		+	0

	the organization			
	Total:			32
	Average:			2.67
<i>Dimension 3: Checks and Balances</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation has an internal audit committee		+	0
2	Organisation is externally audited by national recognized standards	+		4
3	The organisation has accounting control mechanisms in place	+		4
4	The organisation separates regulatory and commercial functions		+	0
5	The organisation has or recognizes an Ethics/Integrity Code for all its members and officials		+	0
6	The organisation has clear conflict of interest rules		+	0
7	The organisation recognizes a code or has its own standards of good governance		+	0
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above		+	0
9	The organisation's decisions can be contested through internal channels specified in its governing document/s		+	0
10	The organisation recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil court	+		4
11	The organisation recognizes and complies with the WADA World Anti-Doping Code	+		4
	Total:			16
	Average:			1.45
<i>Dimension 4: Solidarity</i>				
#	Indicator Description	Answer		Point

		Yes	No	
1	The organization allocates specific resources for the global development of grass-root activities	+		4
2	The organization has legacy requirements for communities in which its events are hosted		+	0
3	The organization inspects and audits the use of funds given to its internal stakeholders	+		4
4	The organization adopt an environmental management system (ISO, EMAS or similar) of its major events		+	0
5	The organization has a well-defined Social Responsibility (SR) strategy and/or programmes		+	0
6	The organization controls the use of funds given to its SR programmes and applies ISO 26000 standard or similar		+	0
7	The organization offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar	+		4
8	Representatives from economically disadvantaged member federations can apply for support to attend the general assembly		+	0
9	The organization adopts a clear anti-discrimination policy		+	0
	Total:			12
	Average:			1.33

*Appendix 9: Good governance data of Vietnam Badminton Federation assessed by AGGIS Sports Governance Observer*

<b>Data Assessment about the Good Governance of VSOs</b>				
Name of Federation: <b>Vietnam Badminton Federation (VBF)</b>				
<i>Dimension 1: Transparency and Public Communication</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation publishes its statutes/constitution on its website	+		4
2	The organisation publishes its by-laws on its website		+	0
3	The organisation publishes its sport rules on its website		+	0
4	The organisation publishes its organizational chart on its website		+	0
5	The organisation publishes its strategic plan on its website		+	0
6	The organisation publishes the agenda and minutes of its statutory meetings on its website		+	0
7	The organisation gives the media access to its general assembly	+		4
8	The organisation publishes basis biographical information about its board members and senior officials on its website		+	0
9	Contact details to board members and senior officials are published on the websites		+	0
10	The organisation publishes information about its member federations on its website		+	0
11	The organisation publishes its annual general activity report on its website		+	0
12	The organisation publishes reports of its standing committees on its website		+	0
13	The organisation publishes its annual financial report on its website		+	0
14	The organisation publishes remuneration, for example per diem payments and		+	0

	bonuses of its board members and senior officials on its website			
15	The organisation publishes main event reports with detailed and relevant information on its website	+		4
	Total:			12
	Average:			0.8
<i>Dimension 2: Democratic Process</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	There are elections of the president and the governing bodies and standing committees	+		4
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	+		4
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto	+		4
4	The decisions on allocation of major events are made through a democratic, open and transparent process	+		4
5	The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar	+		4
6	The organisation defines a quorum in its governing document/s for its decision making bodies	+		4
7	The organisation's elected officials have a term limit	+		4
8	The organisation's general assembly meets at least once a year		+	0
9	The organisation's governing body meet regularly	+		4
10	The organisation has gender equity guidelines for its leading officials		+	0
11	The criteria for a bid for major event are communicated to its members in good time		+	0
12	The organisation provides opportunity for stakeholders to be represented within	+		4

	the organization			
	Total:			36
	Average:			3
<i>Dimension 3: Checks and Balances</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation has an internal audit committee		+	0
2	Organisation is externally audited by national recognized standards	+		4
3	The organisation has accounting control mechanisms in place	+		4
4	The organisation separates regulatory and commercial functions		+	0
5	The organisation has or recognizes an Ethics/Integrity Code for all its members and officials		+	0
6	The organisation has clear conflict of interest rules		+	0
7	The organisation recognizes a code or has its own standards of good governance		+	0
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above		+	0
9	The organisation's decisions can be contested through internal channels specified in its governing document/s		+	0
10	The organisation recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil court	+		4
11	The organisation recognizes and complies with the WADA World Anti-Doping Code	+		4
	Total:			16
	Average:			1.45
<i>Dimension 4: Solidarity</i>				
#	Indicator Description	Answer		Point

		Yes	No	
1	The organization allocates specific resources for the global development of grass-root activities	+		4
2	The organization has legacy requirements for communities in which its events are hosted		+	0
3	The organization inspects and audits the use of funds given to its internal stakeholders	+		4
4	The organization adopt an environmental management system (ISO, EMAS or similar) of its major events		+	0
5	The organization has a well-defined Social Responsibility (SR) strategy and/or programmes		+	0
6	The organization controls the use of funds given to its SR programmes and applies ISO 26000 standard or similar		+	0
7	The organization offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar	+		4
8	Representatives from economically disadvantaged member federations can apply for support to attend the general assembly		+	0
9	The organization adopts a clear anti-discrimination policy		+	0
	Total:			12
	Average:			1.33

*Appendix 10: Good governance data of Vietnam Basketball Federation assessed by AGGIS Sports Governance Observer*

<b>Data Assessment about the Good Governance of VSOs</b>				
Name of Federation: <b>Vietnam Basketball Federation (BFV)</b>				
<i>Dimension 1: Transparency and Public Communication</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation publishes its statutes/constitution on its website	+		4
2	The organisation publishes its by-laws on its website		+	0
3	The organisation publishes its sport rules on its website		+	0
4	The organisation publishes its organizational chart on its website		+	0
5	The organisation publishes its strategic plan on its website		+	0
6	The organisation publishes the agenda and minutes of its statutory meetings on its website		+	0
7	The organisation gives the media access to its general assembly	+		4
8	The organisation publishes basis biographical information about its board members and senior officials on its website		+	0
9	Contact details to board members and senior officials are published on the websites		+	0
10	The organisation publishes information about its member federations on its website		+	0
11	The organisation publishes its annual general activity report on its website		+	0
12	The organisation publishes reports of its standing committees on its website		+	0
13	The organisation publishes its annual financial report on its website		+	0
14	The organisation publishes remuneration, for example per diem payments and		+	0



	bonuses of its board members and senior officials on its website			
15	The organisation publishes main event reports with detailed and relevant information on its website	+		4
	Total:			12
	Average:			0.8
<i>Dimension 2: Democratic Process</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	There are elections of the president and the governing bodies and standing committees	+		4
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	+		4
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto	+		4
4	The decisions on allocation of major events are made through a democratic, open and transparent process	+		4
5	The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar	+		4
6	The organisation defines a quorum in its governing document/s for its decision making bodies	+		4
7	The organisation's elected officials have a term limit	+		4
8	The organisation's general assembly meets at least once a year		+	0
9	The organisation's governing body meet regularly	+		4
10	The organisation has gender equity guidelines for its leading officials		+	0
11	The criteria for a bid for major event are communicated to its members in good time		+	0
12	The organisation provides opportunity for stakeholders to be represented within		+	0

	the organization			
	Total:			32
	Average:			2.67
<i>Dimension 3: Checks and Balances</i>				
#	Indicator Description	Answer		Point
		Yes	No	
1	The organisation has an internal audit committee		+	0
2	Organisation is externally audited by national recognized standards	+		4
3	The organisation has accounting control mechanisms in place	+		4
4	The organisation separates regulatory and commercial functions		+	0
5	The organisation has or recognizes an Ethics/Integrity Code for all its members and officials		+	0
6	The organisation has clear conflict of interest rules		+	0
7	The organisation recognizes a code or has its own standards of good governance		+	0
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above		+	0
9	The organisation's decisions can be contested through internal channels specified in its governing document/s		+	0
10	The organisation recognizes Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil court	+		4
11	The organisation recognizes and complies with the WADA World Anti-Doping Code	+		4
	Total:			16
	Average:			1.45
<i>Dimension 4: Solidarity</i>				
#	Indicator Description	Answer		Point

		Yes	No	
1	The organization allocates specific resources for the global development of grass-root activities	+		4
2	The organization has legacy requirements for communities in which its events are hosted		+	0
3	The organization inspects and audits the use of funds given to its internal stakeholders	+		4
4	The organization adopt an environmental management system (ISO, EMAS or similar) of its major events		+	0
5	The organization has a well-defined Social Responsibility (SR) strategy and/or programmes		+	0
6	The organization controls the use of funds given to its SR programmes and applies ISO 26000 standard or similar		+	0
7	The organization offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar	+		4
8	Representatives from economically disadvantaged member federations can apply for support to attend the general assembly		+	0
9	The organization adopts a clear anti-discrimination policy		+	0
	Total:			12
	Average:			1.33

## 국 문 초 록

# 스포츠 조직 관리: 베트남 스포츠 거버넌스 분석

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체 육 교 육 과

최근들어서 스포츠의 개발은 많은 스포츠기업 발전과 변화에 기여를 하고 있다. 주주들의 증가, 상업기관, 사회적 공헌등 스포츠 환경 확장을 위한 필요조건을 충족시키기 위해서는 스포츠 조직들이 적절한 관리 및 운영의 변화가 필요하다. 그래서 스포츠 조직 관리는 많은 기업과 저자로부터 관심을 받아왔으며 스포츠 기업 활동의 평가와 발달에 꼭 필요하다고 여겨지고 있다.

“세계스포츠기업의 거버넌스를 위한 액션 – AGGIS” 는 덴마크 스포츠학 문 기관, 6개의 유럽대학교, 유럽 저널리즘 센터에서 측정도구 개발을 하였다: 스

스포츠 관리 관찰자. 본 측정도구는 47 지표와 4 관점에서 누구나 세계 어떤 스포츠 조직의 우수함을 분석 할 수 있도록 구성되어있다.

현재 베트남에는 베트남 스포츠의 발전에 중요한 역할을 하고 있는 25개의 국가 스포츠 조직체가 있다. 본 연구는 AGGIS 를 사용하여 베트남 스포츠기업들 (VSOs)의 조직관리와 VSOs의 문제를 종합적으로 분석하고 있다. 또한, 이상적인 조직관리를 위한 VSOs의 문제파악을 하는데 중점을 두고 있다. 이런 이유로 본 연구는 VSOs의 미래를 위해서 앞으로 더 나은 스포츠 거버넌스로 향상 시키기 위하여 해결책과 개발 제안을 하고자 한다.

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**주요어:** 베트남, 스포츠 조직, 조직관리, AGGIS

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