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스포츠 매니지먼트 석사 학위논문

Exploring a Sustainable Autonomy of Sport Organizations:

A Study of Relationship between Government and Elite
Sport Organizations in Colombia

스포츠 조직의 지속 가능한 자치 탐색: 콜롬비아
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Abstract

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Autonomy constitutes relevant issues for international sports governing bodies and, therefore, directly affects conditions, needs, and aspirations of national sports organizations. The purpose of this study is to determine the degree of autonomy from sports organizations' perspectives, particularly based on four factors: political, legal, financial, and sociological. This study also took interactions of these factors with the unique situation in Colombia into account to determine the areas of concern and the best strategies to achieve a sustainable autonomy of sports organizations at managerial level.

With a qualitative approach, a semi-structured in depth interview was used as a method to collect the data. The interviews

were conducted to 10 people, those who have positions at high or medium level in sports organizations, decision making capacity, and with direct contact with the other two sports organizations. The interviews were conducted via skype and recorded through Eaver software. The data were analyzed through a 5 step method of McCracken which includes transcription and translation, categorization, coding process, division by basic themes, and a global analysis by groups. The code system was reinforced with the strategy of coding developed by Lofland.

On the basis of the results of this research, it can be concluded that sports organizations in Colombia have enjoyed a considerable degree of autonomy which has not been properly addressed. According to the analysis, the financial aspect constitutes the most important factor in the autonomy of sports organizations. A sustainable autonomy cannot be reached without updating and developing the national sports law, but above all the commitment of sport authorities plays the main role in any sport system.

Keywords : Autonomy, Elite Sport, Government, and Sport
Organizations

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Chapter 1. Introduction

Autonomy as a general concept has been studied from different approaches, societies, legal systems, and circumstances. The etymology of autonomy is derived from two Greek words: “autos”, meaning self, and “nomos”, rule, it is mean ‘those who make their own law’ (Transparency International, 2016, p. 39), and despite the differences between approaches as a right, value or principle among two or more parties at local, national or international level, its importance lies in a self-determination to be ruled and act, but at the same time with a considerable amount of mutual understanding and coexistence, recognizing partial independence (Suksi, 1998).

Sport as an activity on a global scale has been used as a means of pursuing benefits to individuals, societies, and economies, its importance has been reaffirmed in different scenarios, and has been used as a tool to open country borders. According to the Universal Declaration of Human Rights “everyone has the right to freedom of peaceful assembly and association” (United Nations, 1948). In accordance with that principle and the growing interest on sport and its benefits, public and private organizations at a local, national and international level have been set up.

Sport has evolved into a major sector of social and economic activity into three specific elements: public, nonprofit and professional. To understand this process, it is important to address the unique nature of sport and recognize its drivers of change. In the public sector, the government seen sport as a vehicle for nationalism, economic or social development, enacting policies and legislation to control, support and regulate the activities of sports organizations. The nonprofit or voluntary sector provides competition and participation opportunities, establishment and control of sporting codes, and organize sport events involving the community based clubs, governing associations, and international sport organizations, and the professional sector based on the phenomenon of the people to develop an irrational passion for a team, athletes or competitions, together with the need that has emerged to harness these motivations by appealing to people's desired to commit time and money to sporting events or activities. This is why sport has a significant relation to performance and uncertainty of outcomes, that makes it distinguish it from most social and economic activities. It is in this complex process, that sports managers and its qualification have been playing a key role in the rapid period of professionalization since 1980s (Hoye et al., 2015).

The focus of this research is the autonomy and governance of nonprofit sport organizations, based on its characteristics determined by the legal, political, and financial regulations of the country. The non-profit organizations must deal with many challenges like the changing nature of the relationship between government and the nonprofit sector, the influence of the sport policy, an increasingly demanding regulatory environment, the impact of globalization, the expectations of diverse stakeholders. It is in this context that in which each organization has to establish and regulate its own structure without losing sight of external conditions that will determine its autonomy.

International sport governing bodies (ISGBs) have enjoyed a high degree of autonomy for almost a century, this autonomy enables them to be self-governed preserving the universality of sport. The IOC emphasizes the important role of sport based on fair play, global ethics, respect and friendship as a universal law which needs to be regulated by its own responsibility, and in accordance to general law (IOC, 2014).

However, the autonomy for ISGBs has become more complex, according to Geeraert and Bruyninck (2014), autonomy can be categorized as a hierarchical self-governance because they interact in a network with multiple interrelationships among stakeholders, which exerts power in

different ways, and it becomes evident that are facing problems because the lack of transparency on their processes (Mrkonjic, 2014). On the other hand, it is important to recognize the sports organizations efforts at international and national level, seeking their autonomy through the strengthening of control, democracy, and transparency (Chappelet, 2010).

Most of the researches done on autonomy of sports organizations have been carried out in Europe because of its particular structure of sport. The organization of sport in Europe has a pyramid structure where the mass sports constitutes based for the foundation of professional sports, and in 1998 the European Commission identified sport as a tool which has five functions: a social, an educational, a public health, a cultural and a recreational function (European Commission, 1999). The European Union's legal order is traditionally perceived as largely autonomous, and it has a strong constitutional meaning. The solid link between the European Union (EU) and various of sport international organizations has been raised questions related to the autonomy of EU and its legal order, and this structure has been a subject of studies. Some of this research studies are: the autonomy of sports: negotiating boundaries between sports governance and government policy in the Danish welfare state, a rationalist perspective on the autonomy of international sport governing bodies: towards a

pragmatic autonomy in the steering of sports. and some other studies conducted by Jean-Loup Chappelet, Mrkonjic, and Geeraert in 2010 related to the autonomy of sport in Europe.

Sport can generate multiple benefits, and for many years it has been used as a tool for development in societies as well as its economic, health, and socio-cultural impact in entire countries. The development of the countries and its classification has been defined from different criteria, for the purpose of the current study the definition established in the World Economic Situation and Prospects (WESP) will be taken into account. The document indicated that countries are classified into three categories: developed economies, economies in transition and developing countries (United Nations, 2012).

In analyses of sport, “little research has so far been carried out on sport in developing or third world countries” (Dunning et al., 1993, p. 118). Most of Latin American countries are considered developing countries, and they have had a long history related with suppression since the colonial expansion of Portugal and Spain. This situation is also reflected in social facts like sport which has been used as a vehicle of nationalism, as a means of social development and peace, as a source of cooperation and consolidating with international institutions (Dunning et al., 1993).

The National Government of Colombia operates within a legal, democratic and participative framework established by the Colombian Political Constitution of 1991, in which the value of sport is recognized by Article 52 as a right for Colombians (Constitutional Court, 2010, p. 31). Four years later the National Sport System was established by Law 181 of 1995, this legislation backs the sport public policy as an opportunity to design the development of the sector. In Colombia, this public policy is expressed in the Ten-Year Plan for Sport 2009-2019 (Coldeportes, 2009), orienting the sector to contribute to the current situation, the main actors, the objectives, the methodological process to meet the challenges, and their roles in an autonomous and interdependent vision of sport in the country, which is divided in three guidelines: organizational and institutional strengthening, promotion and encouragement of recreation, and positioning address and sports leadership.

The relationship between Government and Elite Sport Organizations in Colombia constitutes an interesting network given their own roles to play, sharing responsibilities and interwoven interests, defending the autonomy of the national sport system. The importance of the role of sport, among other multiple benefits, is to promote and develop inclusion process delivering healthy and physically active societies. This

objective cannot be achieved without cooperation among the actors, and the only way to share this vision is keeping rational, harmonic, and ethic relationship between governments and sport organizations based on the autonomy within their respective spheres of competence (IOC, 2014).

Colombia has faced many changes in sport development. Since the creation of the Colombian Institute of Youth and Sports in 1968, the National Sport Law in 1995 with some modifications through time, until the growth to the Department figure as The Administrative Department of Sport Recreation, Physical Activity and the use of Leisure Time, hereinafter referred to as Coldeportes, established by the Decree 4183 of 2011 (Coldeportes, 2011). This process took around 34 years when in 2002 a Draft Law elaborated by a senator was submitted to the House of representatives in Colombia, project in which was sought implementing measures with appropriate financial resources for elite and fans sports. This initiative continued to evolve until 2010, in this year Coldeportes, Colombian Olympic Committee, National Sport Federations, sports associations, Sport Municipal Authorities, Colombian Association of Physical Education, sport, and recreation colleges, among others. Together, they worked and defined proposals for the sport of the 21st century, the main objective of the House of Representatives forum was to seek

autonomy of sport due to their long-standing experience in this field and the importance to give to sport administrative and budgetary autonomy instead to belong to the Ministry of Culture reducing and limiting the government agencies capacity to regulate their own interests process that was supported by the country's sport organizations.

On 2011 the proposal was approved by Decree No. 4183 of 2011, in which Coldeportes changed from Institute to The Administrative Department of Sport Recreation, Physical Activity and the Use of Leisure Time as leading agency of sport public administration and the National Sport System. Nowadays, the country has independence of sport sector from any other Ministry, and the tendencies and regulations at international level are constantly evolving. This is the case of international Olympic committee with the autonomy of Olympic and sport movement, the principles of Good Governance, and recently with the declaration of United Nations about autonomy of sport.

The importance of this research laid on the strive for the organizational improvement and the ability to identify problems related with autonomy and search for a potential solution that could be defined as sustainable autonomy. The research is based on the 2010 Jean-Loup Chappelet which will provide an analysis of political, legal, financial, and

sociological aspects that, once analyzed in Colombia will confirm or extend the previous study, even to question its findings, or it can also provide additional results (Skinner, Edwards, & Corbett, 2014). Whereas, because of the similarities and differences that exist between developed and developing countries, it is necessary to consider the autonomy and governance of the sport national system, and specifically of the organizations in charge of the elite sport in Colombia.

The country has been showing considering progress in terms of elite sport, nowadays Colombia ranked third in elite sports among Latin American countries which operates with reduced budget compared to other countries that belong to the same region. However, the claims of the autonomy of sports organizations in the course of their foundation, could be explained through the analysis of the external environment and the interrelation of the actors of elite sport in the country.

However, this situation can be distilled into a set of questions where the autonomy of sport challenges became more complex even for each country and how they should keep harmonious relations with Government (International Olympic Committee, 2008), having a good communication processes and clear task descriptions beyond political boundaries; How is autonomy defined? (Chappelet, 2010), and how

autonomy of sport is implemented? In which way the autonomy frames the relationship among the actors that take place depending on their hierarchical level of governance?

1.1. Research Questions

The purpose of this case study is to explore how the autonomy of sports organizations is built in Colombia among Coldeportes, Colombian Olympic Committee, and National Sports Federations, addressed by the following questions:

RQ1. How the political aspect is related with the autonomy of sport organizations in Colombia?

RQ2. How the legal aspect is related with the autonomy of sport organizations in Colombia?

RQ3. How the financial aspect is related with the autonomy of sport organizations in Colombia?

RQ4. How is the sociological aspect developed regarding the autonomy of sport organizations in Colombia?

Chapter 2. Literature Review

2.1. Three Sectors of Sport Organizations

There are three sectors in which sport managers are involved; state or public sector, nonprofit or voluntary sector, and professional or commercial sport organizations, the literature explained that this sectors are interrelated and sometimes with a significant overlap. The public sector or state can influence sport systems and practices development (Hoye et al., 2015). Over time, the social, economic and political importance of sport has increased, and this permanent relationship has contributed to the development of sport, (Houlihan, 1997).

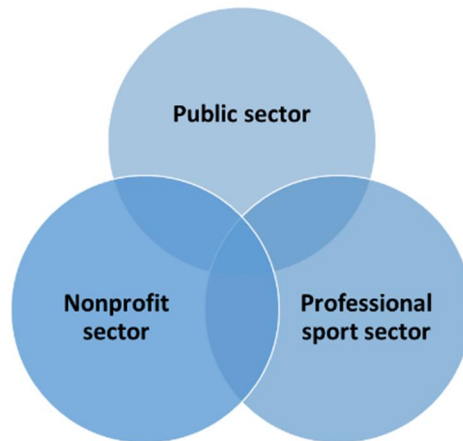


Figure 1. Three sector model of sport

2.1.1. Public Sector

The function of state in sport can be studied in two different ways; as an intervention agent with the role to control and regulate it or from the perspective to assist and promote it. The state provides the conditions to increase community participation through funding the construction of sport stadiums, this vision and engage born within a strong belief in the benefits and positive impact that sport plays in societies. It is also important to clarify the reasons why government intervene on sport; the first and most basic it is because social issues are and must be their concern, also the govern must control the behavior of the community through the regulation of sport. However, the governmental financial resources are not enough to cover all sport's needs (Hoye et al., 2015). The social benefits for sport development are as follows:

Table 1. Social Benefits of Sport Development (Hoye et al., 2015)

Arising from active participation	Arising from elite athlete successes
Improvement in community health and productivity	Tribal identification and belonging
Fall medical costs	Social cohesion
Reduction in juvenile crime rate	Civic and national pride
Development of 'character' and sense of 'fair play'	International recognition and prestige
Building of social capital, social cohesion, and civic engagement	Economic development and tourism

The government can intervene in sport in many different ways, which is highly dependent on the ideology, values and overall philosophy of the state and government institutions (Gardiner, Parrish, & Siekmann, 2009). The literature established four state's ideologies and its relationship with sport development; conservatism where the government tend to protect and regulate the social lives of the population, and they have strong concrete ideas about self-interest, market forces, and profit motive, conditions that will bring favorable outcomes. Conservative states believe that the key to progress is the private sector, only supported by them when necessary, on sport they believe that seek its purpose when people do it by they own sake, practice by amateurs, and managed by volunteers. The second ideology is reformism or social democracy, and consider itself as a state-owner reinforcing the private sector with tight regulations, reformists believe social justice and they sport idea and government policy is built around social development trough social justice. The third ideology is neo-liberalism; this kind of state believe that state should provide basics levels of infrastructure and the legal framework but may not take part directly, it means that the state provides the right conditions and private sector get best results being deregulated industries. The last one ideology is socialism focused on government's allocation of resources under central control,

sport is considering as an important social institution, and the state provides the bulk of conditions like funding and resources for community and elite sport. In consequence, each ideology provides a different sport outcome as follows, (Hoye et al., 2015):

Table 2. Links Between Political Ideology and Sport Development

Ideological type	Features	Implications for sport development
Conservatism	Private ownership of business Regulation of social practices	Arms-length association with sport. Sport is seen as a private activity that grows out of the community, and is managed by the volunteer sector.
Reformism	Mixed economy Regulation of both social and economic affairs	Direct involvement in sport facility construction and community sport participation
Neo-liberalism	Emphasis on the market De-regulation of industry	Most resources go to the elite end of sport development and its commercial outcomes
Socialism	Limited scope for the market Central planning Bureaucratic control over resource allocation	Direct involvement in all aspects of sport development. Often tightly regulated. Both community and elite sport are resourced.

2.1.2. Nonprofit Sector

Also called voluntary sector that mean those organizations that are self-governing, that are formally incorporated, does not seek profit for the owners but instead of that looking for revenue-raising exercises. Their

function is to support those areas in which state or private sector are not directly involve, and are driven by volunteers most of time with the engagement of their members and a paid-staff. Most of the budget for nonprofit organizations (NFPs) functioning comes from government and supporting of their activities, the governments are trying to increase to influence the development of the nonprofit sector, however it is usually not sufficient to cover all their expenses (Hoye et al., 2015).

According to the International of Nonprofit Organizations (ICNPO) culture and recreation are distributed in three groups; a). Sports: provision of amateur sport, physical fitness and sport competition services and events, b). Service clubs: Membership organizations providing services to members and local communities, and c). Recreation and social clubs: provision of recreational facilities and services to individuals and communities (Government of Canada, 2015).

However, the interest of the current study is those nonprofit organizations that provides sport governing bodies, for example the International Olympic Committee (IOC) as umbrella of the Olympic Movement, and which has been criticized for malpractices in governance, but at the same time the IOC as a self-governing body has been taking

some actions to improve it and lead better practices of transparency and accountability for its members. (Hoye et al., 2015).

Some of the issues related with the nonprofit sector have to do with volunteerism because beside the engage sometimes it is necessary knowledge and skills to develop certain functions, as administration. Government and nonprofit organizations have mutually dependent goals but it is important to address the way to ensure the performance of tasks within their particular competence, it is also important to note that the NFPs issues must be approached in a cooperative and constructive way with the stakeholders solving problems and adapting to the new challenges in terms of decision-making capacity, lack of feedback and performance and management indicators (Lyons, 2001).

2.1.3. Professional Sport Sector

These organizations are characterized by interact in commercial and financial matters that nowadays constitute sport industry, which are mainly related with media coverage and sponsorship, and constitutes its largest source of revenue. Professional sport has been developed from local, to regional, state and national sports organizations, and has focused its interest on the development of player talent and the spectator interest.

“Professional sport events, become part of our cultural and commercial consumption” (Hoye et al., 2015, p. 54).

Professional sport organizations have two main characteristics; first, they share a scale of commercial and financial operations, and second, sport is considered as a profession, which means that players or athletes are professionals and they are paid and play full-time. It is important to mention that the locations of the events are often those cities which are able to bid for the right to host the event. (Hoye et al., 2015, p. 58).

Media constitutes one of the most important partners for professional sport because it provides the capacity to influence a millions of people. This factor makes an interdependent relationship among the parties because at the same time media organizations acts as a liaison between sport organizations, advertisers and consumers, making it easier the commercialization of goods or services. Sponsorship also constitutes a great revenue for professional sports and it is directly related with the return of investment that the sponsor is able to accomplish by increasing the sales through direct marketing.

This phenomenon has made that the evolution and development of the competitive sport directly affects player and athlete income growth, especially when the amount of money increased because of broadcast

rights and sponsorships deals. The services that the companies provide for the player management includes; contract negotiations, marketing initiatives and endorsements, public relations and endorsements, financial planning, media management, property development, and speaking engagements, among others, which reflects the currently high value of the industry. (Hoye et al., 2015, p. 61).

2.2. Governance in Sport Organizations

The management of sport organizations is very unique in their nature, and governance constitute a valuable instrument because it gives the decision-making power over the way in which control and direct the organization contributing to the correct functioning, and also provide a high level of confidence to the market (OECD, 2015). The Australian Sports Commission defines governance as the structures and processes used by an organization “to develop its strategic goals and direction, monitor its performance against these goals and ensure that its board acts in the best interest of the members” (Australian Sports Commission, 2012, p. 5), its proper functioning involves board commitment, and above all a transparent way to assess the organizational performance.

Governance in nonprofit sport organizations is characterized for having a large numbers of stakeholders in their decision-making processes,

and external and internal pressures for proper governance systems (Hoye et al., 2015). According to the literature there are seven key principles for good organizational governance in sport organizations; transparency, accountability, democracy, responsibility, equity, efficiency, and effectiveness. These principles contribute to increase the efficiency and effectiveness standards in sport organizations (Hoye et al., 2015).

2.2.1. Theories of Corporate Governance

With the aim of understanding and exploring corporate governance, some theories have been developed, as shown in the table 3 (Ferkins & Bottenburg, 2013). Agency theory focus on maximize corporate control of managerial actions in order to contributes shareholder wealth, Stewardship theory seek a deeper sense of commitment align managers and shareholders' interests. Institutional theory argues that the governance model adopted by organizations depends of the external pressures. Resource dependence theory says that to understand the behavior of the organization, it is necessary to analyze how it is related with the environment, foregoing understanding an exchanging of resources, and inter-organizational arrangements that involve loss of autonomy, and sometimes loss of control over the organization. Network theory proposed explain an interdependence relationship between organizations based on

agreements to provide services which facilitates informal communication and the resources flow. Stakeholder theory according to Freeman stakeholder is defined as “any group or individual who can affect, or is affected by, the achievement of a corporation’s purpose” (1994). Its focus specially on the implications based on their relationship and responsibilities (Hoye et al., 2015). And International relations, argues how organizations could be affected by agents that are above and below them.

Table 3. Helpful Theories in the Governance of Sport. (Cornforth, 2003; Hoye and Cuskelly, 2007)

Theory used in governance	Premise of governance	Implications for board role and function
Agency theory	Owners have different interests from those who manage (Fama and Jensen, 1983)	To control and monitor the actions of the CEO
Stewardship theory	Owners have similar interests to those who manage (Davis and Schoorman, 1997)	To partner with CEO in the interest of the organization
Institutional theory	Design of the governance model is the result of external pressures to conform (Hoye and Cuskelly)	To conform to external expectations
Resource dependence theory	Organizations are dependent on others for survival (Pfeffer and Salancik, 1978)	To build relationships with other organizations
Stakeholder theory	A diverse range of interests exists among stakeholders (Hung, 1998; Oliver, 1990)	To incorporate stakeholder perspectives into the governing role and to balance stakeholder needs
Network theory	There is interdependence between organizations	To facilitate networks between organizations and

	(Henry and Lee, 2004; Kooiman, 1993)	individual
International relations theory	The governance structure is fragmented and has multiple centers (Kjaer, 2004; Rosenau, 1995)	To link and change between several networks with different governance structures

2.3. Autonomy

Governance has a strong relation with autonomy, because in the process to claim for autonomy must prevail the quest for good governance in sport organizations.

2.3.1. United Nations Autonomy Approach

There are two main aspects related to the United Nations (UN) and autonomy; the first one refers to the General Assembly of the UN in 1948, which was set up for the first time in history the Universal Declaration of Human Rights applicable for the people of the member states. The article No. 17 mentions the right to associate with others in order to increase “standards of life in larger freedom” (United Nations, 1948), and the second it is up to the declaration of the organization at the 69th General Assembly where the UN “Supports the independence and autonomy of sport as well as the mission of the International Olympic Committee in leading the Olympic Movement” (United Nations, 2014, p. 5).

The UN believes on sport as a means to promote health, education, development and peace, and to this goal it has been established institutional cooperation with sport organizations like the IOC.

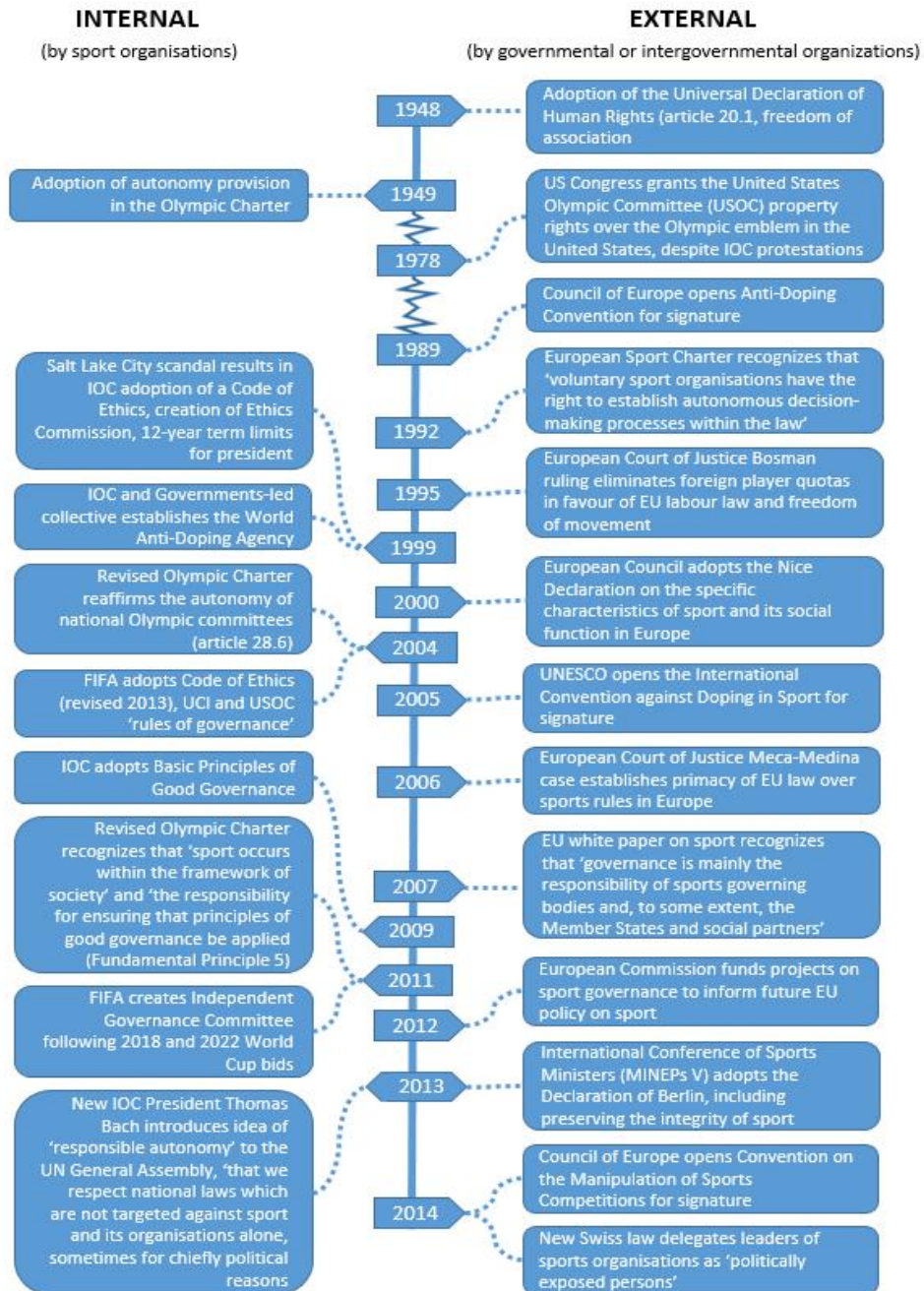


Figure 2. Evolution of 'Sports Autonomy' (Sweeney & McCarthy, 2016)

2.3.2. International Olympic Committee Autonomy Approach

The International Olympic Committee (IOC) was established in 1894, and began with three National Olympic Committees (NOC's) from France, Greece and United States. According to the IOC's web page it currently has shelter 206 NOC's entrusted with a role based on the Fundamental Principles and Values accordingly to the Olympic Charter. The document specifies the importance of the NOC's as "an exclusive authority of each country to the multi-sports competitions patronized by the IOC" (International Olympic Committee, 2015, p. 63), in their mission to promote and encourage the Olympic Movement through education of values in sport, training of sports administrators, adopting and implementing the code against doping, with a sense of ethical commitment with their stakeholders, and at the same time emphasizes the importance of preserve their autonomy resisting any kind of pressure.

Autonomy in Sport Organizations has been taking Global significance; the first concept was issued by Pierre de Coubertin in 1909, he said; "the goodwill of all the members of any autonomous sport grouping begins to disintegrate as soon as the huge, blurred face of that dangerous creature known as the state makes an appearance" as cited in (Chappelet, Autonomy of sport in Europe, 2010, p. 15) and it was

established in 1949 by the International Olympic Committee in the Olympic Charter. In a very early stage, especially the governments of the Soviet Union, interfered in sports through political pressures. That was the first attempt from the IOC to resist governmental intervention making recognition of the autonomy of each National Olympic Committee in the world. The concept was reiterated many times against social and political pressures like Palestinian terrorist attacks in Munich 1972, boycotts by African governments, among others (Chappelet, 2010).

Most of the updated versions of the Olympic Charter, undertaken through time, specially in 1955, 1956, 1958, and 1962 refers to the importance of the National Olympic Committees keeping completely autonomy and independence from political, religious or commercial influence or any other parties that may interfere with the freedom of their actions, in later versions covering the years 1968, 1971 the IOC mentioned the importance of the recruitment of members without designation from governments or public authorities. In 1989 the definition of the concept of autonomy which had been retained with some additions regarding that beside their autonomy the NOCs must co-operate with private or governmental organizations, it means that each NOC should raise funds, in co-operation and strong partnerships with them as long as keeping the

dignity and independence from the stakeholders. In 1998 the IOC struggled with the Salt Lake City's scandal because some of its members were charged of bribery during the bidding process and the following year. One year later the Ethics Commission was created (Chappelet, 2010).

In 2002, the year of the Olympic Winter Games, the International Relations Commission was established with the purpose to contribute to strengthen dialogue and co-operation between IOC, NOCs, International Federations, and governments and public authorities. In 2004 a revision of the Olympic Charter was performed, which made reference to achieve harmonious relationships with governmental bodies, and at the same time stresses the importance to preserve the NOCs autonomy resisting pressures of any kind; political, religious, legal or economic, seeking sources of financing that complying with the fundamental principles of Olympism. Due to the facts related with corruption in sport organizations, autonomy became difficult to justify which is why in 2009 the IOC adopted the Basic Principles of Good Governance. Finally, in 2013 the IOC president Thomas Bach recognized necessary limits to autonomy, regarding the importance of the NOCs to be politically neutral, and exerting a responsible autonomy (Chappelet, 2010).

2.3.3. Different Sport Organizations Autonomy Approach

The Council of Europe recognized in 1992 through the European Sports Charter recognize “Voluntary sports organisations have the right to establish autonomous decision-making processes within the law. Both governments and sports organisations shall recognize the need for a mutual respect of their decisions” (Council of Europe, 1992). On March 2003 the UEFA adopted a resolution in the future of European Union Legislation, which should have unanimous acceptance, legal recognition (protecting their autonomy), key principles, should be clear, stable and consistent, and many others specifications to make it legitimate (Chappelet, 2010).

In 2005 the Fédération Internationale de Football Association (FIFA) and IOC, in a press release discussed and argued the interest to promote and joint the autonomy of sport. Later on, in 2011 the FIFA creates the Independent Governance Committee which supervise the reform of rules of governance, through the implementation of effective structures and control of its members, in the seeking of responsible autonomy (Basel Institute on Governance, 2011).

2.4. National Sport System in Colombia

The objectives of The National System of Sports are: to promote, protect, support, and regulate Sports Associations as a suitable frame for

the sports and recreational practices, and bridging, coordinating and integrating sport, physical education, recreation, physical activity to the educational system.

National system of sport is composed by public and private institutions at national, departmental and municipal level. As state body, Coldeportes has the responsibility to formulate, adopt, direct, coordinate and implement public policy, plans and programs at national level, as well as to promote the welfare, quality of life and contribute to public health, education, culture, cohesion social, national consciousness and international relations through the participation of public and private actors.

As lead agency supervises and contributes to the proper functioning of departmental, municipal and district authorities to exercise the functions of promotion, development and practice of sport, recreation and of leisure time; private organizations, joint entities and all those public and private entities in other social and economic aspects that are directly related to these activities sectors.

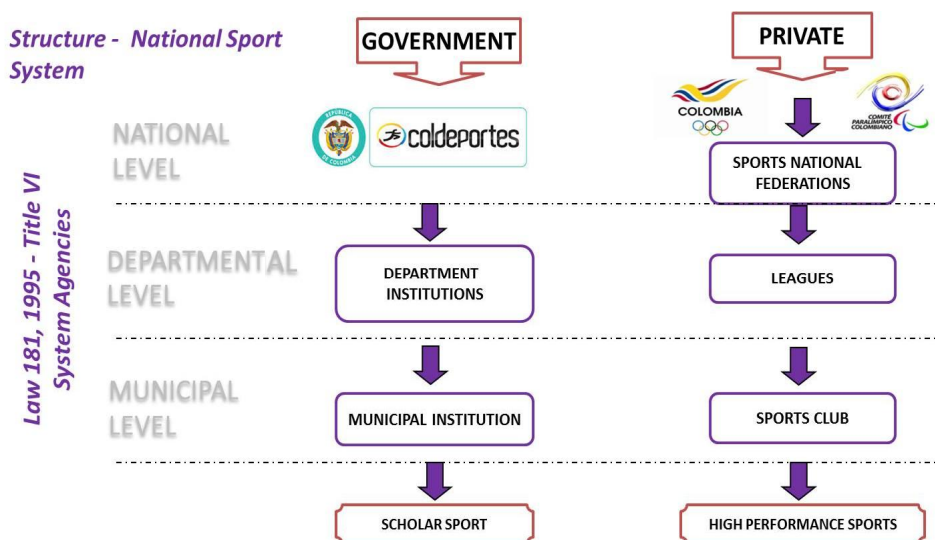


Figure 3 National Sport System in Colombia

In private sector there are two institutions: Colombian Olympic Committee and Colombian Paralympic Committee both composed by sports clubs, leagues and National Sports Federations. Colombian Olympic Committee was created with the main purpose of compliance with the rules of the Olympic Movement and to promote the preparation, selection and participation of athletes in national and international competitions and the Colombian Paralympic Committee is the governing body of sports working for recreation, competition and social integration of People with Disabilities through sports.

The relationship of COC with their governmental authorities and stakeholders is established in horizontal and vertical way. This model

which is topped at international level by the International Olympic Committee is a vertical above relationship because it is the organization that head elite sport in the world and it gives world's recognition to the COC at the same time, the COC commitment is give complying the Olympic Charter, promote and protect Olympic Movement and sport, and to design projects and develop programs through Olympic Academy in order to perform the function to give leadership training in sport.

According to Daft (2013), organization is defined as “social entities that are goal-directed, are designed as deliberately structured and coordinated activity systems, and are linked to the external environment” (p. 12). The relationships between Colombian Olympic Committee and its stakeholders as it shows in the figure No. 4 are; the national government represents a horizontal relationship; it finances with national budget the elite sport. The relation was established in the Law 181 of 1995, it supports and allows the function of the COC in elite sport, Coldeportes has the function to supervise the money gave trough agreements and exert control that this money it is properly spent in the purpose for which is requested.

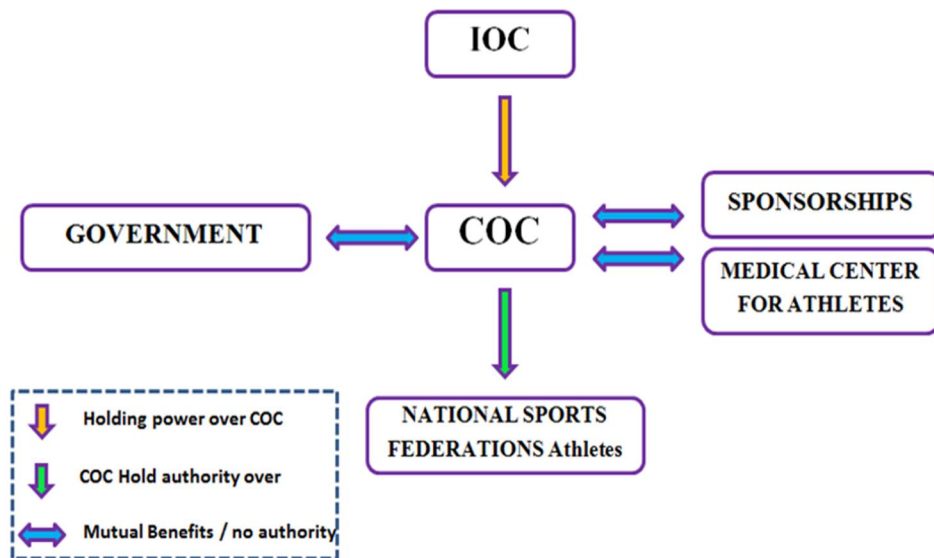


Figure 4. Relationship with Stakeholders

The horizontal relationship consists of stakeholders over whom COC has not direct authority; for example, sponsorship and investors can make trades, and the Medical Center for athletes (headed by Coldeportes) with which has a mutually beneficial relationship. Finally, vertical-below relationships are established directly with Sports National Federations and the athletes.

2.4.1. Colombian Legal Framework of Autonomy

The National Constitution of Colombia in the first article states; “Colombia is a social state under the rule of law, organized in the form of a unitary republic, decentralized, with autonomy of its territorial units,

democratic, participatory, and pluralistic, based on the respect of human dignity, the work and solidarity of the individuals who belong to it, and the prevalence of the general interest” (Constitute Project , 2016, p. 4).

The law guarantees all citizens the freedom of association, in accordance with the Article 38 “The right of free association for the promotion of various activities that individuals pursue in society is guaranteed" (p. 9). And also, in the Article 52 recognizes the sport as a right which preserve and promote better health in human beings, it also says that sports and recreation are part of education and constitute public social expenditure.

Colombia has included the concept of autonomy of sports organizations in national legislative and regulatory instruments since 1995, and also sport law expressly recognized the importance of the principle of the Olympic Movement. The sports law stipulates that “...Coldeportes with legal personality, administrative autonomy and independent patrimony attached to the Ministry of Education” and also stressed as a one of the guiding objective of the law “to promote and plan competitive and elite sport... ensuring its development according with the Olympic movement principles” (National Sport Law, 1995).

The Decree 4183 of 2011 established Coldeportes as an Administrative Department of Sport Recreation, Physical Activity and the Use of Leisure Time, giving it a higher degree of administrative and financial independence from other ministries, and also strengthening sport sector.

Regarding the history of sports organizations in Colombia, the national institute of physical education and the Colombian Olympic Committee were created in 1936, 32 years later the Colombian Institute of Sport was created and attached to the Ministry of Education.

On the other hand, the Sports Law 181 of 1995, recognizes the Colombian Olympic Committee as the head of elite sport in the country, and in the article 74 establishes its functions at National Level. It also sets outs the financing of the National Sport System, and the structure at local, departmental and national level, and it established the administrative autonomy of Coldeportes as the lead entity of sport in Colombia. In 2003 the Administrative Department of Sport was reassigned to the Ministry of Culture by legislative Decree No. 48.

In 2009 was designed the Ten-Year Plan for sport 2009-2019, that in Colombia serves the same function as a Public Policy of sport sector.

This Plan was designed under the principles of decentralization and collective participation in order to orient the sport sector contributing to human development, peaceful coexistence and peace on the principles of equity, welfare and social development of all Colombians. Coldeportes according to Decree 4183 of 2011 has the function to design, coordinate the implementation and evaluation of policies, plans, programs, and projects in the field of sport, recreation, physical activity, and use of leisure time. Concerning to the elite sport, Coldeportes has the function to design policies, strategies, actions, plans and programs that integrate education and physical activity, sport and recreation in the general education system at all levels, in coordination with the respective authorities (Coldeportes, 2011). In the public policy Coldeportes recognizes the principles of autonomy and decentralization of local and regional authorities. Within the strategic objectives of the plan articulation and coordination of the processes, and interdependent relationship between the organizations is needed (Coldeportes, 2009).

The forum “autonomy of sport” was held on 14 December 2010 before the House of Representatives, in which the national sports governing bodies claim about the autonomy of sport mainly in administrative and budgetary terms. One year later the government

established the Administrative Department of Sport Recreation, Physical Activity, and the use of Leisure Time approved by Decree No. 4183 of 3 November 2011.

2.5. Related Research with Autonomy

In the field of sport, literature shows that autonomy has become an important issue of research, for sports psychology and more recently in sports management, regarding not only the importance of autonomy in sports organizations, but also encouraging a responsible conduct within society and legal order (Pound, 2015).

Most of the studies of autonomy in sports organizations has been developed by Jean-Loup Chappelet. The importance of autonomy has been studied for international sport governing bodies and specially for EU, from four dimensions; political autonomy, legal autonomy, financial autonomy and pyramidal autonomy (Chappelet, 2010). Legal autonomy can be understood as the private autonomy of an ISGB to fulfil its primary function with a legal impact at national or at international level, determined and confined by the legal framework imposed by public authorities (Andreff, 2008). Political autonomy can be understood as the historic and path-dependent autonomy of an ISGB to fulfil its primary function built

upon freedom of association, without being subject to political interference from public authorities (Geeraert, Mrkonjic, & Chappelet, 2014).

Financial autonomy, over time sport has explored its own sources of funding different than government's resources, and it is understood as the capacity of an ISGB to fulfil its primary function, while not relying on external public investment, internal systemic resources or sponsoring from a single commercial partner, and pyramidal autonomy consists on the capacity to ISGB to fulfil its primary function within a hierarchical pyramidal system. (Geeraert, Mrkonjic, & Chappelet, 2014).

Table 4. Threats and Counterstrategies connected to the different conceptualizations of the Autonomy.

Nature of autonomy	Threat	Counterstrategy
Political autonomy	Instrumentalization of sport by state actors Political interference due to governance failures Cross-sectoral policies	Lobbying Proactive partnerships Sporting sanctions Governance improvements
Legal autonomy	EU law (internal market) National law	Lobbying Lex sportive and sports arbitration Settling disputes outside the Courts (Threatening with) 'exit'
Financial autonomy	Dependence on member federations Dependence on public funding Dependence on only one commercial partner	Marketing of media rights Marketing of sponsoring rights Engaging with several commercial partners
Pyramidal autonomy	Bottom-up systemic pressure	Co-optation Seeking legitimacy from state actors

		Marketing of historic value of international competition
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Another broad research was developed by Ramses Wessel and Steven Blockmans entitled *Between Autonomy and Dependence; The EU Legal Order Under the Influence of International Organisations*. This book aimed to described in the framework of EU and the increasingly stakeholders network of sport, how they interact in a new legal order gave for the sovereignty perception of the IGBs, it was important for them to address the essential character of powers of the EU, the interpretation of the internal law, and the influence of international agreements.

Chapter 3. Methodology

3.1. Qualitative Research

The method used in the current study, is the technique of Semi-Structured In-Depth Interview, a qualitative approach of data collection attempting to interpret meanings in context (Patton M. , 1990). According to Stern (1980) qualitative methods can be used to explore substantive areas about which little is known to gain novel understandings, about autonomy of sports organizations in a developing country as Colombia as a case of study. Strauss referred to qualitative research as:

“We are not talking a language of cause and effect... there are multiple factors operating in various combinations to create a context... Identifying, sifting through, and sorting through all of the possible factors showing the nature of the relationships does not result in a simple “if” ...” then” statement. The result is much more likely to be a discussion that takes the readers along a complex path of inter-relationships, each in its own patterned way, that explains what is going on...” (Strauss, 1998).

The researcher as an instrument is the main idea of the qualitative research and the objective of the method is the finding of dilemmas that can be methodological, theoretical, and ethical. It is very important to

achieve reciprocity with the participants asking for clarification, analyzing meaning making, and moreover critical reflection of the data collected.

For the synthesis and interpretation of the current study findings, it requires three interpretative activities; analysis that means break down of data into thematic codes, synthesis that is categorizing related codes, and the movement toward conceptualizing meaning which implies exploring thematic relationship in response to research question.

3.2. Semi-Structure In-Depth Interview

In-Depth interview is a one-to-one conversation between interviewer and an interviewee with a specific purpose, process in which both co-create knowledge and meaning. It is conducted to identify how people make decisions, people's own beliefs and perceptions, the meaning people attach to experiences, people's feelings and emotions, in-depth information on sensitive issues (Hennink, Hutter, & Bailey, 2011).

Semi-Structured interview incorporated open-ended questions, a real involvement experience of the participant in the management of sport organizations, connected with research questions seeking for an in-depth exploration of autonomy between government and elite sport organizations.

This type of interview focused on the respondent's subjective experiences and perceptions about inter-organizational functioning. In this

way the respondents described the situation in detail and highlighted those who was more significant for them (Doyle, 1994).

It is developed to conduct detailed individual interviews to small number of respondents actively involved in Coldeportes, Colombian Olympic Committee, and three of the most representatives National Sports Federations in the country, in order to explore their experiences and perspectives about autonomy and governance of elite sport organizations in Colombia.

3.2.1. Pilot Test

As Veal (2006, P.276) describes that “a pilot survey is a small scale ‘trial run’ of a larger survey”. A pilot test was carried out by email in which two people involved in sports organizations but who are different from the interviewees initially selected. The pilot test contributed to determine the instrument reliability; it is useful because it facilitate the process in a real setting.

3.2.2. Interview Sampling

Criterion sampling involves selecting cases that meet some predetermined criterion of importance (Patton M. , 2001). It was established a triangulation relationship between autonomy concept, government, and sport governing bodies. For the current study purposes

the criterion sample is; three people for each sport organization, persons performing positions at high or medium level in the organization with decision-making capacity and/or those who have direct contact with the other two sport organizations due to the functions assigned.

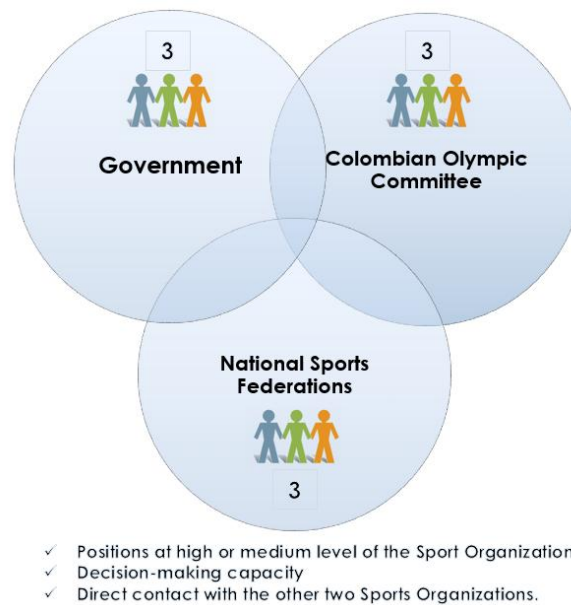


Figure 5. Criterion Sampling for the Current Study

3.2.3. Interview Execution

The In-Depth interview was conducted with the interviewees through Skype and recorded with Eaver software which captures original audio and video data, separating MP3 audio file recording (with the permission of the participants). The Semi-Structured interview was conducted in Spanish due to the mother tongue of the interviewees. In

addition, this type of interview is described as a meaning-making partnership between interviewers and their respondent, which indicates that it is a special kind of knowledge-producing conversation” (Hesse-Biber & Patricia, 2011), and it is more comfortable for the interviewees. Then the recorded interviews were transcribed in Spanish word-for-word quotations of the participant’s responses, then translated into English. In case of impossibility to conduct the interview with the respondents through skype, the questions were sent via e-mail. These were the categories of the Semi-Structured In-Depth Interview:

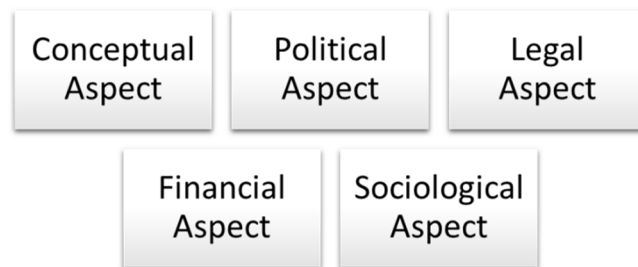


Figure 6. Categories of the Current Research

3.3. Data Analysis Method

The analytical framework of the data collection was the 5-step method of McCracken (1988); in the first step it is necessary to read and review each interview transcript, divide it in paragraphs and analyze what interviewees are discussing in each answer. In the second stage of the analysis, observations are developed into preliminary descriptive and interpretive categories based on evidence presented in the transcripts (McCracken, 1988), and at the same time it is important to examine additional transcripts to see the notion in the rest of the sample. The step three consists of thorough examination of the preliminary codes returning to the research question and start to make connections from the categories established previously. McCracken says “a field of patterns and themes should be rising into view” (p. 45). The step four involves a determination of basic themes by examining clusters of comments made by respondents. Ely and associates (1991) define a theme as “a statement of meaning that runs through all or most of the pertinent data, or one in the minority that carries heavy emotional or factual impact” (p. 150). The final and step five is a global analysis examining the themes by groups of interviews, the predominant themes constituted the answer to the research questions, and the conclusions for the analysis.

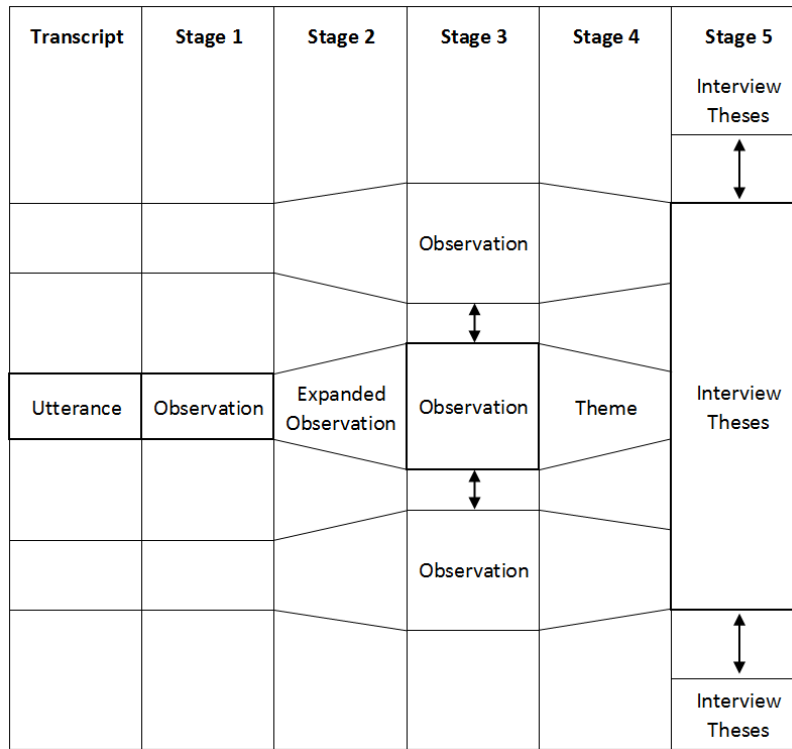


Figure 7. Long Qualitative Interview: Stages of Analysis

3.3.1. The Code System for the Interview

Initially, the categories for coding the interview are based on the third strategy of the analysis of the data developed by Lofland, et. al. (2006). Lofland suggests six codes: acts (usually brief events), activities (of longer duration in a setting, people involved), meanings (what directs participants' actions? What concepts they use to understand their world? What meaning or significance it has for them? participation (people' involvement or adaptation to a setting), relationships (between people,

considered simultaneously), settings (the entire context of the events under study). However new codes could emerge from analysis of the data.

3.4. Trustworthiness

The trustworthiness of this research was assessed based on the Creswell's 8 steps to avoid validity threats for qualitative research (Creswell, 2009). However only two were considered as the most relevant for the purpose of this research:

1. Triangulation: that is regarded as the best way to reduce the likelihood of misinterpretation. Data-source triangulation which is going to include data used from interviews and documents like existing interviews or legal documents, to assess the validity of findings, and investigator triangulation in which an expertise (in this case the advisor for this thesis) who checked the validity of the data eliminating any bias inherent in using a single observer in the collection, analysis, and discussion of data.
2. Member checking: this process will consist in taking the data and interpretations back to the interviewees so that they can confirm the credibility of the information.

Chapter 4. Findings and Discussion

The purpose of this study is to investigate how the autonomy of sports organizations is built among three sports authorities in charge of elite sport in Colombia, through their different possible conceptualization.

This chapter sets out the interview results, initially identifying the understanding of the concept of autonomy in sports organizations, and assessing the four categories under the headings of conceptual, political, legal, financial, sociological aspect. This will be followed by an analysis of the assigned categories and the specific aspects of the questionnaire. Moreover, the interview analysis will be followed by a critical discussion of the findings and their linkages with the literature review in order to determine if the information found supports or contradicts the existing knowledge.

As noted in the methodology, the interview sampling includes 3 representatives of each sport organizations; Coldeportes, Colombian Olympic Committee, and National Sports Federations (NSF's), the number of interviewees varied in the NSF's due to the fact that among 46, the number of respondents was highly reduced in comparison with the other sports organizations, and also their selection was based on their availability to conduct the interview. This resulted in 3 respondents from Coldeportes,

3 respondents from the Colombian Olympic Committee, and 4 respondents from the National Sports Federations.

4.1. Conceptualization of Autonomy by Sports Organizations

The most frequent words used by Sports Organizations in charge of elite sport in Colombia, related to definition and concept of autonomy of sports organizations were: Governance or ability to lead (19); freedom (8); mutual respect (6); non-interventionism (5). Other key terms of interest but less frequently cited were: complementarity, prerogative, and faculties.

It is relevant to address some differences among the three sports organizations. National Sports Federations understand autonomy as a freedom to act, to choose, based on the ability to assess, analyze, and take decisions without any interference, and they recognize the government authority through Coldeportes as the organization that establishes and control the norms at national level. The resulting answers did not mention or did not make reference to a particular statement from an international organization, either due to ignorance or because there is low involvement with regard to the international environment.

The Colombian Olympic Committee has a broader understanding about autonomy of sports organizations, the supplied information and the wording usage were strongly related with the principles and philosophy of

Olympism. They also understand the importance of the commitment to organization's mission based on the principles of good governance, most also agree that "autonomy has to be earned" in accordance with the Olympic Agenda 2020 (IOC, 2014).

The meaning of autonomy of sports organizations from the point of view of Coldeportes has two elements: the recognition that is a new issue in the country and also the association of the concept with the freedom of the development of programmes and projects, but in this case, with emphasis on the fact that autonomy have to be legally regulated, according with the national law.

Some of the sport authorities proposed a definition of the concept which show their acknowledgement regarding the autonomy of sports organizations. But in other cases a clear definition could not be found. These are some statements concerning the meaning of autonomy for sports organizations;

"Autonomy lies in the sports organizations possibility to be self-governing on the economic, administrative and technical aspects" by Colombian Olympic Committee

“The degree of independence that a sport organization have to develop their programs and projects in accordance with its mission, vision, and the values it enshrines” by Coldeportes

"I understand by autonomy the liberality of sports organizations to asses, analyze and make decisions... without there being any interference either from political bodies or private organizations... Obviously all that within the framework of the policy governing each country" by National Sports Federation

Most of the definitions concerned with the proper way to run sports organizations which can be linked to the characteristics required by the people who assume the role to govern them. Their opinions also showed a relation with freedom from the government, freedom to choose, freedom of association, self-regulation, without any kind of interventionism, no pressure, or subordination, and above all, mutual respect, which in turn shows its recognition of the authorities and regulations.

“I can be autonomous, but my actions should be always part of the lex principle of my country” by National Sports Federation

“When we talk about autonomy, there is no indication that there is an exclusion from authorities” by Colombian Olympic Committee

The notion of the concept is in line with the ongoing relationship between autonomy and governance, in which good governance has been understood as a condition for the autonomy in the field (Play the Game, 2015).

The interviewers showed a general understanding about the concept describing the characteristics are related with governance and the ability to lead sports organizations like decision making, adequate management, responsibility, cooperation, in which they have generated some links between autonomy and governance using some similar words in the definition, without prejudice to the important coordinating and control role by the sport authorities as shown below:

“... and that is why it is important the autonomy together with governance, because it is not a right, but rather it is gained through good governance” by Colombian Olympic Committee

The valuable opinions taken from the interviews, were related with full independence, no pressures, and co-operation with private or government organizations (Chappelet, 2010). It also denoted some links with the declaration to the agenda 202; the first related to governance “Good governance and autonomy are strongly related...” “the strongest token to ensure the autonomy of our Movement and its member organizations is the application of appropriate standards of good governance” (IOC, 2014). Which is meaningful for this study because it demonstrates that the representatives of sports organizations in Colombia already have pre-existing knowledge related to the topic either by their own experience or previous training on the subject.

The meaning of autonomy of Sports Organizations by sport authorities can be summarized through the conceptualization of the data, as shown below,

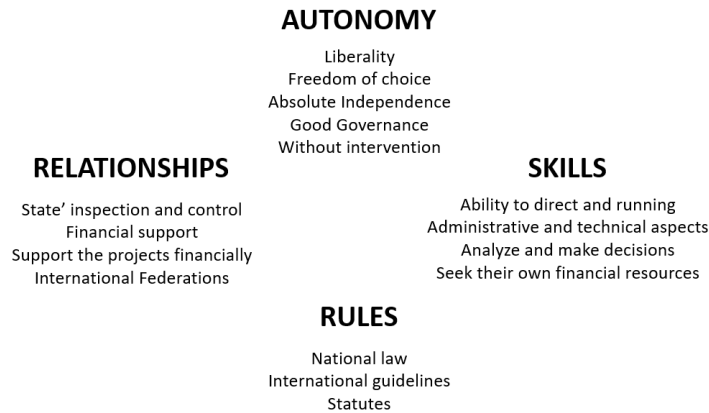


Figure 8. Concepts of autonomy by sports organizations

These elements extracted from respondents' replies, constitutes a strongly link with the preexisting literature. Rhodes said that "sports organizations tend to act in self-organization, inter organizational networks characterized by interdependence, resource-exchange, rules of game, and significant autonomy from the state" (Rhodes, 1997). Autonomy can be seen as a right, however it cannot be correctly exercise without earning it (IOC, 2014), and the representatives of sports organizations in Colombia are clear that it is necessary to have a sufficient capacity to manage the organizations and to comply with the existing law.

There was also a different concept that emerged from the answers: administrative autonomy, which can be viewed as a relevant point for the current research, and will be analyzed in the course of the discussion.

4.2. Political Aspect

According to the interview responses, the political aspect has two relevant aspects; the first is related to the essential relationship between sport and politics, the latter with respect to the way in which relations are developed through politics. The significant relationship between sport and politics, is not only based on the responses but also on the political nature of the country.

Sport is relevant to the government and it is reflected in the fact that it attaches to the sports organizations in the national development plans, and also in the current peace process that the country is undergoing.

"...politics are important, because sport for the government is related with many things; youth, health, education, culture, national and international reputation..." by Colombian Olympic Committee

"...we are now in the middle of the peace process, in which sport becomes a tool for the attainment of peace" by Colombian Olympic Committee

The politics of Colombia take place in a presidential representative democratic republic, in which the government, based on the Roman common law roots, is characterized by legal paternalism. This principle justifies state control to protect individuals, “seems to imply that since the state often can know the interests of individual citizens better than themselves, it stands as a permanent guardian of those interests” (Feinberg, 1971, p. 105). Along those lines, is clear that elite sport it is important for the government and it has been used as a mean to reinforce and legitimize the regime but at the same time providing sport with financial support.

The responses also point out the important government’s role for sport in Colombia:

"... and for sport as such the government is very important, because it is one of the most important sources of financing" by Colombian Olympic Committee

One might say that the increasing commitment of Colombian politics to sport has benefited the sport development in the country based on the sports achievement. However, regarding the relationship between political aspect and sports, it was also possible to establish that the political

autonomy depends on two factors: quality of management and sources of financing. Quality of management is understood as the ability to build, maintain and improve clear goals and processes based on the principles of good governance, in such a way that they can seek new sources of financing through cooperative and trustful relationships.

"To the extent that Colombia has weak sports organizations, are not properly constituted, does not have clear and transparent process, the political factor is becoming a key element in their survival or extinction" by NSF's

The responses suggest that the level of dependency on governmental sources of financing, play an important role in securing the autonomy of sport organizations, and the way in which politics affect positively or negatively the development of sport organizations has an inverse relationship.

"Unfortunately, the political aspect is closely connected to autonomy, because most of sports organizations rely on public resources" by Coldeportes

"...there is a risk of the political aspect become an instrument of pressure, for example, in the resource allocation, which are the most common cases" by Colombian Olympic Committee

Organizational culture was also considered as an important element for the autonomy of sports organizations, because it helps defining how the interrelations among the actors are built based on their values, interests, knowledge, and experience related to the relationship management.

"The political issue has taken an oversized significance, doing improper practices based on customs, because of a lack of regulations" by Coldeportes

"...there is a risk of the political aspect become an instrument of pressure, for example, in the resource allocation, which are the most common cases" by Colombian Olympic Committee

Coldeportes highlighted the lack of good governance in national sport governing bodies and also pointed that nowadays its role involves not only to control the adherence to regulations, but also to educate and raising awareness about the importance of good governance that mainly involves knowledge, ethics, internal political process and decisions.

"...we must be willing to change our old practices of corruption and political clientelism" by Colombian Olympic Committee

"...we were failing on mutual respect, there was no cooperation, but subordination" by Colombian Olympic Committee

In that regard, it should be recognized that there are some elements that belong to each society and human nature, and constitutes the environment to which the organizations have to deal. "Political conflict is a fact of organizational life... And where there are conflict of interest, there is politics" (Bacharach & Lawler, 2000, p. 225). However, sports organizations in Colombia are constituted under the right to freedom of

association, and it was possible to identify that they enjoy a considerable degree of political autonomy regarding its constitution and election of their representative members. National sport organizations generally assert that they are free of political pressures. But decisions, in some cases, can be affected due to the high dependency on public financing.

It is important to recognize that political authorities also play an important role for sport organizations in Colombia, because the fact that there is no Ministry of Sport, creates a linkage among sport organizations in which they need to be represented by a politician in order to have the right to be heard in the Congress.

4.3. Legal Aspect

At international level, the IOC recognize the national Olympic committee, they shall have the status of legal persons and their bylaws are subject to the approval of the IOC in accordance with the Olympic Charter (IOC, 2015). It also sets the procedures with which members of an NOC must comply including the period of time, the no acceptance of any compensation for their services, among others.

At national level, the legislation on sports cover four main themes: the principles and values, the structure of the sport system, regulations, and incentives for athletes. This legislation is supported by the national law

such as the National Constitution, the Commercial Code, the Code of Administrative Litigation, and international treaties belonging to the constitutional bloc.

However, from a legal standpoint, all the respondents state the need to update the old sports law which was made in 1995, because it is often unclear due to legal loopholes and problems concerning its interpretation arise constantly. Nonetheless, according to the answers sports organizations did not mention that the law went against their autonomy. They also recognize that autonomy does not mean the absence of authorities or rules, and the national law must be respected.

"We now see the need to update the national sport law" by Coldeportes

"This law is too outdated" by National Sports Federations

Nearly all of them reaffirmed the need to bolster sports law not only in the pursuit of strategies to increase public and private investment, but because there is a clear need to strengthen mechanisms to ensure stronger and ethical managerial practices, based on the clear definition of

their tasks and competences in the frame of the national and international rules to be applied.

“Several sections of sport law were never developed or regulated” by Coldeportes

Colombia is a social and democratic State governed by the rule of law, with a civil law system influenced by the Spanish and French civil codes (CIA, 2016) which is traditionally more interventionist (Chappelet, 2010). However, according to the national constitution Colombia has decentralized administrative structures, but with political centralization, which means that the government empowered organizations with functions and duties under their own responsibility. Therefore, it is important to consider that the current degree of legal autonomy in some way has contributed to incur in bad governance, misinterpretation of the rules, and lack of regulation.

Coldeportes is aware of the current situation, they consider that they have to act, but they also recognized that the current administrative capacity is not enough to meet the needs in terms of regulation and control.

"We need to improve certain areas, because the direction of inspection, monitoring and control can't operate all over the country with a staff of 15 people they have between officials and contractors, this causes us to delay in our response, the organizations delay in their requests, sometimes they ask for something two days before an event; we need to urgently improve the national sports system, to strengthen that direction of inspection, monitoring and control, we need a transparent management, a management with principles" by Coldeportes

According to the study of national sports legislation in Europe, the legal autonomy varies from one country to another “with greater or lesser degrees of centralization at the level of the public authorities and greater or lesser consolidation of sports organizations” (Chaker, 1999). Colombia has an administrative decentralized structure in which the consolidation and development of sports organisations has been characterized by the inadequate organizational structure, the lack of co-ordination between different institutions, the lack of responsibilities defined, the weak

decentralization process development, and the scarce skills of sports leaders and officials of the sector (Garzón, 1997).

4.4. Financial Aspect

Sports sector's funding is established by the national law, so that means that the government of Colombia supports the sport movement like majority of European countries, with the exception of Finland and Iceland (Chappelet, 2010). According to the responses, sports authorities recognize the autonomy and the nature of sports organizations, but question the management of their budget. National sports federations (NSFs) are constituted as non-profit private organizations and for the vast majority, the 100% of their budget comes only from state money.

"I will admit there are several legal voids because they are private organizations, we know it, but 90% or 100% of them operate with public funds, but after they receive them they want to treat them as private resources, and it should not be that way" by Coldeportes

National Sports Federations in Colombia are non-governmental sports organizations organized for the purpose to promote the practice of a

sport within national boundaries, including programs of public and social interest as defined by the (Legislative Decree 1228 of 1995). This feature can elaborate a better framework to understand why the respondents said that they enjoy full autonomy and at the same time received financial support from the government. This can be supported by this comment:

"The main sports projects have to do with the State... but elite sport has full autonomy for its management" by NSFs

The definitions were also related with the degree of autonomy that they considered they currently have:

"We have full autonomy to develop our sport activity" by NSFs

Financial autonomy and its implications were discussed from different point of view. For some respondents the condition that sports managers do not receive any payment, in many cases coupled with the lack of knowledge and characteristics linked with the culture, have contributed to the mismanagement of their autonomy. However, from the view of some

national sports federations it is very difficult to manage organizations because by law it is required to have accountant, lawyer when the only source of funding is from the government and it is specifically targeted to sports activities. It is also difficult because of the fact that they are doing its role based on the passion for sport that they govern.

Nonetheless, some of national sports federations recognize themselves as a private funding seekers, they are aware of the financial, social, and political situation of Latin American countries, in which public funding it is not enough to cover national needs and where it is important and necessary to find other sources of financing.

"This organization has made efforts to stay independent in order to keep its autonomy and governance" by NSFs

The financial autonomy of sports organizations in Colombia is framed by the administrative autonomy but limited by the management capacities to find additional sources of funding, and also for the popularity of each sport.

"...because federations don't understand that when they receive financial support from Coldeportes they are receiving public funds, and those funds have to be managed and used in conformity with the legislation for public institutions" by NSF's

"We now have an ad honorem organizations, this diminishes the possibility to have good governance, therefore, they can spare only little time on it" by Colombian Olympic Committee

Due to different nature of National Sports Federations in type of sport, expertise, administrative and technical capacity, it is possible to link previous studies with the relationship about financial and political autonomy. Chappelet said that the international sport governing bodies were “politically autonomous, and this autonomy was often reinforced by their financial independence” (Chappelet, 2010). This relationship is also evident in national sports federations in Colombia; when sport organizations has other sources of funding their political autonomy

increased, and conversely, if the budget comes only from the government decisions can be delayed or affected due to the political influence.

"This federation in order to keep their autonomy and governance has made efforts to stay independent, currently 70% of our budget comes from the relationships we have with the private sector" by NSF's

"This is a popular sport among "poor people", it is not that popular so it's difficult to find support from private companies, reason why we are still 100% dependent from the state" by NSF's

It is possible to identify an inverse relationship between the level of financial dependency and the degree of autonomy of sports organizations in Colombia. Which means that when the level of financial dependency increases the degree of autonomy is going to be very low and vice versa.

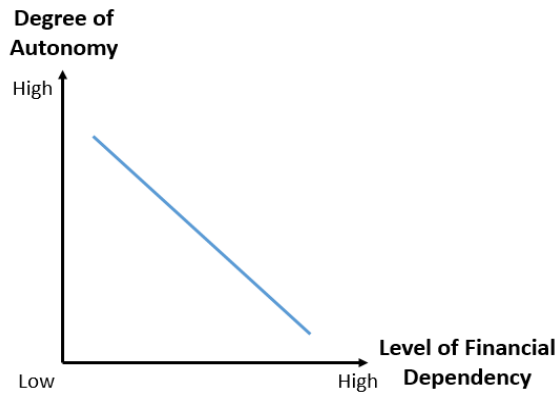


Figure 9. Relationship between autonomy and financial dependency

National Sports Federations also stressed that compared to other Latin American countries, Colombia currently has a good relation among sports organizations and a better way to allocate resources and an acceptable degree of autonomy. This is reflected in sports results.

“I see that in Argentina, the relation between the state and the Olympics committee is very solid, because this dependency issue is even stronger, the weight of the state is very strong there, I think that's a pretty extreme case, I wouldn't like that... in Ecuador the state wanted to dominate sports federations, to the point that the state feels competent enough to change people in charge, and that does not only affect autonomy, it also affects the

governance, so I think the models I've seen work backwards, those are models that don't promote autonomy or governance, I see many models trying to undermine that autonomy and governance of sports organizations, at least in Latin America”

Finally, it is important to say that this condition has to be analyzed along with other characteristics such as the degree of centralization or decentralization of the legal order and the capacity of management of sports organizations.

4.5. Sociological Aspect

The sociological aspect was analyzed based on the general framework of the sociology of organizations (Bacharach et al., 1999). In which each sports organization constituted an agent and plays an important role in the interaction process.

Knowledge in sports organizations may vary depending on the level of technical and managerial experience, and the degree of formality under which each organization is run.

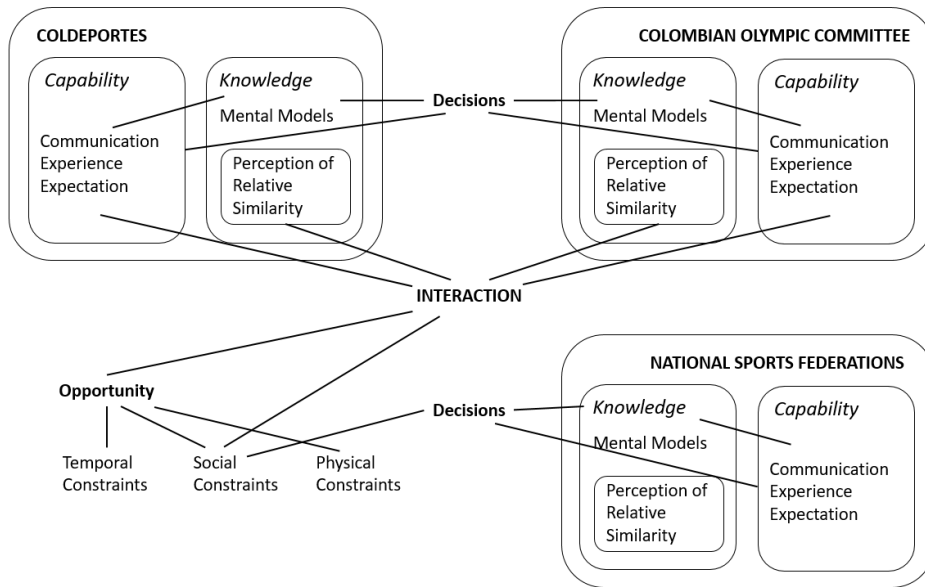


Figure 10. General Framework

At managerial level, national sports federations are run by people who are passionate about sport, people who inherited their current position and/or people who was an athlete, or have had some relative involvement in a specific sport. According to the responses, the presidents of national sports federations and their ad honorem condition is affected by several factors, including time (most of them can spare only little time for their sports organizations), financial resources (public or private), and knowledge (technical aspects, understanding of norms, managerial skills, ethics), but in summary capabilities vary widely from organization to organization.

“...well that’s one of the issues with sports, that you either pick the sport for being an athlete or because you inherit it, you’re not born as a sports manager, you earn it; in my particular case I was a local and regional athlete, I didn’t go beyond that but my father was a local and regional sports director with many achievements and that made me care about sports, and I’ve been working with sports for 31 years, working and even investing my own money in it, but it’s never enough for sports”

Their perception about Colombian Olympic Committee and Coldeportes is related to the need to increase financial support and the need to strengthen their administrative capacity, the functional division of tasks, and to clearly-demarcated processes among them. However, they consider that there are positive aspects of their interaction; the knowledge of NSFs about specific features and technical know-how of sports, the constant communication, the capacity of understanding, and decisions in concert has benefit the relationship among them.

“...to then reach an agreement, it's a way to keep the autonomy and dignity of organizations, so we keep a good relationship with both entities and I want to tell you that in these last few years the meetings have been better because they are focusing on the technical aspects” by NSF

“...obviously the presence of sports organizations such as federations in these kind of activities also depend on the background; you can't compare a trustworthy organization to an untrustworthy organization” by NSF

The Colombian Olympic Committee has 80 years of experience, recognized by the IOC, and acting under the national rules and the fundamental principles of Olympism. This capability and experience has provided them with the credibility from the government to develop sports processes related with elite sport because the credibility of organizations is enhancing by good governance. However, some of the respondents address the importance to improve internal processes contributing to achieve better governance. For instance, this organization

does not have a code of ethics, and it also need to regulate the internal process and procedures.

The respondents consider that they have a dependency relationship with the government regarding the financial aspect and the commitment with the national sport development, conditions that encourage them to keep harmonious relations with the government. Their efforts are aimed at increasing private investment and having good relations with its stakeholders.

Regarding the relation with Coldeportes, the respondents address the relationship between the former director and the current director, in which, as was perceived for NSFs, the communication among sports organizations have improved in a positive way, facilitating the stability of the political relations, and avoiding any direct or indirect subordination. They also commented that the relationship with NSFs is completely necessary, but sometimes tense exists before elections.

For its part, Coldeportes has the power to exercise control over sports organizations in Colombia, and they expressed the need to overcome internal administrative weaknesses to develop training programmes related with the management and good governance of sports organizations. In accordance with the guidelines issued by the current director, the initiatives

related to the draft law have the clear intent to organize the national sport system in terms of resources, structure, and competences.

“...that's why we need a stronger focus on the direction of inspection, monitoring and control, we need to strengthen it because even if we have a great staff working there, we need more people to better operate all over the country” by Coldeportes

“...we need to urgently improve the national sports system, to strengthen that direction of inspection, monitoring and control, we need a transparent management, a management with principles, and that's something you build, isn't it?” by Coldeportes

Coldeportes view Colombian Olympic committee as a strategic partner for developing elite sport in the country. However, they also emphasized the importance of strengthening the administrative aspect of sports organizations at local, departmental and national level. With respect to the national sports federations, Coldeportes considered that there is a

dependency relationship which may varied according to the level of development, transparency, experience and good governance of each one.

However, the interaction of these three sports organizations is taking place in a fragile political, social, and economical environment. There are some temporal, physical and social constraints that include the recent appointment of a new director of Coldeportes, the current peace process that the country is undergoing, and the draft law that nowadays is being built, the inexplicable situation in the sense that the remarkable sports results are not consistent with the weak management of sports organizations in the country. These situations constitute a challenge, but also must constitute the scenario of opportunities to seek for better organizational stability of the national sport system in Colombia.

4.6. Discussion

The financial aspect constitutes the most important factor for the autonomy of sport organizations in Colombia based on the results. This aspect exercises a high influence because it determines the degree of independence to make decisions by its own. However, the main responsibility of sport organizations is not only to seek additional public or private resources, but also to ensure its proper and transparent management because it constitutes one of the current concerns for the government. Most

of sports managers does not have enough time or knowledge to run the organizations, and also Coldeportes does not have enough administrative capacity to exert control as the leading agency of sport in Colombia.

Sports organizations in Colombia have been growing and doing very well in terms of sport results, but they have been lacking of internal processes and adequate management to make the autonomy sustainable over time. The results should also be the reflect of an organized and structured sport management. This approach is supported by previous studies which identifies “the key need for sports organisations to be able to set themselves objectives and perform (sports) activities without being manipulated by their public and above all their private financiers” (Chappelet, 2010, pág. 51).

Based on previous studies at international level, it is possible to support the Coubertin’s concept associated with the political autonomy, which is often reinforced by the financial independence (de Coubertin 1909 cited in Chappelet, 2010). In Europe, autonomy is a topical concern not only for public authorities, but also for sports organizations those who perceive that the issue has not been properly addressed. In the case of Colombia, public authorities admit that “autonomy is a new issue in the country... that should be properly addressed”, and sports organizations

considered that there is a problem related to the weak management of sport organizations, which represents a risk for their political autonomy.

One of the differences between sport organizations in Europe and Colombia is that European model is experiencing some commercial pressures in order to make sport more profitable. In Colombia most of sport organizations are in a very early stage regarding sponsorship relations, and the seek for private financing is still scarce. Nonetheless despite the differences it can provide an overview of the future situation for Colombia, which means that if sports organizations start by strengthening their management and it is reflected in the decisions, it is most likely to gain better benefits.

Sports organizations said that the legal aspect has not influenced on their autonomy. However, there is a clear need not only to update the national sports law, but also to establish a clear structure and defined roles, regulate processes, to create and implement code of ethics, disciplinary code, and other mechanisms that ensure compliance with the rules.

Lastly, the autonomy of elite sports organizations must start from the commitment of sport authorities to implement and maintain clear communication processes in order to facilitate the decision-making about relevant issues concerning sport. These efforts should be channeled

towards the achievement of good governance of sports organizations, and this approach is consistent with previous statements in Europe in which “Autonomy can result from co-operation, co-ordination, consultation and even negotiation between parties” (Chappelet, 2010, pág. 52), and also is aligned with the vision of the International Olympic Committee in which sport organizations should keep harmonious relations with the governments.

Chapter 5. Conclusions

Sports organizations in Colombia have enjoyed a considerable degree of autonomy, but it is only recent that sports authorities have been involved and interested in the strengthening and development of elite sport in the country.

The legal framework confers to sports organizations, freedom of association, and also the administrative autonomy under which they have developed their activities. However, there is an evident need to update and develop the national sports law in a national sport system with structural and functional weaknesses. The social, financial, and political changing environment has contributed to determine the current degree of autonomy based on a substantial degree of freedom, insufficient managerial knowledge and/or commitment, and a deficient system of control.

The change should be made by a greater commitment of sport authorities and sports managers by strengthening its managerial processes, financial resources, for the purpose to build sports organizations become capable of building autonomy based on its independent judgment, knowledge, and strategic leadership capacity, capable of reaching a sustainable autonomy.

5.1. Managerial Implications and Contributions of the Study

The current study is expected to contribute to the sports management field at theoretical and practical level in suggesting viable mechanisms for the achievement of sustainable autonomy of sports organizations through the analysis of internal perceptions and external interactions among sports organizations.

From a theoretical point of view, the qualitative nature of the research allows to study not only the political, legal, and financial autonomy framework of the country, but also the perception of people making decisions in sports organizations through a categorization process, which facilitates the identification of areas of concern for the autonomy of elite sports organizations. The study highlights the importance of strengthen sports organizations, the internal processes, and an appropriate interrelationship between the organizations that constitute the sport national system in Colombia.

The government should provide the necessary tools to enhance the profile of sports managers and the way in which sports organizations are managed. On the other hand, private sports organizations should seek strategies to complement the use of public funding with the support from the private sector to increase their financial autonomy, as a result of the

investment, sports organizations will be forced into the implementation of some principles such as transparency and accountability.

5.2. Limitations and Directions for Future Research

The study was conducted from South Korea to sports organizations in Colombia, aspect which was not helpful to the data collection at the beginning of the research. Some of the interviewees, especially those in highest positions, did not provide detailed information in their responses, as they may not be open enough to express the weaknesses in its management structure.

Some directions for future research could focus on the pragmatic and administrative aspect in the analysis of autonomy in order to determine the degree of intervention with regard to the roles played by each sport organization. Future studies should be conducted in other Latin American countries as a tool to compare the sports systems regarding their autonomy and the way to improve their current sport national system.

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Appendix 1. Conceptual Aspect by National Sports Organizations.

Codes	CONCEPT OF AUTONOMY
MEANING	What National Sports Federations understand by Autonomy?
Terms associated with autonomy	Liberality, absolute independence, ability to lead, decision making, without intervention, freedom of choice, governance, respect for the law
Meaning	<p>"I understand by autonomy the liberality of sports organizations to asses, analyze and make decisions... without there being any interference either from political bodies or private organizations... Obviously all that within the framework of the policy governing each country"</p> <p>"Governance is the governance structures, which should be fully independent from the State interference"</p> <p>Governance depends on each one of the members who are the final decider about governance structure, and how is an executive committee".</p> <p>"Ability to direct and running, in this case the sports federations or any other organization with the single guidelines of senior managers, which means without intervention"</p> <p>Governance is the senior managers' ability to run, manage and implement the daily life of the sports federation regarding the administrative, sports and financial aspects".</p>
MEANING	What Colombian Olympic Committee understand by Autonomy?
Terms associated with autonomy	Power to act, Olympic principles, own criteria, independence, governance, freedom of association, mutual respect, no intervention, prerogative, faculties, specific expertise, specific functions, harmonizing, complementarity, competences, mutual respect, good management, genuine, transparent and timely information, no subordination, governance, ethics, transparency, democracy y responsability, processes, management, efficiency, effectiveness, supervision, responsibility, adequate management, faculties, take decisions, without pressure, self-regulation, possibility to choose.
Meaning	<p>"The faculty of sport authorities to act both in the administrative and financial aspect, at their discretion, their independence, their opinion"</p> <p>"... and that is why it is important the autonomy, together with governance, because it is not a right, which is gained through good governance"</p> <p>"It is about relations based on partnership, no rests on subordination"</p> <p>"When we talk about autonomy, there is no indication that there is an exclusion from authorities"</p> <p>"Autonomy is to show a good management with good financial results, to make status reports, and to provide genuine, transparent and timely information"</p> <p>"It is the faculty of sports organizations to act according to their own criteria, that must to be based on association, no subordination. Respecting the competences of each organization"</p> <p>"Governance must bring transparency, democracy and responsibility"</p> <p>"Autonomy lies in the sports organizations possibility to be self-governing on the economic, administrative and technical aspects"</p>
MEANING	What Coldeportes understand by Autonomy?
Terms associated with autonomy	Principles, transparency, interventionism, administrative autonomy, financial autonomy, must to be regulated, independence, mission, vision, ethics
Meaning	<p>"The degree of independence that a sport organization have to develop their programs and projects in accordance with its mission, vision, and the values it enshrines"</p> <p>"It is a new issue in Colombia... that should be properly addressed"</p> <p>"When we talk about administrative and financial autonomy, it means that it has to be regulated, it has laws that must be followed"</p>

Appendix 2. Political Aspect by National Sports Federations.

Codes 	What National Sports Federations understand by Political Autonomy? 
MEANING	2. POLITICAL AUTONOMY
What meaning or significance it has for them	<p>"To the extent that Colombia has weak sports organizations, are not properly constituted, does not have clear and transparent process, the political factor is becoming a key element in their survival or extinction"</p> <p>"Well, I think that sports organizations must be strong enough to act with autonomy and good governance, wholly independent of the political scene"</p> <p>"The change of leadership does not affect the autonomy or governance but by how they perform the leadership"</p> <p>"... but I would really say that sports policy... grew and it is growing"</p> <p>"It is bad because politics or politicians always depend on other people, then you cannot make speedy decisions"</p>
Degree of autonomy	<p>"...but partisan politics rarely becomes involved in the sport, so it's possible to work on sports development with freedom"</p> <p>"We have never any kind of suggestion, problems or interference"</p> <p>"In the case of Colombia, we depend in 80% on political decisions, in which, without political interest, the sport falling behind"</p>
SETTING	
National level	<p>"Politics in Colombia is exercised freely, according to the constitution... where the State establishes the sport policy"</p>
ACTIVITIES	
Cultural (longer duration in a setting, people involved)	<p>"In a country such as our own... people come with the best intentions, but sometimes there are too many regional or financial interests behind it"</p> <p>"I believe that in Colombia, somehow or another, we have been experienced political interference, because of the backwardness of many sports organizations in the country"</p> <p>"A performance evaluation of national sports federations was conducted by Coldeportes, where 80% of them does not comply the minimum requirements of good governance"</p>
COMPARISON	
Similarities and differences	<p>"In this federation the political aspect does not affect our autonomy or governance, unfortunately this is not the reality of all sports federations in this country"</p>
RELATIONSHIP	
Interactions	<p>"Then, the politician comes, changes the rules, and starts all over, if it is not political continuity"</p>

Appendix 3. Political Aspect by Colombian Olympic Committee.

Codes 	What Colombian Olympic Committee understand by Political Autonomy? 
MEANING	2. POLITICAL AUTONOMY
What meaning or significance it has for them	<p>"The political aspect is a fundamental part of the autonomy and governance"</p> <p>"politics are important, because sport for the government touches on many issues; youth, health, education, culture, national and international reputation"</p> <p>"we were failing on mutual respect, there was no cooperation, but subordination"</p> <p>"Politics is very much with the people who is involved"</p> <p>"It is important that each institution looks to its own affairs"</p> <p>"There is a risk of the political aspect become as an instrument of pressure, for example, in the resource allocation, which are the most common cases"</p> <p>"Sometimes due to the lack of clear public policies, there is a danger to leave aside on government policies and the plans may change often"</p> <p>"... and for sport as such the government is very important, because it is one of the most important sources of financing"</p> <p>"we are now in the middle of the peace process, in which sport becomes a tool for the attainment of peace"</p>
Degree of autonomy	<p>"I would say that the influence of political aspect in the autonomy of sports organizations is low, because the political management is focuses on the approval of budget, with some degree of incidence on its distribution, but without interfering in the use of the resources"</p> <p>"What still more important is that sports organizations have been keeping its autonomy"</p>
SETTING	
National level	<p>"The fact that the president of Colombia was reelected; the plans programmes, projects were maintained, that is very positive"</p> <p>"Nowadays, the national government is giving priority to elite sport"</p>
ACTIVITIES	
Cultural (longer duration in a setting, people involved)	<p>"We now have an ad honorem organization, this diminishes the possibility to have good governance, therefore, they can spare only little time on it"</p>
COMPARISON	
Similarities and differences	<p>"It was a difficult relationship, in which agreements were difficult to reach. Nowadays the fact that there are different people, and more political affinities, obviously this facilitates the communication"</p> <p>"When there were directors in Coldeportes that have been too political, focussing on fulfill political favors or to get another kind of benefits... so this clearly negatively affects..."</p> <p>"Each country gives a different value to sport"</p>
RELATIONSHIP	
Interactions	<p>"The previous relationship was much more complex than the relationship that we have"</p> <p>"Se convierte en una relacion de asociacion y no subordinacion"</p> <p>"It becomes a partnership, instead of subordination"</p> <p>"Sport for the government is related with many things, and for sport itself, the government is very important"</p> <p>"what makes a good relationship with the government and sports organizations, is a constant exchange of a mutual information"</p>



Appendix 4. Political Aspect by Coldeportes.

<div> <div>Codes</div> <div>What Coldeportes understand by Political Autonomy?</div> <div></div> </div>	
MEANING	2. POLITICAL AUTONOMY
What meaning or significance it has for them	<p>"The political issue has taken an oversized significance, doing improper practices based on customs, because of a lack of regulations"</p> <p>"It is important to ensure that the political rights of the members are respected"</p> <p>"These sports organizations need to be handled in an organized way and for this the affiliates need to determine the profile of their leader or manager"</p> <p>"we are working towards good governance, meaning that it is necessary to raise awareness in sports organizations' members, ensuring that the decisions they make could affect positively or negatively the development of the organization"</p>
Degree of autonomy	"Unfortunately, the political aspect is closely connected to autonomy, because most of sports organizations rely on public resources"
SETTING	
National level	The political issue has assume much greater importance, committing improper management practices, by custom or because of lack of regulations
ACTIVITIES	
Cultural (longer duration in a setting, people involved)	"On the basis of my experience, I know that from sports organizations there are a lot of doubts, sometimes things are done wrongly because of ignorance or because the things always were done in a certain way, they just will keep doing the same"
COMPARISON	
Similarities and differences	"We had a very week inspection, monitoring and control management, for many years, is not a last administrations' issue alone if not a lack of accompanying"
RELATIONSHIP	
Interactions	"We are promoting not only the determination of the guidelines of a new sports organization, but it is also necessary to form a code of good corporate governance"



Appendix 5. Legal Aspect by National Sport Federations.

Codes

ACTIVITIES	
Cultural (longer duration in a setting, people involved)	"However at a local and regional level, as we get farther from the most populated cities, those regulations are more and more relaxed and the results is poor practices, depending strictly on the current leader"
RELATIONSHIP	
Interactions	"The governability in the federation is legally managed by Coldeportes, there's a direct link with Coldeportes for two reasons: first, they are the ones who give the recognitions in sports for the operation of the federations and leagues in Colombia; second, because they give the certificates in legal representation of each federation"

Categories 	What National Sports Federations understand by Legal Autonomy? 
MEANING	3. LEGAL AUTONOMY
What meaning or significance it has for them	<p>"sports organizations are private but also of public interest"</p> <p>"If there is compliance with the law, this allows sports organizations to increase their transparency"</p> <p>"The legal structure of Colombian sport has been obsolete"</p> <p>"This law is too outdated"</p> <p>"An attempt was made to change the law, and it failed"</p> <p>"The rules are not clear, in fact, the law is being shifted"</p> <p>"...in other cases, we need to wait for political decisions and interpret the legislations and it is not good that sports are 100% ruled by politics."</p> <p>"when a federation is told they are not allowed to proceed with an agreement is because they don't have the legal capacity, it's happened in other federations, some federations are headless right now because their executive committee should have five people and three have quit, they start having legal problems, we've never had that kind of issue in our federations, but that's the kind of risks we may have regarding governance, governability and legal issues"</p> <p>"I believe the new regulation should be much stricter towards the resources allocation through the national sports system, so the leader on duty has the obligation to develop sport policies"</p> <p>"I'm not really actively involved in that, but if I could make a modification, one of the most important we could have is changing the percentage of taxes of private financial support"</p>
Degree of autonomy	<p>"we have total autonomy today and the legal aspect enables us to keep our rights to independence, autonomy and governance"</p>
SETTING	
National level	<p>"National sports federations get money from the state, and need to be managed and implemented in accordance with the law"</p> <p>"We have spent 22 years with the same Sports Act, and several technological advances that we take for granted today, sports development systems are different and legislations have not been updated, however, current laws reward the olympic movement"</p> <p>"they are autonomous to set their own guidelines, rules, they are autonomous to choose, to decide, they have clear governance mechanisms, they can keep their governability away from external actors if they wish"</p>

Appendix 6. Legal Aspect by Colombian Olympic Committee.

Codes 	What Colombian Olympic Committee understand by Legal Autonomy? 
MEANING	3. LEGAL AUTONOMY
What meaning or significance it has for them	<p>"...organizations need to be subject to the regulations in their country anyway and that may create some obligations that they have to follow without discussion"</p> <p>"We are in the process of reviewing and updating the 181 act to see what we need to modify"</p> <p>"Those are very important issues, both the topic of sports funding and resources assigned to sports and the social security of athletes"</p> <p>"It is also important to clearly outline the disciplinary processes and implementing it correctly"</p> <p>"The Disciplinary processes are established by the Act 49. Each organization shall also have the disciplinary code, disciplinary commission and the processes according the competence of each organization"</p> <p>"Sometimes due to the lack of clear public policies, there is a danger to leave aside on government policies and the plans may change often"</p> <p>"The internal auditor identify and evaluate the organization's internal control system, to improve our processes in order to have a better sport organization"</p> <p>"the faculties must to be agreed and complementary "</p>
Degree of autonomy	
SETTING	
National level	<p>"the autonomy of sports organizations is defined by Sports Act, while recognizing that there is a threat to the autonomy, due to many casues"</p> <p>"the disciplinary commission is made up of 3 people, chosen jointly by Coldeportes and Colombian Olympic Committee"</p> <p>"Our principal source of law is the Olympic Charter and its international conventions. Today we have the Olympic Agenda 2020"</p> <p>"The disciplinary proceedings against sports leaders are pretty scarce"</p> <p>"The internal auditor is putting special emphasis on the manuals of procedures, that are not approved"</p> <p>"the recruitment handbook is too outdated, we are in default even in implementing them"</p> <p>"The ethics code is subject to approval by the Executive Board, after more than one year"</p>
International level	<p>"Constitutional bloc and international treaties"</p> <p>"Sports urgently needs to change the schemes and the governance practices that it has. Not only in Colombian sport, but at international level"</p>
ACTIVITIES	
Cultural (longer duration in a setting, people involved)	<p>"we must be willing to change our old practices of corruption and political clientelism"</p> <p>"We now have an ad honorem organization, this diminishes the possibility to have good governance, therefore, they can spare only little time on it"</p> <p>"Each organization should enforce its own regulations"</p>
RELATIONSHIP	
Interactions	<p>"The government has promised to increase funding for elite sport"</p> <p>"the disciplinary process is actually more about solve personal processes and Coldeportes is more focus in the control of the administrative structure"</p>



Appendix 7. Legal Aspect by Coldeportes.

Codes 	What Coldeportes understand by Legal Autonomy? 
MEANING	3. LEGAL AUTONOMY
What meaning or significance it has for them	<p>"Regarding the legal aspects I'll admit there are several legal voids because they are private organizations, we know it, but 90% or 100% of them operate with public funds, but after they receive them they want to treat them as private resources, and it shouldn't be that way</p> <p>"we now see the need to update the national sport law"</p> <p>"Several sections of sport law were never developed or regulated"</p> <p>"But we reached the conclusion as a government, that we need to showcase a new sports act where we are going to try to include all these needs and legal voids from the 181 act of 1995"</p> <p>"We need to grow and we need to create especial administrative units or teams"</p> <p>"we need to improve certain areas, because the direction of inspection, monitoring and control can't operate all over the country with a staff of 15 people they have between officials and contractors, this causes us to delay in our response, the organizations delay in their requests"</p> <p>"...we are working on a new structure where the development of Colombian sports entities develop to world class levels"</p>
Degree of autonomy	<p>"The private and public organizations has autonomy to carry out their activities... Coldeportes is tasking with ensuring that their activities remain within the legal frame"</p>
SETTING	
National level	<p>"this act has many articles that were never developed, it's like the popular criticism that we are a very legalistic country and we sometimes propose new laws without ever developing the previous ones"</p> <p>"we need to improve certain areas, because the direction of inspection, monitoring and control can't operate all over the country with a staff of 15 people they have between officials and contractors, this causes us to delay in our response, the organizations delay in their requests, sometimes they ask for something two days before an event; we need to urgently improve the national sports system, to strengthen that direction of inspection, monitoring and control, we need a transparent management, a management with principles"</p> <p>so the grades of formalization are given just as determined by law, and the political aspects of governance are developed inside these organizations"</p>
ACTIVITIES	
Cultural (longer duration in a setting, people involved)	<p>"we also find weaknesses within sports organizations"</p> <p>"it has transcended the legal aspect through some bad practices that are a habit, because the lack of regulation, for many years we had a very weak direction of inspection, monitoring and control in Coldeportes"</p> <p>"I know there are many unanswered questions and doubts in the sports organizations, sometimes people operate in an incorrect way for ignorance of because the bad practice was a historical habit, and we kept doing so"</p>
RELATIONSHIP	
Interactions	<p>"we have ten working groups meaning we divided it in ten different aspects, one group discussing financial aspects and planning, another group discussing territorial issues to define the relationship with territorial entities, that is one of the most complex by the way"</p>

Appendix 8. Financial Aspect by National Sports Federations.

Codes 	What National Sports Federations understand by Financial Autonomy? 
MEANING	2. FINANCIAL AUTONOMY
What meaning or significance it has for them	<p>"In order to keep their autonomy and governance has made efforts to stay independent"</p> <p>"we have defined ourselves as a service organization and it's clear for us that our customers are the swimmers, parents, trainers, sports institutes, the state, the international swimming federation, the general community"</p> <p>"this is a reason that could have an impact in the autonomy, independency and governability of federations"</p> <p>"so the problem lies in the ability of the sports managers to plan, organize, make strategic and financial plans, choosing the projects with higher priority, and that's up to each federation"</p> <p>"It's good to find private sources of funding in order to have a better autonomy"</p> <p>"This is a popular sport among "poor people", it is not that popular so it's difficult to find support from private companies, reason why we are still 100% dependent from the state"</p>
Degree of autonomy	<p>"I'd say about 50% comes from the State and the other 50% is generated by our own activities through projects in the private, social and corporate sectors"</p> <p>"In order to keep their autonomy and governance has made efforts to stay independent, currently 70% of our budget comes from our self-management, that 70% of our budget comes from the relationships we have with the private sector"</p> <p>"We've never had this kind of issue because I stick to the budget I get and we have started to get agreements with private companies to get the extra funds Coldeportes can't provide us"</p> <p>"The federation is funded in a 100% by the national government, through Coldeportes and the Olympics Committee and they always have a main goal, so when we sign a contract it says specifically where the money has to be used"</p> <p>"In budget matters there's also a full autonomy, but always supported by the State"</p> <p>"We could say the financial development of this federation is 100% linked to Coldeportes and the COC"</p>
SETTING	
National level	<p>"because in countries such as this one it's very common that because of the dependency of resources from the state in some federations, the governance is affected and the institutions end up in a co-government, because the one who gives the money starts affecting how those funds are used, or the way those institutions are managed"</p> <p>"because federations don't understand that when they receive financial support from Coldeportes they are receiving public funds, and those funds have to be managed and used in conformity with the legislation for public institutions"</p>
International level	<p>"so I think the models I've seen work backwards, those are models that don't promote autonomy or governance, I see many models trying to undermine that autonomy and governance of sports organizations, at least in Latin America, I don't know about Europe but I can cite the examples of Argentina, Ecuador, Bolivia, countries where the relationship between these entities "</p>
ACTIVITIES	
Cultural (longer duration in a setting, people involved)	<p>"we have a strategic alliance to develop sports talent programmes through the support of athletes on competitions and races that take place in our territory, the sales of publicity rights of the sports calendar, the use of uniforms and our institutional brand are partially funded by the private sector"</p> <p>"Sports organizations should be managed just like a business, when we organize a competition, and people see it as something well organized, with clear goals, people come and help in the competitive formation of athletes, for us each tournament is a business unit"</p> <p>"Coldeportes calls every year the sports federations to bring their projects, budgets, financial requests and with these federations need to operate all the year"</p>
COMPARISON	
Similarities and differences	<p>"I'd say in Latin America, associated sports depend mostly on the State for funding, we, the countries that form Latin America, need funding from the State because of the social inequality, the social and economic imbalance that makes our countries the most unequal in the world"</p>
RELATIONSHIP	
Interactions	<p>"70% of our budget comes from the relationships we have with the private sector, and other sports organizations such as the international federation of swimming"</p> <p>"we have income sources such as the card which is paid annually, we see the growth in this approach is amazing, because it means people believe in our organization, and they feel it's worth to pay for our service"</p> <p>"There is a direct connection between two institutions in Colombia, the COC and Coldeportes"</p> <p>"we started to make several private partnerships to complement our public sources of funding"</p>

Appendix 9. Financial Aspect by Colombian Olympic Committee.

Codes 	What Colombian Olympic Committee understand by Financial Autonomy? 
MEANING	2. FINANCIAL AUTONOMY
What meaning or significance it has for them	<p>"This percentage is a legal obligation for the Colombian Olympic Committee and Colombian Paralympic Committee, but it turns into a right"</p> <p>"The main source of funding for the COC is Coldeportes, but at the same time we have done some partnerships and contracts with sponsors. There is also the money that we received from Olympic Solidarity"</p> <p>"Which means that we not only received funding from the national government, but also from the private organizations and through the COI. These constitute the main sources of funding that we have been receiving"</p> <p>"Luckily, with the results that we obtained in Olympics, the government has promised to increase funding"</p>
Degree of autonomy	<p>"I do not see the connection between autonomy with financial resources, because we run our organization with the autonomy we have"</p> <p>"We received around 70% from the government, and other financial resources come from Olympic solidarity and sponsorships that we have"</p>
SETTING	
National level	<p>"The national sport system receives resources from the departmental budget, cell phone, tobacco, and liquor taxes"</p> <p>"There is a norm which states that a percentage of the taxes are targeted to Olympic activities"</p> <p>"The financing of elite sport in Colombia, largely depends on inputs from the government, which affects or risks affecting the autonomy of elite sport organizations"</p>
International level	<p>"However, at the recommendations of the Olympic Charter... we should aim for good relations with the government, without prejudice to our autonomy"</p>
ACTIVITIES	
Cultural (longer duration in a setting, people involved)	<p>"As resources are scarce, the Colombian Olympic Committee must prioritise sports by results and the possibility of succeeding"</p> <p>"there are also federations that have greater potential to commercialize its sport events"</p>
COMPARISON	
Similarities and differences	<p>"...like football, it is just gone to another level, where the brands can sell their products, but is not the case in other many other sports"</p>
RELATIONSHIP	
Interactions	<p>"However, due to the high dependency on governmental resources, conflict is inevitable, because they are insufficient to finance all the programs and also elite sport"</p>

Appendix 10. Financial Aspect by Colombian Olympic Committee.

Codes 	What Coldeportes understand by Financial Autonomy? 
MEANING	2. FINANCIAL AUTONOMY
What meaning or significance it has for them	<p>"I'll admit there are several legal voids because they are private organizations, we know it, but 90% or 100% of them operate with public funds, but after they receive them they want to treat them as private resources, and it shouldn't be that way"</p> <p>"The autonomy issue is directly related to all this, the autonomy is not always seen with good eyes because it depends of the source of funding and if those are private resources they will be considered private, but if the source is public, it has to be handled in a particular way, with guidelines of procedures, hiring, and more"</p> <p>"The autonomy of the organizations sometimes is misunderstood when they consider themselves private"</p> <p>"...to name one the weightlifting that for years haven't managed to legalize their situation, Coldeportes supports that federation through the Colombian Olympics Committee"</p> <p>"these sports organizations find support in several government programs, and we need to ensure these funds are invested exclusively in sports activities"</p>
Degree of autonomy	<p>"Yes, the national government has the authority to allocate the resources assigned to the sports sector. It defines specific goals and results for the projects that had been previously elaborated by Coldeportes and were presented to the Republic's Congress to approve the annual budget. For this, the state may define guidelines about the number of athletes that are going to participate in a competition or the resources that they are going to invest in sports training, high performance, facilities, etc."</p>
SETTING	
National level	<p>"They are not enough, but we are aware of the fiscal situation in the country and the general reality, we are a developing country with many basic needs that need to be covered"</p> <p>"In Colombia, we are implementing international rules of financial information NIFin Colombia, we are implementing international rules of financial information NIIF"</p> <p>"we have been working on the issue so they register their financial facts in an organized way through international financial information as the government wants it to be for all organizations"</p>
International level	<p>"Even the International Olympic Committee has established a set of guidelines related to the proper financial management"</p>
ACTIVITIES	
Cultural (longer duration in a setting, people involved)	<p>"Coldeportes believes that with a budget of over 500 billion pesos we could have a better coverage, but it's also tied to the topic that we need a reform, because with the staff, processes and systems we have in place we are still in a growing phase"</p> <p>"Currently they need to record what they do with those funds, they need an accountant and fiscal auditor, the fiscal auditor is a sort of control entity that works along monitoring entities (in this case Coldeportes), to ensure the registered information is true"</p>
COMPARISON	
Similarities and differences	<p>"There are federations such as the motor racing one that uses an article of tax exemption on rent to private companies that support sports projects or programmes, they have a good development in that area and have earned important figures"</p> <p>"There's a relationship more of dependency than autonomy in some federations with some exceptions such as the football federation, the football federation does not depend of Coldeportes resources so that's an example of full autonomy, even separating from some aspects of the state policies, because we usually relate autonomy to financial issues"</p> <p>"So we have a resource limitation and we are seen from Ecuador, Bolivia, Panamá, Venezuela, Costa Rica, Nicaragua, Honduras, Uruguay as if we were rich, and it's all the opposite, but we do our best to manage and allocate the resources we get"</p>
RELATIONSHIP	
Interactions	<p>We have been advancing, we have been gaining ground, because Coldeportes was affiliated to the Ministry of Culture, in the moment of this tax reform Coldeportes took some responsibilities of the Ministry of Culture and this ministry that distributed resou</p>

국 문 초 록

스포츠 조직의 지속 가능한 자치권 탐색:
콜롬비아 정부와 엘리트 스포츠 조직 간의
관계에 관한 연구

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자치권은 국제 스포츠 기구 관련 이슈들과 밀접하게 연관되어 있기 때문에 국가 스포츠 조직의 상황, 요구, 염원 등에 직접적인 영향을 미친다. 따라서 본 연구는 스포츠 조직의 관점에서 자치권의 정도를 정치적, 법적, 재무적, 사회학적 관점에서 확인하고자 하였다. 뿐만 아니라 콜롬비아의 특수한 상황과 앞서 언급한 네 가지 관점의 상호관계 확인을 통해 문제가 있는 분야를 파악하고 스포츠 조직이 운영 및 관리 수준에서 지속 가능한 자치권을 확보하기 위한 전략을 제시하였다.

본 연구는 질적 연구로 반구조적 심층 인터뷰를 통해 자료를 수집하였다. 총 10명의 참여자를 대상으로 인터뷰를 진행하였는데, 참여자들은 스포츠 조직의 중간 또는 고위직에 있는 실무자들로 실제 의사결정권을 보유하고 있으며 관련 스포츠 조직들과 직접적으로 연락을 하고 있는 사람들이었다. 인터뷰는 Skype를 통해 화상으로 진행되었고 Eaver 소프트웨어를 통해 녹

화되었다. 수집된 자료는 McCracken의 5단계 방법을 통해 분석되었고 코딩은 Lofland가 제시한 방법을 도입하여 활용하였다.

본 연구결과에 따르면 콜롬비아 스포츠 조직들은 자치권을 보유하고 있었던 것으로 나타났다. 특히, 재무적 자치권의 조직의 자치권에 미치는 영향이 가장 큰 것으로 나타났다. 하지만 자치권의 지속성을 갖기 위해서는 국가 스포츠 법은 물론 스포츠 조직들의 헌신적인 노력이 필요할 것이다.

주요어: 자치권, 엘리트 스포츠, 정부, 스포츠 조직

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