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스포츠 매니지먼트 석사 학위논문

Perceptions of Basic Indicators of Better
Governance at Federate Sport in
Guatemala

개선된 과테말라 연합 스포츠 지배 구조에 대한
기본 지표의 인식분석

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Abstract

**Perceptions of Basic Indicators of Better
Governance at Federate Sport in
Guatemala**

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Despite scholars around the globe have found some principles of good or better governance in International Sport Organizations, studies to assess better governance practices in National Sport Organizations, especially in Guatemala have been limited.

The purpose of this thesis was to identify Guatemalan Sport Managers perceptions of better governance dimensions at Guatemalan Federate Sport Organizations and gauge the degree of acceptance of the Basic Indicators of Better Governance –BIBGIS- to measure sport governance into national context.

This thesis allowed to have an approach for set a framework of better governance practices that could be adopted at the Guatemalan Sports Policy or implemented within the Guatemalan Sport Law.

6 experts replied to an interview and 100 Guatemalan Sport Managers responded to a survey within the Federate Sport of Guatemalan. After collecting data, a statistical analysis using mean, median, mode, standard deviation, minimum, maximum, frequency, percentage, One way ANOVA and ANCOVA were implemented.

Results reveal that despite each indicator had a different level of acceptance, there is a 84% of agreement about the BIBGIS model as a tool to assess governance into the Federate Sport in Guatemala.

The indicators perceived as important in this thesis could be incorporated in the Agenda of General Assembly of each organization part of Federate Sport of Guatemala in order to have a deeper evaluation by all the members and in case a positive feedback, be included as a policy implementation and furthermore, policy evaluation.

Keywords : Sport, Governance, BIBGIS, Perceptions, Guatemala

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Chapter 1. Introduction

1.1. Background of Study.

According with the Danish Institute for Sport Studies (2013) the accretion of scandals in sport has developed so strongly that the reliability of sport and its organizations is shaken profoundly, challenging the public trust. Cases of corruption, game fixing, doping, illegal transfers, physical and psychological violence, racism and other fraudulent ways of behavior of sport should be eradicated. Because of that, is needed not merely indicating the evident problems, nonetheless examine solutions.

As established in the Olympic Summit celebrated at the International Olympic Committee –IOC- Headquarters in November 2013, warranting respect for the principles of good governance and ethics is a constant fight.

Bach (2009) linked the principles of good governance with ethical behavior, as a consequence of this, a 5th essential Principle was included to the Olympic Charter in 2011 in which sports organizations that belong to the Olympic Movement must ensure the privileges and duties of autonomy, that embrace the duty on behalf of safeguarding that principles of good governance to be implemented.

By not adopting the good governance practices there is a risk of lose credibility towards fans, sponsors and public about what policy makers do.

Outcomes of the 2nd seminar of autonomy of the Sport Movement and the Olympic in Lausanne (2008) stressed the importance of the self-government of Olympic and sports movement as an important aspect in order to develop the sport and its values, in that aspect, good governance is the fundamental base to protect the autonomy and to ensure that all stakeholders respect the autonomy.

At Federate Sport of Guatemala there have been examples of mismanagement and bad governance practices, for mention some of this at the year 2015: the resignation and imprisonment for corruption to the former president of the Guatemala Football Federation.

Guatemalan Chess Federation underwent intervened by members of the Autonomous Sport Confederation of Guatemala –ASCG-, citing bad management. Elections for the Executive Committee of Shooting Federation were "boycotted" by the current authorities of the sport and were rescheduled.

Athletes reject elections in Cycling Federation that caused a manifestation in front of the congress demanding to investigate the anomalies in the process and it has to be repeated; ASCG appointed a

transition committee to establish the legality of the integration of the Executive Committees of Sport Departmental Associations of the National Federation of Rowing and Canoeing, that involved an intervention of National Police.

Although there is a law which requires federations to be transparent with public funds, many of them refuse to publish that information on their web pages.

Because of their magnitude and gravity, these cases have been widely reported in the media, thus, have tarnished the image of sport and there have been request for Autonomous Sport Confederation –ASCG- and Guatemalan Olympic Committee –GOC- to take leadership role to maintain or build trust and legitimacy in Guatemalan Sport Federations –GSF-/ Associations –GSA-.

As any other sport organization, Autonomous Sport Confederation of Guatemala (created in 1945) and Guatemalan Olympic Committee (created in 1947) through their National Sport Federations/Associations (46 in total), chase the physical and mental improvement of the Guatemalan society with a view to high competition, professionalism or participation in events of global, regional and the Olympic Movement.

Icek Ajzen proposed the “Theory of Planned Behavior” (1991) in which mentioned that attitude toward behavior, subjective norms and perceived behavioral control, together shape individual’s behavioral intentions and behaviors that links beliefs and behavior. This theory can be applied to the Guatemalan Federate Sport context, because if its managers do not perceive as important the indicators of better governance (beliefs) and if there is not a law that force to do governance practices (subjective norms), they will not apply the better governance practices to the organization (behavior).

Several scholars, academics, governmental and intergovernmental organizations and sport organizations have mentioned good/better governance principles/dimensions in non-profit and international sports organizations, for mention some of them: Henry & Lee (2004), Council of Europe (2005), International Olympic Committee –IOC- (2008), Basic Indicators for Better Governance –BIBGIS- (2013), Play the Game (2015).

All of them provided contributions by creating indicators deemed vital for measure good governance practices in international sports organizations; however studies that determine good governance practices at National Sport Organizations, especially in Latin America (particularly in Guatemala) have been limited.

1.2. Purpose of Study.

The objective of this thesis is to identify the Guatemalan Sport Manager's perceptions of better governance dimensions at Federate Sport of Guatemala and gauge the degree of acceptance of the BIBGIS model to measure sport governance into national context.

1.3. Research Problem

Despite there are many principles of good governance in sport organizations, there are not studies to determine better governance practices in the Federate Sport of Guatemala to the best of our knowledge.

1.4. Importance of the Study

This investigation helped to reduce the academic gap by providing an insight to the better governance practices perceived as essential by National Sport Federations, especially by Sport Managers of Latin America, specifically in countries like Guatemala and in the future could serve as a reference for those countries with similar characteristics.

In addition to that, the perceptions perceived as important could be considered as a BIBGIS subset at the national level with the incorporation

of new dimensions and indicators to measure better governance among Guatemalan Federate Sport Organizations.

This thesis provided an approach for establish a framework or indicators of better governance practices that have been using at international sport organization and could be implemented within the National Law for the develop of the sport and development through sport in the country.

The indicators perceived as important in this thesis could be incorporated in the Agenda of General Assembly of each organization part of Federate Sport of Guatemala in order to have a deeper evaluation by all the members and in case a positive feedback, be included as a policy implementation and furthermore, policy evaluation.

1.5. Research Questions

RQ1. What sport governance dimensions and indicators of the Basic Indicators of Better Governance –BIBGIS- are perceived as important for the Sport Managers of the Federate Sport of Guatemala?

RQ2. What is the degree of acceptance of the BIBGIS model to measure governance among the Sport Managers of the Federate Sport of Guatemala?

Chapter 2. Literature Review

2.1. Definitions

Geeraet (2013) mentioned that in line for to the commercialization of sport, stakeholder authority and organizations that are involved in policy procedures, there is a change on the federation's traditional top-down channels of power to different, horizontal systems of networked governance, challenging innovative criteria's of governance.

In that aspects, Klomp (2013) stated that one of the biggest mistakes of sport organizations are that frequently take their public and followers for granted. They believe that, no matter what actions they do or the form of acting, public is going to rely and backup them.

Daily, Dalton and Cannella (2003, p. 371) described governance as: "the determination of the broad uses to which organizational resources will be deployed and the resolution of conflicts among the myriad of participants in organizations."

Yacuzzi (2005) maintained that governance is an overall definition in which corporate governance could be a subsection, in addition to extra subcategories as the public and worldwide governance.

Franks and Cleaver (2007, p. 291) defined governance as an evolving concept with a network of relationships between the public, private,

civil society and citizens sectors that enable us to analyze how these different entities look for networks and solutions to solve their affairs.

Although dependent on the financial, cultural and political norms of a country, the traditional actor of governance has been confined to the state giving governments the sole responsibility to create frameworks that mediate and incorporate different and diverse interests of stakeholders.

According to Tropp (2007), governance is referred to how much the government is able to effectively enforce political decisions through the bureaucracy and government branches with a top down control.

As reported by Garcia (2015) governance is a multi-dimensional definition, hard to discover a clear and simple concept and perhaps better to comprehend governance as a set of principles that will have impact for the administration part of organizations. To make it simple, governance is related with the spreading of power, authority and the legitimacy to make pronouncements inside an organization or a system of organizations.

The concept of governance is always misunderstood with the term of government. The word “government” alludes the mode or system of rule by which a state, group, association, community, etc. is directed.

Governance involves government and external participants of the government circle. Basically governance deals with structures of regulation

and decision making, the distribution of power and authority in an organization, relations between actors or stakeholders, the processes to adopt policies, set objectives and implement decisions.

Governance embrace government elements (legislative, executive and judicative) and the best practices of the process are called good or better governance.

Because of the unique characteristic of sport, it is necessary that have their own form of governance, Chappelet (2012) called “Olympic Governance” (the one that is in between democratic governance and corporate governance), corporate governance because Olympic Sport Organizations deal with corporations (sponsors, media companies, etc.) which must respect principles of (good) corporate governance and wish to partner with professionally run organizations; and democratic governance due to the fact that the Olympic Sport Organizations deals with public authorities (governments, host cities regions, etc.) which get more and more involved in sport to tackle issues such as doping, violence and corruption.

In that aspect, Perez (2003) defined 5 levels of governance (figure 1) and Chappelet (2012) adapted to the Olympic system:

The first level is related with “Management”, it is related with the issue on how is the organization managed on a daily basis (in the case of

International Olympic Committee –IOC- in this level are the IOC president, the 12 Administration and Directors).

The second level is “Management of management” and deals with how the management is controlled (for the IOC case, in this level are the IOC Session, Executive Board and the Commissions).

The third level is “Management of governance” and is related with who controls the controllers (following the IOC example, in this level are the elections commission, athletes commission and ethics commissions).

The fourth level is “Governance of governance” and tries to answer the questions of: can decisions be appealed? And how can the organization be harmonized with those of other organizations? (following IOC example, the World Anti-Doping Agency –WADA-, Court of Arbitration and National legislations (in particular Swiss Law belongs to this level).

The fifth level is “metagovernance”, is concerned about how the organization fit in the world overall constitutional or societal framework. (For the IOC case, the Swiss Constitution Law through the Tribunal Federal, the European treaties and the International Courts belong to this level).

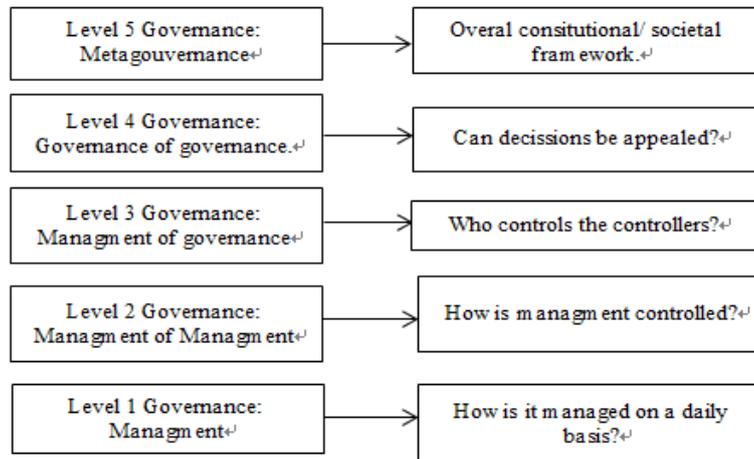


Figure 1. Perez model of corporate governance (2003)

In this simple and practical model it is easy to appreciate that governance is in a superior level of management.

In that sense, Tricker, (2000) mentioned that management is related with running an organization, good governance guarantee and demonstrate that it is correctly run.

Chappelet (2011) indicated that principles of good governance can include an extensive variety of sport organizations and activities, hence organizational governance and business morals are obviously interconnected and specified that good governance is quoted in principles like:

Transparency, Accountability, Democracy, Responsibility, Equity, Effectiveness, and Efficiency, especially when criticisms are boosted at the international sport sphere.

Sport National Federations, National Olympic Committees and any

other Non-Profit Sport Organization as public services providers, should not have corruption or fraudulent cases within the organization, other way, it will be impossible to fulfill this role in an efficient and effective way.

Hoye and Inglis (2004, p. 369) offered a framework of non-profit governance models and took into account the way they might be modified in the case of leisure organizations.

Chappelet and Mrkonjic (2013, p. 22) mentioned that “Good governance is environmental hypersensitive to be implemented entirely through the entire sport organizations, countrywide, nationwide or worldwide, hence is required a form to assess the governance of certain sport organization in order to progress over the years.

Based on that, it is essential to contextualize governance principles as much as possible.

2.2. International Models to Assess Governance in Sport organizations

There are many principles of governance in sport; most of them come from academics, governmental and intergovernmental organizations and sport organizations located mainly in European context.

In chronological order, the main sources of models to measure governance in sport organizations are highlighted as follow: academics (Henry & Lee), intergovernmental organizations (Council of Europe) ISGBs

(International Olympic Committee), Basic Indicators for Better Governance in International Sport (BIBGIS), and Play The Game (Sport Governance Observer Survey).

2.2.1. Henry & Lee (2004)

Between the earliest academics to describe the theory of good governance in sport, Henry & Lee (2004) mentioned 3 interconnected lines to comprehend sport governance: systemic governance, political (or democratic) governance, corporate (or organizational) governance.

Systemic governance has to do with the opposition, collaboration, and common alteration among organizations in commercial or policy schemes. Political governance has to do with the way governments or leading groups in sport govern, control and shape the organization culture. Corporate governance is related with regulations, morally-knowledgeable values of administrative conduct (Henry & Lee, 2004, p. 25).

It is motivated by corporate governance and offers methods for solving immoral or communally unpredicted behaviors such as racism, discrimination or conservatism. The authors propose 7 principles: (Henry & Lee, 2004, p. 31)

1. Transparency: clearness in processes and resolutions, mainly in assets distribution. Organizations that manage public goods such as sport ought to

act responsibly not only to perform in an impartial and reliable way, but then to be appreciated of do it. Therefore those organizations ought to focus as much as conceivable in order to be open to public inspection.

2. Accountability: sport organizations don't have the sole responsibility to report process of financial investors, also must finance another capitals in the organization (like athletes, coaches, parents, supporters, sponsors, etc.).

3. Democracy: admission to representation in decision-making ought to be obtainable for everyone that make up the organization's inner electorates, for instance representation on boarding of organizations for voters like players, supporters, managers and holders.

4. Responsibility: in order to maintainable growth of the organization and its sport, and care of their capitals and the ones of the communal attended.

5. Equity: in behave of publics – for instance gender equity in dealing of sports members and in relation of spots within the organization; and equity in handling athletes (and workers) with disabilities.

6. Effectiveness: founding and checking of success indicators that includes assessable and achievable marks.

7. Efficiency: accomplishment of the objectives with the greatest proficient usage of assets.

2.2.2. Council of Europe's Principles of Good Governance in Sport

The Council of Europe is the biggest organized governmental organization at the European level. It is composed of 47 member's states that encompass approximately those represented in European sport governing bodies.

Its core standards are democracy, human rights and rule of law. Related with these values and conscious of corruption dangers and immoral behaviors in sport, the Council of Europe understands in good governance a way of solving and preventing any breaks to the reliability of sport.

Afterwards the 1st effort in 2004, it mentioned that nongovernmental sport organizations should obey 4 significant principles (Council of Europe, 2005):

1. Democratic structures based on clear and regular electoral procedures open to the whole membership.
2. Organization and management of a professional standard, with an appropriate code of ethics and procedures for dealing with conflicts of interest.
3. Accountability and transparency in decision-making and financial operations, including publication of yearly financial accounts duly audited.

4. Fairness in dealing with membership, including gender equality and solidarity.

2.2.3 IOC's Basic Universal Principles of Good Governance of the Olympic and Sports Movement (BUPs)

The famous Meca-Medina and Majcen incident in 2006 confronted the autonomy of sports organizations in the invention of regulations. Conscious of these matters, the IOC prepared 2 colloquiums related the self-government of the Sport movement and Olympic in 2006 and in 2008, which intended to analyze the situation concerning autonomy.

The 2nd colloquium debated principles of good governance and embraced the Basic Universal Principles (BUPs) of Good Governance of the Olympic and Sports Movement (2008), the BUPs are structured approximately of 7 themes, 34 criteria and include overall 110 items (Romon, 2011). The BUPs were agreed at the Olympic Congress in 2009 (IOC, 2009) and ended being obligatory by the IOC Ethics Code in 2010, specifically in terms of transparency, responsibility and accountability (IOC, 2010).

Lastly a 5th vital principle was included at the Olympic Charter by the IOC in 2011:

“Sports organizations within the Olympic Movement shall have the rights and obligations of autonomy, which include the responsibility for

ensuring that principles of good governance be applied” (IOC, 2011).

Table 1. Dimensions and sub-dimensions of the Basic universal principles of good governance of the Olympic and Sports Movement (IOC 2008)

1. Vision, mission and strategy	1.1. Vision. 1.2. Mission. 1.3. Strategy.
2. Structures, regulations and democratic process	2.1. Structures. 2.2. Clear regulations. 2.3. Governing bodies. 2.4. Representative governing bodies. 2.5. Democratic processes. 2.6. Attribution of the respective bodies. 2.7. Decision-making. 2.8. Conflicts of interests. 2.9. Duration of the terms of office. 2.10. Decisions and appeals.
3. Highest level of competence, integrity and ethical standards	3.1. Competence of the members of the executive body. 3.2. Power of signature. 3.3. Internal management, communication and coordination. 3.4. Risk management. 3.5. Appointment of the members of the management. 3.6. Code of Ethics and ethical issues.
4. Accountability, transparency and control	4.1. Accountability. 4.2. Processes and mechanisms. 4.3. Transparency and communication. 4.4. Financial matters – applicable laws, rules, procedures and standards. 4.5. Internal control system. 4.6. Education and training.
5. Solidarity and development	5.1. Distribution of resources. 5.2. Equity. 5.3. Development.
6. Athletes’ involvement, participation and care	6.1. Right to participate and involvement of the athletes in the Olympic and Sports Movement and governing bodies. 6.2. Protection of athletes. 6.3. Health. 6.4. Fight against doping. 6.5. Insurance. 6.6. Fairness and Fair play. 6.7. Athletes’ education and career management.
7. Harmonious relations with governments while preserving autonomy	7.1. Cooperation, coordination and consultation. 7.2. Complementary missions. 7.3. Maintain and preserve the autonomy of sport.

At the moment of seeing all the governance principles available ever since Henry and Lee (2004), Council of Europe's Principles of Good Governance in Sport (2005) and BUPs (2008), it very obvious that are frequently mutually dependent, overlapping, not easily actionable and too abundant to be of real use to assess the level of governance of for ISGBs (Legislative Body, Executive body and standing bodies) in order to assist the organization to advance (Chappelet, 2012).

For instance, the principle of integrity does not have an exact definition. The principle of equity in the BUPs is applied in numerous contexts such as the distribution of resources, the organization of competitions, the bidding process for hosting events, and the participation of athletes in competitions (Romon, 2011).

The principles of transparency and accountability overlap or are difficult to distinct (Hood, 2010). These principles similarly often confuse governance and management (for instance, efficiency and effectiveness), and few are sport specific (except the principles of solidarity and integrity if they are mentioned). Also, many of them are very hard to measure (e.g. democracy).

Can be seen numerous principles are conveyed like recommendations ("should") deprived of elucidating under what conditions

the recommendations become solid obligations. Thus, Romon (2011) demonstrated an absence of importance regarding ranking of the principles, and on a strong pointing of receivers.

2.2.4. Basic Indicators for Better Governance in International Sport (BIBGIS)

Andreff (2006), Foster (2003) and Parrish (2001) mentioned that Sport Federations are mixed organizations, frequently non-profit associations; nevertheless they act like corporations because of their accumulative commercialization.

Pieth (2011) and Chappelet (2013) stated that thus they incline to be under the scope of prescriptive approaches, democratic governance and corporate governance.

Based on the shortcomings of the previous principles, Chappelet (2013) commented that to measure the quality of governance of a given sport organization from inside or from outside is better to have indicators instead of principles to promote the social accountability of sport organizations toward its stakeholders, not only the internal accountability to their members.

The BIBGIS indicators for ISGBs (Legislative Body, Executive body and standing bodies) are organized along 7 broad dimensions easily measured even for people outside of the organization:

1. Organizational transparency: measure the degree in which ISGB principal documents and certified data are available on its website.
2. Reporting transparency: evaluate the scope of the principal annual reports and whether monetary info of the ISGB is reported on its website or reports.
3. Stakeholders' representation: calculate the degree that the ISGB key stakeholders are embodied across diverse ISGB's forms.
4. Democratic process: gauge the range that democratic procedures are in place in the ISGB.
5. Control mechanisms: evaluate if the ISGB has recognized controls and suitable processes in its actions and choices.
6. Sport integrity: measure that the ISGB includes actions that warranting the honor of its sport and principal stakeholders.
7. Solidarity: calculate the degree in which ISGB cares its principal stakeholders, particularly by ad hoc programs and profits redeployment.

The name "Better" rather than "Good" governance is because of the authors of this model considered more objective to look at the progress of

the sport organization through the years rather than just focus on the norm objective.

The author of this research strongly agree with this model to assess governance not only because is more feasible to see whether or not an indicator is respected or not, but also for the reason of the impartiality at the moment of judge an organization (not only by classify the practices as “good” or “bad”) that is too much normative.

Instead of that, the word better is more feasible because suggest that can be utilized as a self-evaluation tool that allows realizing whether the sport organization has improved with the same or not governing body in different years.

Another strong point of this model is that embrace many of the principles of previous models to assess governance (under the label of indicator) but much more sport specific.

In this respect, governance can only fulfill its function in specific situations, circumstances and context, thus according with the authors of BIBGIS, this model can through its seven dimensions be applied more universally and as a subset at the national level with the incorporation of new dimensions and indicators and after a deeper examination of its elements in order to contextualize it as much as possible.

2.2.5. Sport Governance Observer Survey

In 2012-2013, play the Game/Danish Institute for Sports Studies collaborated with six European Universities (Loughborough University, Utrecht University, University of Leuven, German Sport University Cologne, IDHEAP Lausanne, and Ljubljana University) and the European Journalism Centre on the subject of good governance in international sports organizations.

One of the outcomes of that collaboration was the Sports Governance Observer which is composed of a list of items that the specialists considered essential for good governance in international sports federations and in terms of assess good governance.

The good governance indicators of the sports governance observers are distributed in 4 dimensions:

1. Transparency: concerns the extent of openness in transmit data. (Ball, 2009).

2. Democratic processes: is related to the involvement in policy procedures by the ones who are strained by the policy (Arnstein, 1969).

3. Checks and balances: safeguard that no department or senior official has total power on making decisions, and obviously describe the given obligations (Aucoin and Heintzman, 2000, p. 45).

4. Solidarity involves practices related to helping for a better society and a cleaner environment through including environmental and social interest and connections with stakeholders.

One of the main critics of this model is that organizations like FIFA (by then in the middle of scandals about corruption), were ranked as the 2nd position among 35 International Federation that took part of the study.

This contradictory position, suggest that using the tool as a benchmark among two different and incomparable sport organizations (in terms of structure, goals, mission, vision, numbers of members, financial situation, etc.) may not be objective.

Table 2 summarizes the analysis of several (mostly European) authors about the principles or indicators to asses good or better governance for international sport organizations; some principles or indicators are very similar in terms of content even so if the name appears to be different. It can be seen that the source of the principles are mainly from scholars, academics, governmental and intergovernmental organizations and sport organizations.

Table 2. Summary of Scholars' principles of sport governance

Henry & Lee (2004)	Council of Europe (2005)	IOC (2008)	BIBGIS (2013)	Sport Governance Observer Survey (2015)
Transparency	Democratic structures	Vision, mission and strategy	Organizational transparency	Transparency
Accountability	Organization and management of a professional standard	Structures, regulations and democratic process	Reporting transparency	
Democracy		Highest level of competence, integrity and ethical standards	Stakeholders representation	Democracy
Responsibility	Accountability and transparency in decision-making and financial operations	Accountability, transparency and control	Democratic process	Checks and Balance
Equity		Solidarity and development	Control mechanisms	
Effectiveness	Fairness in dealing with membership, including gender equality and solidarity	Athletes involvement, participation and care	Sport integrity	
Efficiency		Harmonious relations with governments while preserving autonomy	Solidarity.	Solidarity

2.3. Rationality of Good Governance Principles

Some commonalities and differences among the principles or indicators can be observed between the scholar's findings about good (or

better) governance despite the name is different.

For mention some of them, the dimension Transparency at the Sport Governance Observer model (2015) include some elements of the Organizational Transparency of BIBGIS model (2013), the vision, mission and strategy, accountability and transparency of IOC model (2008) and the transparency of Henry and Lee (2004) model.

The principle Athletes involvement, participation and care from IOC (2008) can be found as “Stakeholder Representation” of BIBGIS model (2013) and as “Democracy” of the Sport Governance Observer (2015).

After analyzing all the models to asses governance, the BIBGIS is the one that embrace most of the principles/dimensions and indicators that other models have, moreover according with Chappelet, (2013), the BIBGIS model can also be used in national level (as a subset) and one of its advantages is that are indicators based instead of principles based, what makes it easier to measure.

In addition to that, Chappelet (2013) mentioned that it is not enough to merely assess governance within a sport organization; governance has to be monitored over time to determine whether it is improving. Rather than “good governance” so often bandied about since the term was popularized by the World Bank, the objective should be to ensure “better governance”

where the focus should be on helping sport organization to improve, not on producing meaningless rankings based on comparisons between very different, and therefore fundamentally incomparable, sport organizations.

But is not enough only with understand the concept of good (better) governance and its principles (dimensions); it is relevant to expand the importance of each dimension and indicator of better governance added to the consequences for the organization itself and its wider stakeholders and the structures that make such policies possible.

2.3.1. Organizational Transparency

According to Ball (2009), transparency relates to what extent the organization is open in terms of transmits information. Bad practices of governance are regularly connected to an absence of transparency, also allow outside actors to observe the work of an organization, and consequently reduce the probability of unscrupulous performances.

Board members should performance according looking for the welfare of the organizations and its stakeholders.

Transparency is one of the most important principles of governance, especially to fight against corruption, it allows to the organization to have credibility. Eekeren (2013) stated that transparency is a fundamental value

of democratic and accountable organizations that lead to be trusted by general public.

Because of the fact that sport governing bodies have the responsibility to make the best out of public good, allowing public to ensure that the inner working of the organization is open to public and stakeholder scrutiny and grant stakeholders to see by whom are governed and allow contacting them.

Characteristic indications of transparency absence are sub-optimization, duplicate work, bad decision-making, lack of trust and update incapability. The mentioned outcomes don't only have an effect on the bottommost line, with negative results but also reduce chances for the organization's capability to contest and subsist for a long period of time.

2.3.2. Reporting Transparency

It constitutes a vigorous component of accountability because they deliver the overall community with exhaustive and complete evidence on the doings carried out by the organization and its reached objectives show the bond to carefully grip economic possessions and commitment to develop sport, a public good.

By creating consistent story financial records that validate pronouncements, actions and results on the optic of its external and inner

stakeholders, the organization should not be governed as a secret club and will allow for public inspection of the connections among high-ranking sports officials and member federations in order to prove a great grade of answerability to their close communal and adhere to disclosure requirements to the general public. Ball (2009) indicated transparency suggests an issue is present: corruption, hence it suggest a solution: give information to the public, to open decision-making gatherings, and movements that generate authorized accountability.

2.3.3. Stakeholders Representation

Woods (1999), Klijn and Koppenjan (2004) indicated that including stakeholders in policy procedures creates more effective policies since they perceive organization choices as their own choices plus offer specialized knowledge.

Saward (2005) remarked that stakeholder's attachment likewise decreases probability of legal contests, merely when they see representatives engage in the policy procedure as genuine. However, Arnstein (1969), Woods (1999) and Young (2000) perceived that only consultation provides no guarantee that athletes, judges, clubs, leagues, media or commercial partners relates and provide ideas that may be taken into consideration; for this, is necessary allow them to enter to decision-making bodies.

Stakeholder's representation allows making the organization fair and impartial for everyone and they come to see organization's decision as their own decisions and perceive their representation.

Geeraert (2013) stated that the ones at the lowest level, e.g. athletes and/or clubs are subject to the directions and rules of the governing bodies, frequently deprived of the possibility to guide them to their convenience.

2.3.4. Democratic Process

According with the Oxford English Dictionary (2016), the word "Democracy" came from the Greek "Dēmokratia" that literally means "rule of the commoners".

Persons in a democratic system are going to have the chance to impact government decisions by linking political parties, relating pressure groups, participating in protests and numerous additional conducts. Polls assist not only to maintain a government accountable but also let the public and individuals to participate and give or take in the political procedure.

Mouffe (1993) argued that democratic procedures are related with rubrics and standards inherent to a democratic grammar of behaviour.

Arnstein (1969) referred specifically to involvement in policy processes by the ones who are affected by the policy.

Calvert, McCubbins and Weingast (1989), Fearon (1999), Klijn and Koppenjan (2004) detected that democratic procedures rise the accountability and efficiency of organizations.

Democracy is a system by and for the people that allows preventing elected persons to abuse of it or using it for their own personal interest. The method for voters to embrace a bureau holder accountable is by ballots.

Democratic process plays a key role in sport organization because as a part of political systems gives people the chance to participate.

Age and term limit, ensure that elections deliver innovative ideas for resolving difficulties and they avoid the non-concentration of power. A good democratic process should safeguard that no elector have revenges.

Clear processes increase the impartiality of elections and the process is controlled by a body within the organization and in order to make an informed voted it is significant for electorates to understand candidate's policy agenda, predilections and interests.

The diversity in governing bodies is desirable to guarantee that everyone's interest is considered, for instance female directors play a significant role model, inspiring other females to chase parallel jobs. An absence of democracy will frequently produce corruption, negligence or mismanagement.

2.3.5. Control Mechanism

Also called “mutual control” to avoid the monopolization of authority and safeguard that policymaking is healthy, autonomous and free from inopportune influence. Aucoin and Heintzman (2000) ensured that is important that no high-ranking officials or specific sectors has complete control over decisions, and evidently outline the allocated responsibilities.

By having internal control mechanism the organization will be able to have information regarding its performance and similarly indicators that help the organization to visualize the quality of the performance in the past and the way it can improve its performance in the future.

Provides stakeholders with essential impartial data regarding organization economic performance assesses and increases the success of procedures like: risk management, corrective actions and control processes. Houlihan (2013) mentioned that best organizations understand accountability and the need of manage relationship with key stakeholders groups as an ingredient of success and not a threat.

To have an ethics code defines unacceptable behavior within an organization is going to warrant obedience with the ethics code and struggle of interest regulation, according with the authors of BIBGIS model, a

committee ought to exist that will be in charge of evaluating obedience with the code plus of leading inquiries upon getting reports of abuses.

Internal controls ensure the organization efforts are in an effective way in terms of operational and financial performance aims. Corruption-related dangers in relation to sport organizations. For examples funding allocated to member federations, the hosting of events, commercial contracts and financial controls over member associations.

The deficiency of adequate internal control mechanism could be associated with corruption, concentration of power, lack of democracy and poor effectiveness in the sport organization.

This dimension assesses and measures the 3rd level of the Perez (2003) model of corporate governance that try to answer the question: who controls the controllers?

2.3.6. Sport Integrity

This indicator aims to measure that the organizations have some actions to ensure the rectitude of its sport and its principal stakeholders.

The word “integrity” suggest that a person will do in accordance with they say, values, principles and beliefs, in short, a person of integrity can be trusted due to the consistency of actions and is seen as honest and truthful values.

Their importance is to implement a balanced government in which every branch (legislative, executive and judiciary) co-exist to carry the constitution. Its primary purpose is not allow that one branch be more powerful than the others. The reason of that has to do with the delegation of roles, where each role is controlled by the other part of the branch for pass a bill between them.

According with Howman (2015), one of the biggest dangers sport is facing nowadays is the loss of integrity that comes from doping (that represent a dishonest behavior, disrespectful of the rules, the athletes him/herself and others) that avoid a healthy competition, in short, sport without values, cannot be considered anymore as sport.

These indicators or principle seem to be proper under the argument that make most of the people active in policy-making instead of only one person and his/her cabinet.

2.3.7. Solidarity

Measure the degree the sport organization helps to their principal stakeholders, especially by programs and income redeployment.

Sport organization, must have the responsibility to take care of their grassroots activities.

Organizations with Social Responsibility (SR) strategy and/or programs project a positive image, generating goodwill among various stakeholders and are a good way to give something back to the society and do some activities that may benefit the public.

Regarding environmental management systems, the European Commission (2008) remarked the importance under the concept that they are planned to assist organizations to optimize its manufacture procedures, falling ecological effects and creating extra effective use of capitals, thus, they can be conceived as a mechanism for decreasing the sport events ecological legacy.

The organization ought to set standards for hosting sport events in order that host communities do not have negative legacy and the event can help to boost the positive effects of the sport event.

Sport Organizations must assure that its events perform on the best way and no negative long term effect occurs.

Workshops and educational programs for its stakeholders will provided to sports organizations to improve their work and the chance to boost organization prevalence, being the human assets the most important asset within the organization, and adequate training course or educational program is required for fulfill their duties in an effective and efficient way.

Solidarity helps to the community progress and protection of the environment due to the fact that is strongly related with social and environmental topics in their affairs and stakeholders.

2.4. Federate Sport in Guatemala

The articles 91 and 92 of Guatemalan Republic Constitution provide autonomy to the federated sport and a custodial allocation of not less than three percent (3%) of the general budget of state revenues.

Of such allocation, 50% goes to the federate sports sector through its governing bodies (80% to Autonomous Sport Confederation of Guatemala -ASCG- and 20% to Guatemalan Olympic Committee –GOC-); 25% to Physical Education, Recreation and School Sports; and 25% to Non-Federated Sport.

The Legislative Decree No. 76-97 of the Guatemalan Congress, define federated sports as the activity practiced in an organized way by those who are part directly in any of the federations or recognized National Sports Associations.

The Guatemalan Olympic Committee is a non-profit, completely independent and autonomous entity, away from political, racial, religious or economic influence with legal personality and owns patrimony which is

based in the capital city that can join the international agencies it deems appropriate.

Its operation is governed by the Legislative Decree No. 76-97 of the Guatemalan Congress, its own statutes and conventions, treaties and provisions of the International Olympic Committee. GOC aims primarily to develop and protect the Olympic movement and the principles that inspire.

The GOC mission is to promote, protect and develop the Olympic Movement, coordinating preparation processes, improvement and refinement in the search sports achievements and results that reflect the highest national sport performance. GOC vision is the joint construction on excellence in sports management for high results. Better people that achieve better results.

GOC is integrated by a General Assembly, Executive Committee, Court of Honor, Audit Commission, Deputy Managers, Federations and Athletes.

The same decree mentioned above, establish the Autonomous Sport Confederation of Guatemala –ASCG- as a non-profit, governmental organization, rector and hierarchically superior body of Guatemalan federated sport, with legal personality, its own assets and rules governed by

its own statutes. It operates in a multi-level hierarchical structure of governance.

The ASCG mission is to develop a system of federated sport and develop global competitive athletes in the process.

ASCG vision is to have National Federated Sports highly competitive as a social factor of development, strengthen self-esteem and Guatemalans and train athletes who are an example for society.

In accordance with the provisions of this act, chasing physical and mental improvement with a view to high competition, professionalism or participation in events of global, regional and the Olympic Movement corresponding. ASCG is integrated by all National Sports Federations/ Associations –NSF- (46) which are affiliated and recognized with their respective International Federation. The figure 2 illustrates the general structure of ASCG.

The General Assembly is the upper body of ASCG, is composed by one delegate from each federation who may speak and vote. It is their obligation to meet once every two months, to discuss issues, amend and repeal laws, to approve or disapprove the annual report of work and general budget of income and expenses of executive committee.

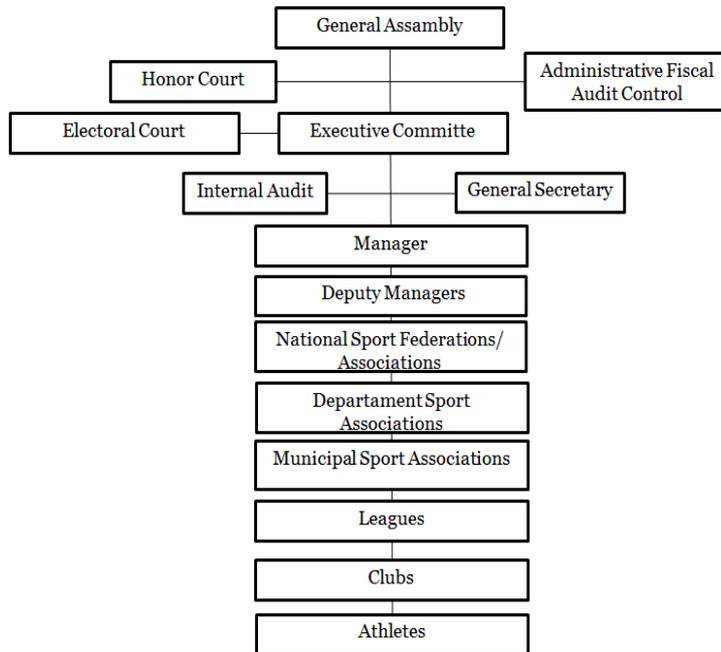


Figure 2. General Structure of ASCG

The Executive Committee is integrated by: 1 President, 2 Vice-presidents, and 4 vocals; for a period of 4 years, ad honoree. The members are elected by general Assembly with more than half of the votes. Between their functions are to: exercise the legal representation of ASCG, meet once a week, promote and support construction of sports facilities, chairing general assembly sessions without voting, approve or disapprove statutes of Federations/Associations and to run resolutions of the General Assembly.

The Manager is in charge of administer the assets of ASCG, prepare annual report on work and socializes it, intervene in all contract negotiations carried out by the Execuctive committee.

The Accounting Administrative Fiscal Audit Control Commission must exercise control over the administrative and accounting management of ASCG and all entities that comprise, accounting reports, monitor and act without voting on negotiations between ASCG and GSF, to external audit and in case of any anomaly must inform the Court of Honor of.

The court of honor is the maximum disciplinary authority on the federated sport.

The electoral court is highest authority in electoral matters within the federated sports for the election of members of all the structures mentioned above.

The Deputy Managements are subdivided in: technical, financial, sport science, administrative, human development, institutional development and infrastructure.

The Guatemalan Sports Federations –GSF- are the highest authority of their sport in the federal sector in charge of control, develop, organize, supervise and regulate their sport in all its branches government in the country. GSF is integrated by the grouping of leagues, clubs, teams and/or athletes who practice the same sports. The vast majority of the GSF have departmental Sport Associations –DSP- and each DSP have Municipal Sport Associations –MSA-.

According with the Guatemalan Decree 76-97, when a Guatemalan sport organization (recognized by the International Federation) have more than 5 Departmental sport organizations it is called “Guatemalan Sport Federation” –GSF-; and when is less than 5, is named “Guatemalan Sport Association” –GSA-.

2.5. Current Policy of Federate Sport in Guatemala

Guatemala’s current government adopted the strategic planning process within the framework of results-based management in order to achieve the transformation of the country and improve the quality of life.

The ongoing policy for the Federate Sport in Guatemala is given by the National Plan of Physical Education, Sport and Physical Recreation 2014-2024 under the motto: “Guatemala, an active, healthy and winner country” created for the National Council of Sport, Physical Education and Recreation.

In the 2014- 2024 plan included a pyramid composed of 7 stages (a summary of the stages is presented in table 3), each stage have their own programs, projects, actions and evaluation to accomplish its goals.

The ASCG (through their GSF/ GSA) are in charge of the stages 4 and 5 (talent identification and development) and GOC (through GSF/ GSA) is in charge mainly of stage 6 (elite sport).

Table 3. Guatemalan Systematic Process of Sports Development

Stage	Definition
1. Active for life	Are all actions to provide an active and healthy lifestyle.
2. Mass sports	Involves all the actions and results of making massive sport practice to promote the acquisition of healthy lifestyles.
3. Sports initiation	Is a stage of teaching and learning through the individual acquires technical and regulatory fundamentals of a sport.
4. Sports training	Aims to strengthen in the prospects the technical, tactical and legal elements of the sport.
5. Advanced sports	Is a stage for continuous improvement of the contents of the preparation of the athlete in search of sports mastery. It encompasses all those athletes who are in the highly competitive sports and show results in international competitions.
6. Sports specialization	Provide those who have practiced the stage 4 development, high performance and appropriate support of sports science.
7. Withdrawal sports	Aims to maintain the quality of life after leaving the systematic practice of sport at the high level.

More specifically, ASCG current policy is summarize in the Model of Excellence in Sport Management –MESM- , the summary of the model is presented in table 4. The model was built on the principles of vision of the future, efficiency, innovation and transparency in order to have a continuous improvement and thus have competitiveness and evaluates the 46 sport Federations –GSF-/Associations –GSA- part of ASCG. The main objectives of MESM are:

- 1) Align plans and efforts of all federations and ensuring a search for Excellence in Sports Management.
- 2) Distribute financial resources based on results among the National Sport Federations/Associations.
- 3) Provide performance Recognition to National Sport Federations.

4) Guarantee quantity, quality and performance of the Strategic Management Federation.

5) Provide a basis for accountability to society and the country.

Table 4. ASCG Model of Excellence in Sport Management

Key area	Points	Explanation
Strategic Planning and Management of Senior Managers	200 points	This area is linked to all the actions of planning, management that the members of the Association/Federation do for the development of the sport and the entailment with the legal context and leadership that the Senior Managers do.
Human Capital Development	150 points	This area is set as the basis for national sports development concerns the technical- administrative training of the most important asset of the Federation: the Human Capital. Could be developed in a way that is more convenient for the federation, through courses, seminars, workshops, congresses, conferences, scientific research, etc. Includes training, updating and specialization for: referees, coaches, technical staff, administrative staff and managers.
Sports Potential	240 points	This area includes the enrollment of athletes into the federation in the phases of initiation, training and sport specialty, the total enrollment and by departmental sport association; the sport events coverage and coverage to physical activity and sport for the disabled.
National Competitive Level	260 points	This area measure the development and fulfillment of the goals set by the federation in relation to the results obtained in all competitions of the national calendar. Includes the National Sports Games and to have training plans focusing for this Games.
Sports results	150 points	This area includes the preparation process and following to the athletes through the application of sport sciences and the results that can be achieve at international level.

In the case of Guatemalan Olympic Committee current policy is based on a model called Sport Management Results System to evaluate and funding the GSF/GSA that are part of the Olympic Cycle over 1000 points. The model is summary is presented in table 5.

Table 5. GOC Sport Management System

Key area	Points	Explanation
Sport Maintenance Level	100 points	This variable assesses the maintenance, control and monitoring of the preparation process of high performance sports bodies between the technical and the National Sport Federations / Associations.
Results in Youth competitions and previous year Olympic cycle competition.	400 points	This variable assesses the process involving the sporting result of the Federations / Association in the Youth Olympic Games, and in the previous year Olympic cycle competition including in the criteria the process of qualification.
Projection and participation in the Olympic Cycle game.	100 points	This variable measures the comparative analysis to be made between the maximum sport events-ideal or the ideal athletes who qualify to the Olympic Games Cycle through technical manuals provided by the organizing committee.
Forecast of the results in the Olympic Cycle game	300 points	Is based on the amount of sport disciplines and / or athletes who participate according to the technical manuals provided by the organizing committee and sport disciplines and / or athletes who have already achieved their classification or are in the process of achieving the same.
Qualifying competitions	100 points	Is based on the coverage of sport disciplines and/or events. Measure the comparison to be made between the maximum sport events-ideal or in effect the ideal athletes that can take a sport to the Olympic Cycle Games of the year.

It can be seen that the Model of Excellence in Sport Management -MESM- and the Sport Management Results System are to a certain extent related with some principles of governance like: transparency, accountability, sport integrity, solidarity, among others.

Chapter 3. Methodology

3.1. Measure Perceptions of Better Governance Practices at Federate Sport of Guatemala

After analyze several scholars' findings about International models to measure sport governance in non-profit and international sports organizations (see 2.2 section) some similar indicators of governance can be found under different names, because of that, the Basic Indicators of Better Governance –BIBIGIS- was utilized as a reference of international models to assess governance due to the fact that embrace many of the components of other models and represent an evolution through the time about assessing governance.

A survey was elaborated, utilizing a checklist of common elements among scholar's measure good governance practices at international sport organizations that BIBGIS model have. The survey is comprised out of 7 dimensions and each dimension has 7 indicators (49 indicators in total). The dimensions are: Organizational Transparency, Reporting transparency, Stakeholder's representation, Democratic process, Control mechanism, Sport integrity and Solidarity. (See appendix A.).

The 49 individual indicators are quantified by using an adaptation of the governance scorecard (BIBGIS model and Sport Governance Observer Survey models) ranging from 0 to 4 to each indicator: 0= Not important, 1= slightly important, 2= Neutral, 3= important, 4= very important.

A survey was conducted through e-mail to Sport Managers of

Federate Sport Organizations of Guatemala for measure the perception of the 49 better governance practices and the index indicates to what degree the Sport Managers of Federate Guatemalan Sport perceive as important the 49 indicators constituted in the 7 governance dimensions.

An interview was elaborated and conducted, in which Guatemalan Sport Managers experts were consulted about the same dimensions than the survey, but each dimension was composed by 9 indicators (63 indicators in total) (see appendix B).

Results of interview and survey gave a general approach about the degree of acceptance of the BIBGIS models to assess governance in the Guatemalan Sport Federate context and measure the dimensions and indicators of better governance that are perceived as important for the Sport Managers of the Federate Sport of Guatemala.

3.2. Population and Sample

The Federate Sport Organizations in Guatemala include 17 Guatemalan Sport Associations –GSA- 29 Guatemalan Sport Federations –GSF-, the Autonomous Sport Confederation of Guatemala –ASCG- and the Guatemala Olympic Committee –GOC-.

The population considered for the purpose of this thesis were those Sport Managers that have to administer sport, more specifically, deals with

sport issues like planning, budgeting, solving problems, leading, organizing and staffing at different levels of the organization labeled on the preceding paragraph, for example, in the case of GSF and GSA: 1 representative of the Board Members, the General Manager and/or the Technical Manager/Director.

The inclusion/exclusion criteria included factors like level of management, level of education, type of organization and years of experience (see tables 6 and 7).

The criteria for define the level of management and level of education is based on previous research at Guatemalan Federate Sport made by Cruz (2015) including those managers at the bottom, middle and high level among the different sport organizations that are part of Federate Sport in Guatemala (see table 6 and 7), this study also consider managers that live on the country and on the capital.

According with the 2015 Annual Work Plan of the 46 Guatemalan Sport Federations and Associations (138 sport managers fulfill with the criteria); the 2015 Annual Work Report form the Guatemalan Olympic Committee (35 Sport Managers) and Autonomous Sport Confederation of Guatemala (65 Sport Managers), in total 238 Sport Managers.

Table 6. Criteria for classify Sport Managers levels

Management level	Autonomous Sport Confederation of Guatemala	National Sport Federation/ Association	Guatemalan Olympic Committee
High-level managers	Board Members General Manager	Board Members General Manager	Board Members General Manager
Middle-level managers	Technical Manager/ Director	Technical Manager	Technical Manager/ Director
Bottom-level managers	Consultants/ Coordinators/ Supervisor	Provincial chief	Consultants/ Coordinators/ Supervisor

Table 7. Criteria for measure Level of Education

PhD Degree or more
Master's Degree
Bachelor's degree
High-School or less

Thus, the survey was sent to the 238 Sport Managers from all levels among the organizations part of the Federate Sport of Guatemala, trying to utilize the entire population, however, 100 managers replied to the survey from September 1st until October 31th 2016 hence the response rate was 42%.

Also, for the interview, an intentional sampling of 6 Guatemalan Sport renowned Managers in topics related with Public Administration and Sport Management was utilized. The criteria for selecting the managers embraced factors like years of experience within Guatemalan Sport System (minimum of 5 years at Federate Sport Organizations), from high level of management (according with Perez 2015 criteria) and at least a Bachelor Degree in topics related with Sport, Governance, Public Administration or

Management. Results were useful in order to measure the degree of acceptance of the BIBGIS model within Guatemalan Federate context. More information about demographic characteristic of the population considered for this investigation is provided in chapter 4.

3.3. Data Analysis

The Statistical Package for the Social Sciences (SPSS) software, version 23 was used to analyze the data.

After collecting the data, an analysis was implemented through descriptive statistic using mean, median, mode, standard deviation, minimum, maximum, frequency, percentage analysis of each governance dimension and indicator.

A One Way Anova was applied to measure differences on the perceptions about Better Governance practices among the organizations that are part of the Federate Sport in Guatemala.

An analysis of Covariance –ANCOVA- was used to measure differences on the perceptions based on the means of each dimension part of the survey utilizing as an independent variables: years of experience, level of management, educational level; and as dependent variables the dimensions part of BIBGIS model: organizational transparency, reporting transparency, stakeholders representation, democratic process, control

mechanism, sport integrity and solidarity.

Chapter 4. Findings and Discussion

4.1. Demographic Information

6 Sport Managers from the Guatemalan Federate Sport Organizations (ASCG, GOC, GSA/GSF) replied to an interview composed of 63 indicators; and 100 sport managers from the same organizations described before answered a survey composed by 49 indicators (the criteria of sampling is provided in chapter 3).

The data was collected from September 1st to October 31th 2016. The distribution of managers considered by sport organization is show in table

Table 8. Sport Managers Repliers by Sport Organization

Sport Organization	Survey		Interview	
	Frequency	%	Frequency	%
Autonomous Sport Confederation of Guatemala (ASCG)	30	30%	2	33.33%
National Sport Federations (GSF) and National Sport Associations (GSA)	40	40%	2	33.33%
Guatemlan Olympic Committee (GOC)	30	30%	2	33.33%
Total	100	100%	6	100%

The repliers were contacted through e-mail and Facebook, utilizing a link of google survey to reply the survey and interview translated to Spanish language (official language in Guatemala), their answers provided a feedback about what better governance practices are perceived as important into the Guatemalan Federate Sport context and gauge the degree of

acceptance of the BIBGIS model to measure sport governance into national context.

Table 9 shows the demographic characteristic of the Sport Managers that answered the survey. It can be seen that High Level Managers represented 25% (N=25) being the minority, Middle Level 33% (N=33) and Bottom Level 42% (N=42) being the majority.

Table 9. Demographic Characteristic of the Survey Repliers

High Level	Years of Experience	Frequency	(%)	Academic Level	Frequency	(%)
	1-5 years	13	52%	High School	5	20%
6-10 years	6	24%				
	11-15 years	1	4%	Bachelor	11	44%
	16-20 years	2	8%	Master	9	36%
	> 20 years	3	12%	PhD	0	0%
	Sub-Total	25	25%	Sub-Total	25	25%
Middle Level	Years of Experience	Frequency	(%)	Academic Level	Frequency	(%)
	1-5 years	15	46%	High School	3	9%
6-10 years	9	27%				
	11-15 years	3	9%	Bachelor	23	70%
	16-20 years	4	12%	Master	6	18%
	> 20 years	2	6%	PhD	1	3%
	Sub-Total	33	33%	Sub-Total	33	33%
Bottom Level	Years of Experience	Frequency	(%)	Academic Level	Frequency	(%)
	1-5 years	28	67%	High School	7	17%
6-10 years	9	21%				
	11-15 years	4	10%	Bachelor	31	74%
	16-20 years	1	2%	Master	3	7%
	> 20 years	0	0%			
	Sub-Total	42	42%	Sub-Total	42	42%
Total		100	100%	Total	100	100%

Table 9 reports the education level of survey repliers. 19% (N= 19) of the Sport Managers have not achieved a university level but a High School Degree or less; 61% (N=61) have a Bachelor Degree and represent the majority; 18% (N=18) achieved a Master's degree, and 2% (N=2) have finished a PhD being the minority.

Years of experience at Federate Sport of Guatemala was another variable to be considered, it can be seen the gap since there are some Sport Managers with 1 year of experience and Sport Managers with a maximum of 40 years of experience having the preponderance between 1 and 5 years of experience. The average of years of experience in general is 4,35 years, the median 5 years and the standard deviation is 7,21.

Regarding the level of management, more than 50% (N: 13) of the high level managers was between 1-5 years of experience and bachelor degree was the most common educational level with 44% (N: 11), however, the preponderance of Master's Degree belong to High Level Managers. For the middle level managers, the greater part were between 1-5 year 46% (N:15) and Bachelor Degree was the most common educational level 70% (N:23). With reference to bottom level managers, the superiority were between 1-5 years of experience 67% (N: 28) and the bachelor degree was the most common academic level 75% (N: 31). To this group of Bottom

Level managers belongs the preponderance of Managers with the lower academic level (High School).

4.2. Data Analysis

4.2.1. Perceptions of Organizational Transparency

All the Sport Managers interviewed strongly agree that their sport organization is facing issues regarding implementation of transparency and the indicators of the dimension Organizational Transparency are seeming as useful to improve in this area, they perceived it as an important tool to fight against corruption and to be accountable to the public, similar statement provided by Eekeren (2013) and Houlihan (2013).

“I think is positive most of the indicators of this dimension in order to guarantee transparency and avoid corruption (main cancer of Guatemala), however, I do not agree with publish basic information about board members because it shouldn't make this private a public information due to the fact that there are people that want to make some damage, threats, etc....Not even the Guatemalan Law of Access to Public Information approve it...I strongly agree with the other indicators of this dimension... I guess that the more the population knows about how your taxes are expended the better. It is sad to watch the website of many Federations, they don't care about update them...I think it would be a good idea to think in another options like apps or social networks as a platform to publish this information as well”

There is a general acceptance that the website is a good platform to that purpose and the current website of many sport federations is very poor in terms of transparency, however, due to the violence and criminal

activities in Guatemala, 3 of them suggested not to publish basic information about board members and salaries or allowances of seniors managers for security reasons that Guatemala is facing nowadays.

“Having Executive Committee data is important, however, given the current security circumstances in the country could consider alternatives such as a communication link to contact them... This type of information can sometimes be sensitive if is made public”

Figure 3 present the survey results (N:100), which confirm the experts interviewed opinion, an average of 3.38 points, median 3.28 points; mode of 4 points; standard deviation of 0.52; minimum of 0.57 points and maximum of 4 points, there is 86% of agreement (scored 3 or 4 points) about the indicators of these dimension.

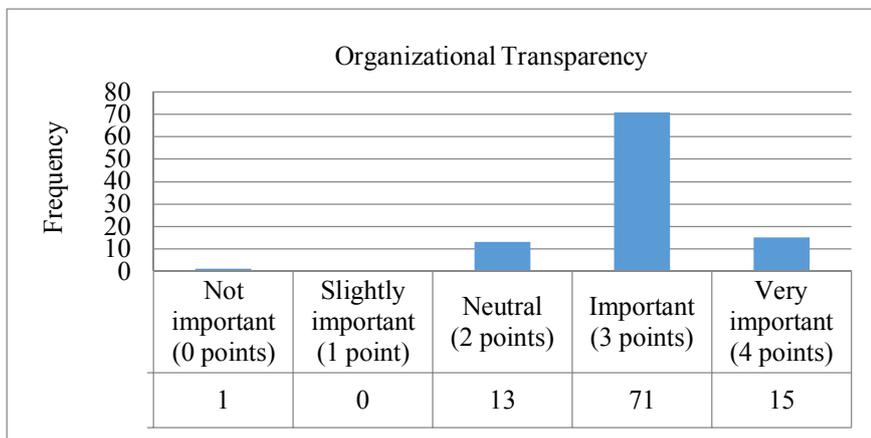


Figure 3. Organizational Transparency survey results

To publishes on its website its executive members’ basic information (name, address, date of creation for organizations, date of birth, nationality,

gender and contact information) and publishes on its website the agenda and decision taken by its executive body meetings were the indicators with the lowest score among the repliers.

4.2.2. Perceptions of Reporting Transparency

According with the results of the dimension Reporting Transparency, there is a general agreement that is necessary and important.

“By having all these documents on the website, it will be ensure that at the moment of change of government, the following leaders (regarding political party) can continue with the previous campaigns and they can receive constructive critics that allow the organization to improve”

The above statement is similar with comments about Sport Governance Observer made by Eekern (2013), Klomp (2013) and Bruyinchx (2013). In addition to that, by unanimity, they made reference to the Guatemalan Access Law to Public Information as a document that all Federate Sport Organizations in Guatemala must obey.

“The Guatemalan Access Law to Public Information take into account several of the elements of this dimension, however there is a long way to fulfill for its implementations in sport organizations”

It can be seen that repliers consent with theoretical review due to the fact that they agree that transparency constitutes an essential element of accountability because give the public information about how the

organization handle financial assets and the degree of engagement with the progress of the sport, a public good.

Regarding to annually publish an externally audited financial report according to recognized international standards on its website, there were some comments that this item should be applied first at National Level.

“In the case of ASCG, to publish an annual audited report at National Level should be done at the National Comptroller General of Accounts for not being an internationally affiliated member. COG should do it only for the funds received from IOC, in all other cases should do it with national standards set by the National Comptroller General of Accounts“

2 of the managers consulted agree that there must be some information that should remain as confidential by the impact it can have if it is misused what is related with Melendez (2011) that defined transparency as a “double edged sword”.

“It is important to have means of safeguarding the information. Although it is also important to consider the criteria of what information will be made available as it can lend to misuse it”.

“Regarding salaries and benefits of its senior managers, even so if the position is ad-honoree, they are the ones who earn the most... whenever they go abroad, their pocket money is \$500 or with their allowances they earn more than \$2,500... and the athletes (that are the main protagonist) are the ones who earn less money and very often are told that there is not enough funds for assisting to international competitions or sport equipment”.

Results of the survey are shown on figure 4, an average of 3.25 points, median 3.28 points; mode of 4 points and standard deviation of 0.65, minimum of 0 points and maximum of 4 points.

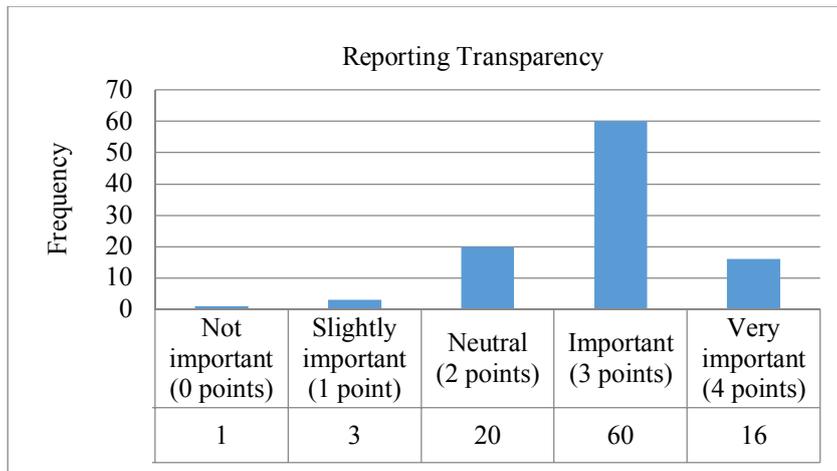


Figure 4. Reporting Transparency survey results

According with these results, the indicators that suggested to publishes compensation benefits and/or salary of its president, to annually publishes salaries and benefits of its senior managers on its website, to annually publishes amount of income tax paid and to whom on its website, to opens its legislative body meetings to media or publishes their minutes, were the ones with lowest scored. Results reveal a 76% of acceptance of the indicators of this dimension.

4.2.3. Perceptions of Stakeholders Representation

Concerning stakeholders representation, any and every of the repliers of interview agree that only athletes and athletes' entourage representation should be on the General Assembly (especially repliers from

ASCG and GOC, because of the nature of the organization that delegate the athletes to National Sport Federations/Associations).

By unanimity, they disagree that representatives of sponsors, media, volunteers, clubs, leagues, judges, sport event's organizers, commercial partner and fans should be part of General Assembly due to the fact that they should be listened or consulted but not involved in the decision making process.

“I do not think it is appropriate to have such large assemblies, however, I consider there should be a permanent study to identify the needs of the main stakeholders within sports organizations, analyze the results in order to make decisions for the benefit of the same organizations and these groups”.

“Some stakeholders are ephemeral; they just have relations with Sport Federations per short period of time. They should be listened but not linked in decisions”.

“I disagree with the representativeness of clubs and leagues in Assembly level of GOC and ASCG; they should be represented at the Federation level with right to vote”.

“Initially considering the provisions of Guatemalan Decree Law 76-97, the Assembly is composed by one delegate from each National Sport Federation and one delegate from each National Sport Association, who are entitled to vote. Allowing more representatives from different areas in the Assembly would cause a variety of criteria's which in many cases would bias decisions by self-interest of the new representatives. Making a personal opinion, I don't think it would be convenient to do”.

Woods (1999), Klijn and Koppenjan (2004) indicated that including stakeholders in policy processes makes policies more effective because they come to see organization decisions as their own decisions and provide

specialized knowledge, however Guatemalan sport managers consider the word “included” just as a mere consultation and not as a representation at ISGBs (Legislative Body, Executive body and standing bodies).

This represent a contradictory perception conferring what Arnstein (1969), Woods (1999) and Young (2000) mentioned that mere consultation offers no assurance that athletes, judges, clubs, leagues, media or commercial partners concerns and ideas will actually be taken into account; this requires access to decision-making and decision-making power.

In addition to that, regarding having event organizing committees, media and commercial partners representation in the General Assembly, 3 repliers mentioned that does not apply due to the characteristic of the Guatemalan Federate Sport, where the economic model is not based on sponsors if not state budget.

1 of the repliers commented that having media partners representation in the General Assembly may be a good practice in order to guarantee transparency.

Results of the survey are shown on figure 5, an average of 2.44 points, median 2.42 points; mode of 2.42 points and standard deviation of 0.94, minimum of 0 points and maximum of 4 points; 31 % of the repliers, ranked this dimension as important (scored 3 or 4 points) for its

organization, what confirm what the renowned Sport Managers mentioned, therefore, there is not a general acceptance of the indicators of these dimension.

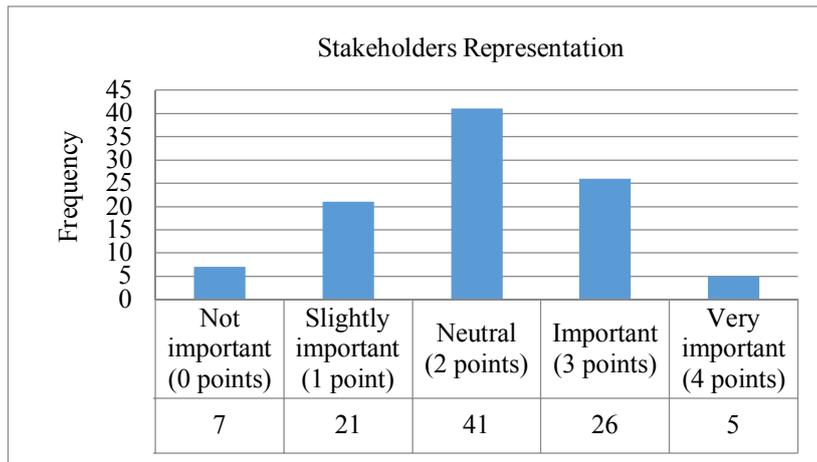


Figure 5. Stakeholders Representation survey results.

To have representatives of sponsors, media, volunteers, clubs, leagues, judges, sport event’s organizers, commercial partner and fans should be part of General Assembly were the indicators with lowest score among repliers of survey.

4.2.4. Perceptions of Democratic Process

All the repliers of the interview consent that democracy must be the ideal way for the organization to progress. However, several critics to the partiality of the Electoral Tribunal of Sport in Guatemala were made in terms of its independence from ASCG – COG. Repliers suggested that it

should be an external organization of Federate Sport in Guatemala the one in charge of the electoral process because nowadays is characterized by lack of transparency, manipulation and politicized process.

“There should be definitely popular elections for the selection of sport leaders; however I think is necessary to change the regulation of the Electoral Court of the Federate Sport that sometimes is served for their own convenience when it supposed to have an impartial work in pro of the sport”

“All the indicators of this dimensions you could say it is the ideal stage on which should be govern the Federate Sport in Guatemala, but in reality what is happening is just the opposite...elections are characterized by a high percentage of the votes of the Assembly members are acquired by benefits previously agreed... before elections you already know the winners, candidates who in many cases are unaware of sport but come to these instances with the sole aim of achieving personal gain... those are some of the many shortcomings affecting the issue of elections”.

Another suggestion made for 3 of them was to include minimum standards (like evidence like a bachelor degree in topics related with public administration, management of sports organizations and years of experience) for those who run for elections due to the incompetence of current authorities that only look for personal interest and lack of knowledge in terms of sport management.

It was suggested to add a balance of power quotas and regarding reflect an appropriate geographical balance among executive bodies members, encourage gender equity with regard to its leading officials and to have age limit among Executive Body Members and Senior Managers, 5 of

them agree that is important only when is provided that they have the capacity for that position.

“Some aspects described on this dimension must be analyzed carefully; I consider there should be goals agreed with the direct stakeholders and members of the assemblies. In case the goals are achieved, there ought to not be limits rather than the best performance of managers”

1 of the replier of the interview disagrees with the age limit as long as the person has the experience and/or knowledge to run the leadership and management processes.

By comparing the results on the perception on Democratic Process and Stakeholders Representation, can be seen to a certain extend a contradictorily position, according to Schmitter (2007), accountability is one of the most important components of democracy. Moreover, a real democracy must be characterized by the representation (and not the exclusion) of the minorities and by having the stakeholders in decision making bodies. However Guatemalan Sport Managers perceived as important the dimension of democracy but the dimension of Stakeholder Representation is not considered important.

Results of the survey are shown on figure 6, an average of 3.15 points, median and mode of 3.14 points, standard deviation of 0.58, minimum of 0 points and maximum 4 points; 72% of the repliers ranked this

dimension as important (score 3 or 4 points) thus the indicators and dimension have a general acceptance and perceived as important.

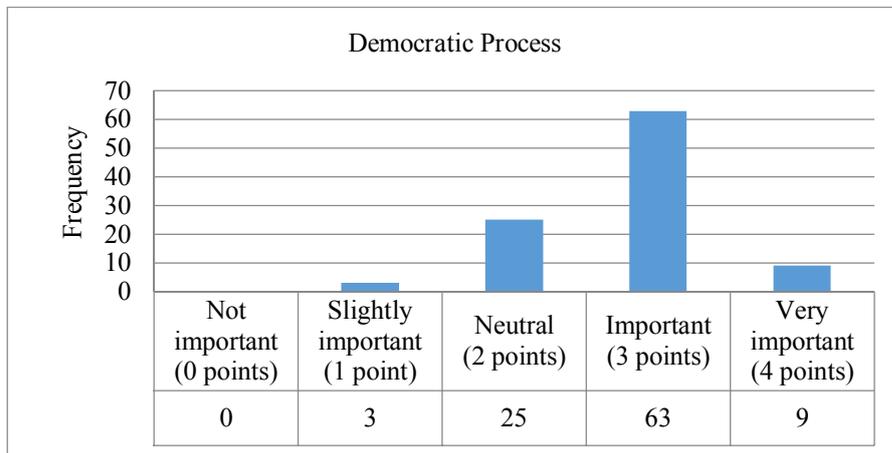


Figure 6. Democratic Process survey results.

The indicators that suggested to have age limit among Executive Body Members and Senior Managers and to encourage gender equity with regard to its leading officials were the ones with lowest score among the respondents.

4.2.5. Perceptions of Control Mechanism

In terms of Control Mechanism, a unify criteria among the respondents of the interview admit is important and necessary the indicators described on the dimension; nonetheless the majority recognize that their organization is not ready yet for having most of those practices.

“The fact that an external entity is vouching this type of things is a plus for the organization”

“In Guatemala, the Controller General of Accounts –CGC- is the highest governing body regarding audit, however adopt a mechanism to oversee the sport is a topic with darkness yet. I believe that all is well argued; however, there should be excellent communication channels for all proposed as a tool to collaborate in the development and not something that pond it”

“I think this are steeps feasible to implement when the previous dimensions are consolidated...in Guatemala, there are many challenges to implement each of this indicators”.

Among the suggestions to apply these practices were that the Guatemalan National Council of Physical Education, Sport and Recreation should coordinate this dimension the institutions part of Guatemalan Sport System.

“This is the ideal thing to do and match with the provisions of Decree 76-97, that the National Council of Physical Education, Sport and Recreation as an interagency in charge of coordinate the rational use of resources and the effective integration between the institutions part of the Guatemalan Sport System... thereby eliminating duplications, interference and improprieties in meeting the needs and interests of the population in these areas, while respecting the autonomy of federate sport... if the National Council fulfill the indicators described in this dimension, it could greatly improve governance in each sport governing institution”

Many of them confirmed that by not having internal control mechanism, the most possible outcome will be corruption, lack of democracy and concentration of power what will lead to an inefficient sport

organization, comments that match with the statement of Aucoin and Heintzman (2000).

In addition to that, comments about open tenders for its major marketing and procurement contracts and having an elected independent member sits on its Assembly or executive body to safeguard proper decision making on behalf of the members were criticized because is required an extensive revision of the Guatemalan State Procurement Law.

Regarding having a committee to perform due diligence on the member of its bodies and senior managers, 3 of them admit that the person in charge of that must have enough knowledge and experience in order to not be manipulated.

Results of the survey are shown on figure 7, an average of 3.34 points, median 3.42 points; mode of 4 points and standard deviation of 0.60, minimum of 1.28 points and maximum of 4 points; 76% of the repliers consent that the indicators of these dimension are important and perceived as important (ranked with a score of 3 or 4 points).

To separate regulatory and commercial functions and to have an independent body (e.g. ethics committee or disciplinary committee) to check the application of the rules referred and to propose sanctions were the

indicators with lowest score among the dimension but still perceived as neutral or important.

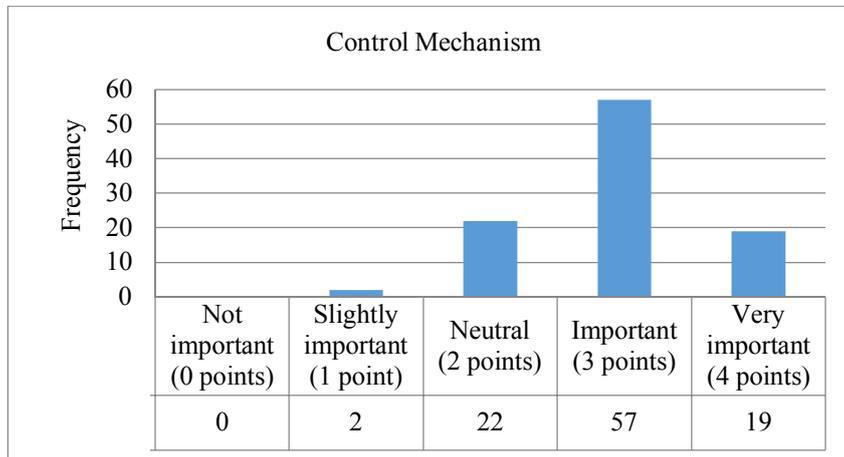


Figure 7. Control Mechanism survey results

4.2.6. Perceptions of Sport Integrity

All of the managers interviewed consider important the dimension Sport Integrity.

“In my sport organization it is very important to have tools that govern the act not only of the leaders but also of all those involved in the sport and what better way that having mechanism that contribute to progress”

However 1 of the respondent mentioned that ASCG shouldn’t deal with Anti-Doping issues, because that is a task of GOC and to have rules concerning betting on its sports does not apply for ASCG. Those statements confirmed what Chappellet and Mrkonjic (2013, p. 22) mentioned: “good governance must be context specific”.

Furthermore, 2 repliers mentioned that even so this indicators are the ideal thing to do, is not viable to materialize some of them because of the culture of the organization, thus, to be implemented is required the commitment of all, from the leader until the bottom of the organization, and for this practices to be implemented it will take some time.

“Many people speak about values, however, nobody respect them, from the top to the bottom of the organization. One of the reasons why this is happening is because people empowered only look for personal benefit instead of organizational benefit. My organization has this dimension only on paper, but in reality, it is not viable”

Having a confidential reporting mechanism to manage comments and allegations by whistle blowers was one of the indicators with highest acceptance among the repliers.

“This aspect is critical and necessary to identify opportunities for improvement. It currently has for external client but not for internal customer”

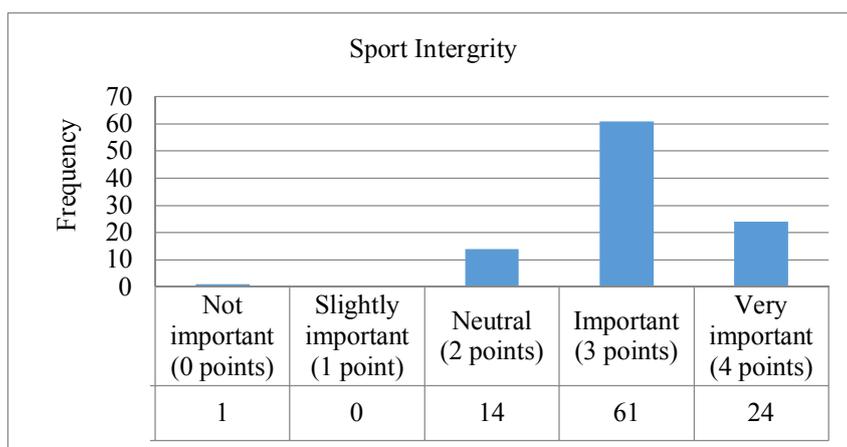


Figure 8. Sport Integrity survey results

Results of the survey are shown on figure 8, an average of 3.48 points, median 3.71 points; mode of 4 points and standard deviation of 0.53, minimum: 0.71 points and maximum 4 points; 85% of the repliers consent that the indicators of these dimension are important (ranked with a score of 3 or 4 points).

4.2.7. Perceptions of Solidarity

One and all of the managers interviewed consider the indicators of this dimension as meaningful and ideal thing to do.

“There are 3 important elements in a sport entity: athletes, coaches and human resources. All people are important for the smooth functioning of an institution. I believe that in the century in which we live now, there must not be discrimination of any kind. Definitely is important to look for a holistic development of our athletes and all the stakeholders”

“The indicators of this dimension are the ideal thing to do, however, most of our current sport leaders, do not know about it. I think is important to create a training school for sport leaders”

The majority of repliers agreed that educational programs for its stakeholders will provided to their organization more competent assets and thus the possibility to boost their advantage, moreover, being the human assets the most important asset within the organization, and adequate training course or educational program is required for fulfill their duties in an effective and efficient way.

In line with the above paragraph, 3 of them suggested including the creation of a school that be in charge of the training and education of Sport Managers and coaches; and in order to avoid discrimination of any type. 2 of them agree that is necessary to implement what is on the Olympic Charter.

Regarding invest part of the surplus in organization not-profit and to have legacy demands for communities that host events, repliers from ASCG mentioned that does not apply for its organization (that mainly deals with grassroots).

“The Olympic Charter is the codification of the fundamental principles of Olympism, rules and bye-laws adopted by IOC. It governs the organization, the action and operation of the Olympic Movement, both the Charter and National Decree 76-97, establish the importance of implementing actions to eliminate discrimination, the development of sport for all and elite. But perhaps the current programs that has been implemented should be reviewed and updated to provide the best benefits...Definitely it is important the involvement of all the institutions that are part of Federate Sport of Guatemala to achieve not only written documents but to have an impact on their beneficiaries”

Results of the survey are shown on figure 9, an average of 3.53 points, median 3.71 points; mode of 4 points and standard deviation of 0.59, minimum of 0.14 points and maximum 4 of points; 90% of the answers were among 3 or 4 points, what confirms that the indicators of these dimension have a general acceptance and are perceived as important.

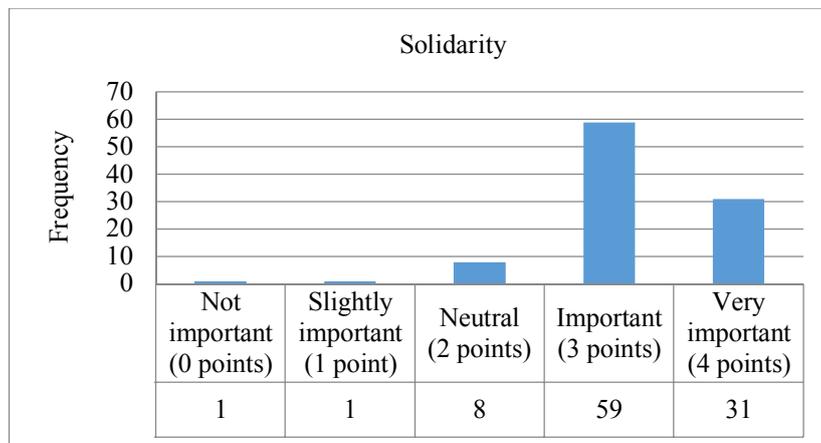


Figure 9. Solidarity survey results

4.2.8 General comments of repliers

All of the Sport Managers interviewed agreed that there must be some changes of the the Legislative Decree No. 76-97 of the Guatemalan Congress, (created in 1997 in a different sport context than nowadays) in order to implement this better governance indicators. Moreover, 1 of them expressed that is also important to comply with the current law in order to have relevant results. Interesting is that many of the proposal changes to the decree are strongly related with dimensions and indicators of the BIBGIS model.

“I believe that the Decree 76-97 has articles that if sport organizations compliance with them, the results will be different. But everything in life can be improved, hence it would be good that the law regulate more specifically the temporality of members of Executive Committee (terms limit) and the criteria for the elections of those who may

participate in elections campaigns, ideally would be that candidates be familiar with the sport and not just a collegial body”

“Definitely I would amend the decree. An important aspect is the representation of athletes and it’s entourage at General Assembly because of the close decision-making process affecting an entire population of athletes who in the end are the last to know of many decisions and the most affected”

“I would include on the law a clear and transparent control mechanism for the benefit of the development of federate sport... and the integration of the federate sport system in which the level of ASCG is firm with clear governance on National Sport Federations/Associations”

“Of course I would amend the law, next year will mark 20 years with the same law, it would be good if the National Counsel of Sport, Physical Education and Recreation have some economic allocation; to include the Paralympic sector in the law; to modify the formation of the Assemblies of each sport by including athletes, representative of leagues, clubs and referees”

Another suggestions were to require applicants for the Executive Committee of a Federate Sport Organization a certificate or a minimum knowledge that credit the capability to govern an institution; to create a professional training institution for sports specialists; to establish a tribunal of ethics and discipline at interinstitutional level; to devise an association of professionals in sports with voice and vote in the National Counsel of Sport, Physical Education and Recreation and each organization of the Guatemalan Sport System.

There is a general acceptance that the indicators and dimensions described in the appendix B should be included into the current politics of

Guatemalan Federate Sector and or implemented within the National Law (with some few changes) in addition to that, the top-bottom current policy was also criticized, due to the fact that there is little feedback from top management on the various situations that happen in the bottom of the organization.

“I believe the top-bottom current policy should change, due to the fact that there is little feedback from top management on the various situations that happen in the lowest level of the organization... although there are efforts to establish processes, targets, indicators, etc. in terms of decision making, top managers are not considering aspects that have employees responsible or accountable for the actions”.

Respecting the suggestion of which elements of governance could be included into the Sport Policy in Guatemala, answers like to have a clear integration of the guidelines and policies of labor between federated sport organizations that respond to a master plan were made.

A divided opinion could be found regarding autonomy of Federate Sport Organizations in Guatemala. 3 of the Sport Managers interviewed considered it as a “positive”, 2 of them considers it as a “negative” and 1 of them gave a neutral answer.

Moreover 1 of them mentioned that regarding autonomy or not, the main challenge is to make possible that sports specialists in public administration become leaders, which can be set development goals and

search for variables that do not limit positions ad-honoree the same experts are not looking for.

“Autonomy has positive and negative aspects. Among the positives are the less impact of political processes directly in sports organizations, budget independence and establishment of internal operating guidelines. Among negative aspects, the use of autonomy with a connotation of advantages in situations that demand transparency... the fact that an organization be autonomous lead to a non-clear outline of command relationships”

“I believe that in part is positive, because allow the organization to govern by themselves, however the challenges are large because of the structure of autonomous organizations at the constitutional level in Guatemalan law limits some aspects in which they can intervene and coordinate at government level... While the rule was created with an idealistic thought, the truth is that there have been some behaviors that drive to the perception that autonomy is not functional. The main challenge regarding autonomy or not, is that the specialist in public administration become the sport leaders... and does not limit those positions ad-honoree”

“I think autonomy is negative because it has been the weapon that sport organizations have been using to not engage in their respective roles within the National Sport System and it left the discretion of the scopes that can have within their own sport... also because of autonomy of its organizations develop poorly”

This negative opinions about autonomy, contradict the results of the 2nd seminar regarding autonomy of the Olympic Sport Movement in Switzerland celebrated in 2008, which stress the importance of autonomy for progress of sport and furtherance of its values.

Table 10 and 11, present the outcome of the perception of better governance according to organizations part of Guatemalan Federate Sport

(ASCG, GOC, GSF/ GSA), the results revealed that excepting the dimension of Stakeholders Representation, there is a general acceptance of the indicators of the dimensions for the remaining 6 dimensions ($\bar{x} > 3$ points).

The mean for almost all the dimension is similar ($\bar{x} > 3$ points or “important”), excepting Stakeholders Representation that got a mean of “neutral” ($\bar{x} = 2$) same dimension that got the biggest standard deviation ($s = 0.91$ to 1.05) what put in evidence the diversity in the perceptions about the indicators of that dimension.

Table 10. Perceptions of Better Governance by organization

Dimension	Organization	Mean	Std. Dev.	Min	Max
Organizational Transparency	ASCG	3.48	0.63	0.57	4
	GSF/ GSA	3.25	0.4	2.42	4
	GOC	3.43	0.51	2	4
Reporting Transparency	ASCG	3.32	0.82	0	4
	GSF/ GSA	3.1	0.58	1.85	4
	GOC	3.37	0.52	2.42	4
Stakeholders Representation	ASCG	2.47	1.05	0	4
	GSF/ GSA	2.37	0.91	0.28	4
	GOC	2.49	0.91	0.85	4
Democratic Process	ASCG	3.05	0.57	1.28	4
	GSF/ GSA	3.14	0.55	1.57	4
	GOC	3.28	0.62	1.71	4
Control Mechanism	ASCG	3.43	0.59	1.57	4
	GSF/ GSA	3.24	0.64	1.28	4
	GOC	3.36	0.57	2.28	4
Sport Integrity	ASCG	3.53	0.65	0.71	4
	GSF/ GSA	3.38	0.52	2	4
	GOC	3.57	0.41	2.28	4
Solidarity	ASCG	3.56	0.72	0.14	4
	GSF/ GSA	3.49	0.49	2	4

	GOC	3.54	0.59	1.28	4
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According with the minimum and maximum values, it can be seen that not all the indicators or dimensions have been unanimously perceived as important; even so the minimum values represent a minority.

This result gave a general outline of the homogeneity of perceptions about better governance dimension and indicators among repliers of surveys that were strongly related with the results of the interview.

Moreover, the nature and objectives of every sport organization is different, in that aspect Chappellet (2012) mentioned that the focus should be on helping sport organization to improve, not on producing meaningless rankings based on comparisons between very different, and therefore fundamentally incomparable, sport organizations what reinforce the need of each organizations to create their own model to assess better governance.

A One Way Anova analysis was applied to measure differences on the perceptions about Better Governance practices among the organizations that are part of the Federate Sport in Guatemala.

According with the analysis of Variance (presented on table 11), the significance value ($p < 0.1$ for small sample size) of all of them was above 0.1, therefore, not a statistically significant difference was found according with the mean of the 3 organizations part of the Federate Sport

Organizations of Guatemala, thus, the perceptions of better governance dimensions don't differ statistically by organization.

Table 11. ANOVA among Organizations

Dimension	Sig.
Organizational Transparency	0.15
Reporting Transparency	0.2
Stakeholders Representation	0.84
Democratic Process	0.29
Control Mechanism	0.4
Sport Integrity	0.31
Solidarity	0.87

However, results of interviews and surveys suggest that some indicators, specifically, to publishes on its website its executive members' basic information (name, address, date of creation for organizations, date of birth, nationality, gender and contact information), to publishes on its website the agenda and decision taken by its executive body meetings, to annually publishes an externally audited financial report according to recognized international standards on its website, to annually publishes salaries and benefits of its senior managers on its website, to annually publishes amount of income tax paid and to whom on its website, to have judges or referees, clubs, leagues, media and commercial partners representation in the General Assembly, to have rules concerning betting on its sports, to recognizes and complies with the World Anti-Doping Code and to invest part of the surplus in organization not-profit objectives (that

represent a 26% of the total of indicators) differ on their perception according with the organizations part of Guatemalan Federate Sport.

Hence is necessary to be implemented according to the nature of the organization, fact that confirm the argument of Chappelet and Mrkonjic (2013, p. 22) who mentioned that good governance must be context specific and therefore there are not magic recipes to be applied universally athwart all type of sport organizations (at national or international level), instead of, is necessary to assess constantly the governance of the same sport organization looking for develop year after year.

Table 12, present an analysis of Co-variance –ANCOVA- of survey repliers in order to find an interaction between variables (such as level of education, level of management and years of experience) and explore significant differences among them and the perceptions of better governance.

According with the interaction between Years of Experience- Educational level and Educational Level, the significance (p value: 0.575) $p < 0.1$, suggest a non-statistical significance among these variables and their perceptions of better governance.

Thus, according with these results, the perception of better governance practices do not differs by level of management (excepting

solidarity), neither by educational level, neither by years of experience at Federate Sport of Guatemala.

Table 12. ANCOVA of Variables

Dimension	Level of Management vs Dimensions	Years of Experience vs Dimensions	Educational level vs Dimensions
Organizational Transparency	0.566	0.193	0.918
Reporting transparency	0.236	0.603	0.670
Stakeholders representation	0.224	0.382	0.958
Democratic process	0.138	0.242	0.648
Control Mecanism	0.488	0.164	0.243
Sport Integrity	0.59	0.164	0.553
Solidarity	0.094	0.253	0.960

Chapter 5. Conclusions

5.1. Summary of Findings

The findings from this thesis, allowed grasping the Guatemalan Sport Managers perceptions of better governance practices. Nevertheless, the purposefulness of this investigation is that can be considered as of the pathfinder studies about sport governance in Guatemala Federate Sport, and one of the first efforts to revise a code for sport governance within Guatemalan context. Important to mention the golden rule of governance, that there is not good or bad (important or not), only decisions and consequences.

The data presented in table 13 suggested a general acceptance of the indicators of better governance (average above 3 points), however, the dimension of stakeholder representation was the one with fewer acceptance (mean 2.44; below 3 points) meanwhile Solidarity (mean 3.53; above 3 points) is the one with more acceptance among the Sport Managers that replied the survey.

The largest standard deviation is Stakeholders Representation ($s=0.95$) what implies the heterogeneous point of view about the indicator among the participants and the shortest standard deviation is Organization

Transparency ($s= 0.52$) what implies a similar perception regarding variables considered in this study.

Table 13. Summary of Survey Results

	OT	RT	SR	DP	CM	SI	S	Average
Mean	3.38	3.25	2.44	3.15	3.34	3.48	3.53	3.22
Std. Error of Mean	0.05	0.07	0.09	0.06	0.06	0.05	0.06	0.05
Median	3.42	3.28	2.42	3.14	3.42	3.71	3.71	3.24
Mode	3.28 ^a	4.00	2.42	3.14	4.00	4.00	4.00	3.14 ^a
Std. Deviation	0.52	0.65	0.95	0.58	0.60	0.54	0.60	0.47
Variance	0.27	0.43	0.90	0.34	0.36	0.29	0.35	0.22
Minimum	0.57	0.00	0.00	1.28	1.28	0.71	0.14	0.61
Maximum	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00

Legend: OT: Organizational Transparency; RT: Reporting Transparency; SR: Stakeholders Representation; DP: Democratic Process; CM: Control Mechanism; SI: Sport Integrity; S: Solidarity

Considering this, the Guatemalan Sport Managers at Federate Organization, perceive as important the better governance dimensions what confirm the IOC statement (2013) that sport organizations, in order to improve their productivity, elevate the performance, have legitimacy and enhance governance capability should be under the principles of good governance.

By comparing the results on the perception on Democratic Process and Stakeholders Representation, can be seen to a certain extend a contradictorily position, according to Schmitter (2007), accountability is one of the most important components of democracy. Moreover, a real democracy must be characterized by the representation (and not the

exclusion) of the minorities and by having the stakeholders in decision making bodies. However Guatemalan Sport Managers perceived as important the dimension of democracy but the dimension of Stakeholder Representation is not considered important.

Regarding indicators individually, to annually publishes salaries and benefits of its senior managers on its website; to have clubs, leagues, media and commercial partners representation in the General Assembly; to reflect an appropriate geographical balance among executive bodies members; to encourage gender equity with regard to its leading officials; and to have age limit among Executive Body Members and Senior Managers were not generally accepted (16% of the total indicators) by majority of repliers (scored below 3 points).

These results do not suggest that those indicators or dimensions are not important for a sport organization; nonetheless it could be interpreted as the perception of local sport managers about how suitable are for their National Sport Organization.

However this indicators represent a minority, therefore the BIBGIS model to measure governance has a general acceptance (84% of the indicators perceived as important) among the Sport Managers of the Federate Sport of Guatemala.

The indicators perceived as important in this thesis could be incorporated in the Agenda of General Assembly of each organization part of Federate Sport of Guatemala in order to have a deeper evaluation by all the members and in case a positive feedback, be included as a policy implementation and furthermore, policy evaluation.

In addition to that, the Guatemalan Sport Managers perceptions gave a general approach of a governance code or a governance framework utilizing the BIBGIS as a subset model at national level (in a non-European nor developed country) that with the exclusion and incorporation of new dimensions and new indicators, could be applied to measure better governance among Guatemalan Federate Sport Organizations looking for provide recommendations that allow to improvement over the years of a given organization.

5.2. Limitations and Recommendations for Future Research

Although the present investigation assessed better governance practices perceptions, is important to also measure the culture of the Guatemala Federate Sport due to the fact that for these practices to be implemented is required the commitment of all people within the organization, thus better governance is not enough if the culture of the Federate Sport remains the same.

Despite the interview incorporate 63 out of the 63 indicators of the Basic Indicators for Better Governance –BIBGIS-, the survey was composed by 49 out of the 63 indicators. Considering this, is important to mention that this thesis did not aim to be categorical with the better governance practices at Guatemalan Federate Sport, however this investigation aspired to be a starting point and gave a general approach to set the ground of the degree of acceptance of the Guatemalan Sport Managers about a model to assess better governance, more specifically, BIBGIS model and suggest directions for future research.

All over and above that, each Guatemalan Sport Organization that are part of the Federate System should analyze what is the best governance model that fit better to their unique characteristics and create their own better governance model respecting the current law system and looking for the progress over the years.

Another important thing to consider is that the implementation of better governance practices are costly and quite challenge for some Guatemalan Sport Organizations (especially for those with a limited budget), hence studies to measure the feasibility of these practices are required.

Future research could expound alternatives ways to implement the practices perceived as important in this research, the main barriers to their

implementation and actions to be done to introduce them into Federate Sport Organizations in Guatemala.

In such a complex topic as sport governance, topics related to board involvement in strategy, CEO–Chair relationships, shared leadership, governing structures, board composition, board member coalitions, power and influence, autonomy, agenda setting, amends and implementation of the Legislative Decree No. 76-97 of the Guatemalan Congress, ad honoree position of elected people, ethics, and cultural diversity deserve to be addressed forthcoming.

Future research could elucidate and examine the other institutes of the Guatemalan Sport System that weren't considered for this study, and for those institutions like ASCG, GOC, GSF/GSA, an examination of the implementation of practices perceived as essential in this thesis could be done in the future in order to generate recommendations.

Other recommendations that researchers should concern about in the further studies related with this topic is a comparative analysis of better governance practices in Guatemala and other developed and developing countries. To get more repliers for the interview and survey and to go in deep to each of the indicators and dimension is also suggested for the generalization of the recommendations in the future studies.

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Appendices

A. Survey

Hello! My name is Juan Pablo Alvarado, currently Master Candidate in Sport Management at Seoul National University. I need your help by fulfil this survey which objective is to analyze the perceptions of better governance practices at your sport organization.

I'd really appreciate if you take 5 minutes of your time to complete this survey. You will be assured of complete anonymity and confidentiality.

Your participation is voluntary, there is no good or bad answers and the information collected will be used only and exclusively for academic purposes.

Section 1. Demographic Data

1. Organization: Guatemalan Sport Federation
Guatemalan Sport Association
Autonomous Sport Confederation of Guatemala
Guatemalan Olympic Committee
2. Current position: _____
3. Years of experience in the Federate Sport: _____ years.
4. Educational level: PhD Degree Master's Degree
 Bachelor Degree High School Other: _____

Section 2. Perceptions of good governance practices

Instructions: Rank the importance of each question choosing only one number from the following scale:

0= Not important,

1= Slightly important,

2= Neutral,

3= Important,

4= Very important

Not important		Neutral		Very important	
←				→	
0	1	2	3	4	

No.	Indicator	Not Important → Very Important				
		0	1	2	3	4
Organizational Transparency						
1	To publishes on its website its statutes and bye-laws.					
2	To publishes on its website its executive members' basic information (name, address, date of creation for organizations, date of birth, nationality, gender and contact information).					
3	To publishes on its website its organization chart.					
4	To publishes on its website its vision/mission/values and strategic objectives.					
5	To publishes on its website the agenda and decision taken by its executive body meetings.					
6	To publishes on its website newsletters and/or press releases.					
7	To publishes on its website an annual activity report.					
Reporting Transparency						
8	To publishes or makes available reports on its main events (championships, cups, etc.) with detailed and relevant information on its website					
9	To opens its legislative body meetings to media or publishes their minutes.					
10	To annually publishes its standing bodies reports on its website.					
11	To annually publishes an externally audited financial report according to recognized international standards on its website.					
12	To annually publishes salaries and benefits of its senior managers on its website.					

13	To annually publishes amount of income tax paid and to whom on its website.					
14	To publish information about member federation on its website.					
Stakeholder's representation						
15	To have athletes representation in the General Assembly.					
16	To have athletes' entourage (coaches, agents, medical staff, etc.) representation in the General Assembly.					
17	To have judges / referees representation in the General Assembly.					
18	To have clubs representation in the General Assembly.					
19	To have leagues representation in the General Assembly.					
20	To have media partners representation in the General Assembly.					
21	To have commercial partners (sponsors, supplier, etc.) representation in the General Assembly.					
Democratic process						
22	To have elections of the president and the governing bodies and, where appropriate, the standing committees.					
23	To have elections on the basis of secret ballots and clear procedures detailed in the organization's statutes.					
24	To offers to the candidates standing for election opportunities to present their program/manifesto.					
25	To have a term limit for executive body members and senior managers.					
26	To reflect an appropriate geographical balance among executive bodies members.					
27	To encourage gender equity with regard to its leading officials.					
28	To have age limit among Executive Body Members and Senior Managers.					
Control mechanism						
29	To be externally audited according to internationally recognized standards					
30	To have an internal audit committee distinct from the finance committee					
31	To adopt a code or principles of governance					
32	To have an elected independent member sits on its Assembly or executive body to safeguard proper decision making on behalf of the members					
33	To have an independent body (e.g. ethics committee or disciplinary committee) to check the application of the rules referred and to propose sanctions.					
34	The organization should separate regulatory and commercial functions					
35	The major decisions should be contested through well-defined internal channels specified in its statutes and bye-laws					

Sport integrity						
36	To have rules concerning betting on its sports					
37	To have state-of-the-art conflict of interest rules					
38	To have an Ethics/Integrity Code for all its members and officials.					
39	To respect principles of sustainable development and adopt an environmental management system (ISO5 14000 or similar) for the major events.					
40	To recognizes and complies with the World Anti-Doping Code					
41	To have an integrity awareness / education programs for its main stakeholders					
42	To collaborates with governmental and non-governmental agencies on integrity issues					
Solidarity						
43	To adopts a clear anti-discrimination policy					
44	To allocate specific resources for the development of its sport at elite and grassroots levels					
45	To have a social responsibility strategy and/or programs.					
46	To have career and education programs to assist its athletes during the transition to their post-athletic careers					
47	To invest part of the surplus in organization not-profit objectives					
48	To have legacy requirements for communities in which its events are hosted					
49	To offers consulting to member federations in the areas of organization and management through workshops, one to one advice or similar					

Comment (optional):

Thank you very much for your participation!

B. Interview

Hello! My name is Juan Pablo Alvarado and currently a Master Candidate in Sport Management at Seoul National University. I need your help by fulfil this interview which objective is to analyze the perceptions of better governance practices in your sport organization.

I'd really appreciate if you take 15 minutes of your time to complete this interview by providing your opinion.

Your participation is voluntary, there is no good or bad answers and the information collected will be used only and exclusively for academic purposes.

Section 1. Demographic Data

Mark with an "x" the organization to which you belong:

Guatemalan Sport Federation/ Association	
Autonomous Sport Confederation of Guatemala	
Guatemalan Olympic Committee	

Section 2. Interview

Instructions: Inside the boxes are some governance practices that scholars deemed vital for International Sports Organizations; however studies to determine practices for National Sport Organizations, especially in Guatemala have been limited, hence please provide your opinion about the importance of these practices for your sport organization:

1. Organizational Transparency.

- 1.1. To publish on its website its statutes and bye-laws.
- 1.2. To publish on its website its sport rules.
- 1.3. To publish on its website its executive member's basic information (name, address, date of creation for organization, birth day, nationality, gender and contact information).
- 1.4. To publish on its website its Executive members and senior managers biographical contact information.
- 1.5. To publish on its website its organization chart.
- 1.6. To publish on its website its vision, mission, values and strategic objectives.
- 1.7. To publish on its website the agenda and decision taken by its executive body meetings.
- 1.8. To publish on its website newsletters and or press releases.
- 1.9. To publish on its website an annual activity report.

Comment: _____

2. Reporting Transparency.

- 2.1. To publishes or makes available reports on its main events (championships, cups, etc.) with detailed and relevant information on its website.
- 2.2. To opens its legislative body meetings to media or publishes their minutes.
- 2.3. To annually publishes its standing body's report on its website.
- 2.4. To annually publishes an externally audited financial report according to recognized international standards on its website.
- 2.5. To publishes compensation benefits and or salary of its president.
- 2.6. To annually publishes salaries and benefits of its senior managers on its website.
- 2.7. To annually publishes amount of income tax paid and to whom on its website.
- 2.8. To publish information about member federation on its website.
- 2.9. To has an archival policy to give access to its archives for scholars and media.

Comment: _____

3. Stakeholder Representation.

- 3.1. To have athletes representation in the General Assembly.
- 3.2. To have athletes' entourage (coaches, medical staff, agents, etc.) representation in the General Assembly.
- 3.3. To have judges or referees representation in the General Assembly.
- 3.4. To have clubs representation in the General Assembly.
- 3.5. To have leagues representation in the General Assembly.
- 3.6. To have event organizers committees representation in the General Assembly.

- 3.7. To have media partners representation in the General Assembly.
- 3.8. To have commercial partners (sponsors, suppliers, etc.) representation in the General Assembly.
- 3.9. To have sport fans, supports, volunteers, grassroots participants are representation in General Assembly.

Comment: _____

4. Democratic Process.

- 4.1. To have elections of the president and the governing bodies and, where appropriate, the standing committees.
- 4.2. To have detailed regulation for the candidatures to its presidency.
- 4.3. To have elections on the basis of secret ballots and clear procedures detailed in the organization's statutes.
- 4.4. To offers to the candidates standing for election opportunities to present their program/manifesto.
- 4.5. To have a term limit for executive body members and senior managers.
- 4.6. To reflect an appropriate geographical balance among executive bodies members
- 4.7. To encourage gender equity with regard to its leading officials.
- 4.8. To have age limit among Executive Body Members and Senior Managers.
- 4.9. Legislative Body, Executive Body, Standing Bodies and other bodies should meet regularly (annually for LB and several times a year for EB).

Comment: _____

5. Control Mechanism.

- 5.1. To be externally audited according to internationally recognized standards.
- 5.2. To recognize the Court of Arbitration for sport (or similar) as an external channel of complaint and dispute resolution.
- 5.3. To adopt a code or principles of governance.
- 5.4. To has an internal integrated control and risk management system.
- 5.5. To open tenders for its major marketing and procurement contracts.
- 5.6. To have an elected independent member sits on its Assembly or executive body to safeguard proper decision making on behalf of the members.
- 5.7. To separates regulatory and commercial functions.
- 5.8. The major decisions should be contested through well-defined internal channels specified in its statutes and bye-laws.
- 5.9. To have a committee to perform due diligence on the member of its bodies and senior managers.

Comment: _____

6. Sport Integrity.

- 6.1. To have rules concerning betting on its sports.
- 6.2. To have state-of-the-art conflict of interest rules.
- 6.3. To have an Ethics/Integrity Code for all its members and officials.
- 6.4. To respect principles of sustainable development and adopt an environmental management system (ISO5 14000 or similar) for the major events.
- 6.5. To recognizes and complies with the World Anti-Doping Code.
- 6.6. To have an independent body (e.g. ethics committee or disciplinary committee) to check the application of the rules referred and to propose sanctions.
- 6.7. To have an integrity awareness / education programs for its main stakeholders.
- 6.8. To have a confidential reporting mechanism to manage comments and allegations by whistle blowers.
- 6.9. To collaborate with governmental and non-governmental agencies on integrity issues.

Comment: _____

7. Solidarity.

- 7.1. To adopts a clear anti-discrimination policy.
- 7.2. To allocate specific resources for the development of its sport at elite and grassroots levels.
- 7.3. To have a social responsibility strategy and or programs.
- 7.4. To have career and education programs to assist its athletes during the transition to their post-athletic careers.
- 7.5. To invest part of the surplus in organization non-profit objectives.
- 7.6. To have legacy requirements for communities in which its events are hosted.
- 7.7. To offers consulting to member federations in the areas of organization and management through workshops, one to one advice or similar.
- 7.8. To have a financial redistribution policy and programs for its main stakeholders.
- 7.9. To audits the use of funds given to its main stakeholders.

Comment: _____

8. Do you agree that there should be some changes at the Legislative Decree No. 76-97 of the Guatemalan Congress? If so, what types of changes do you think are appropriate for your sport organization?

9. In your opinion, what is the difference between governance and management of sport organizations?

10. What elements of governance do you consider important to include at the Policy of the Federate Sport in Guatemala?
11. Do you think is positive for the Federate Sport in Guatemala the fact that their sport organizations are autonomous? Please provide your arguments.

Thank you very much!

국문 초록

개선된 과테말라 연합 스포츠 지배 구조에 대한 기본 지표의 인식분석

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세계적으로 학자들이 국제 스포츠 기구의 지배구조 개선을 위한 원칙들을 발견했음에도 불구하고 국가 스포츠 조직, 특히 과테말라의 스포츠 지배구조 개선을 위한 연구가 부족한 상황이다.

본 연구의 목적은 과테말라 스포츠 매니저들의 개선된 스포츠 연합 조직의 인식이 어떻게 각인되는지를 파악하고 Basic Indicators of Better Governance (BIBGIS) 도입하여 과테말라 연합스포츠 지배구조 전체를 측정 할 수 있는지를 확인하였다. 이런 시도가 과테말라 연합스포츠를 개선 할 수 있는 방안을 과테말라 스포츠 정책에 적용하거나 과테말라 스포츠 법을 통해 실행할 수 있는 발판을 마련한다.

연구방법으로는 6 명의 전문가 인터뷰와 100 명의 과테말라 스포츠 연방 소속매니저들이 설문에 답하였다. 이와 같은 데이터를 수집 후 예는 기본 통계분석과 ANOVA 그리고 ANCOVA 기법을 사용하였다.

결과를 종합해서 보면 지표들이 수락되는 레벨이 다른데도 불구하고 과테말라 연합스포츠 지배구조의 평가를 위해 BIBGIS 모델을 사용하는 적합도에 대해서는 84% 참여자들의 동의가 있었다. 그 중에서도 중요하다고 여겨지는 지표들은 연합총회 안건에 포함을 시켜야 한다. 가장 큰 이유는 정책 집행과 평가에 있어서 더 깊은 평가를 하기 위해서 필요하기 때문이다.

주요어: 스포츠, 통치, BIBGIS, 인식분석, 과테말라.

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