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Master's Thesis of Global Sport Management

Contribution of good governance on the performance of sports organizations in Rwanda:

As the case of the Rwanda National Olympic and Sports
Committee

르완다 스포츠 조직의 성과에 대한
좋은 거버넌스의 기여:
르완다 올림픽 위원회 사례를 중심으로

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Contribution of good governance on the
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As the case of the Rwanda National Olympic and Sports Committee

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Abstract

Contribution of good governance on the performance of sports organizations in Rwanda:

**As the case of the Rwanda National Olympic and Sports
Committee**

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Sport has been developed intensely in the last 20 years. At the elite level, there has been a transformation in the sports business with a great interest of commercial partners in sports as the results of major sporting events, millions of viewers, thousands of spectators, and generation of significant revenues (Expert Group Good Governance, 2013).

Revenues were used to build modern sports facilities with adequate equipment, establish clear structures including hiring professionals in both technical and management areas. In this process, the sport has been tainted

by corruption and other integrity-related scandals. In some countries, even compliance with minimum standards of good governance has been made mandatory by public authorities for sports federations to be able to receive public subsidies (Baele, 2017).

Rwanda Sports Organizations were behind the commercialization of sports because the sport has been used as a tool of spreading peace, unity, and reconciliation message after the genocide of Tutsi in 1994. Heavy investments in sports were made by the current government to cover up the memories of the past and heal the wounds of the genocide survivors (Maboko, 2018).

Atieno (2019) reported that the need for sporting activities is important for the psychological and physical development of all categories of people. Sport fulfills a couple of important roles in society: it delivers employment, entertainment, and relaxation. Rwandans represent a significant talent pool that can be developed to enhance the quality of life in Rwanda including significant economic and social benefits (Ministry of Sports and Culture [MINISPOC], 2012).

Since there is no good governance research-based in Rwandan sports, this research intended to assess the current status of good governance, its barriers, and influence on the performance of sports organizations in Rwanda. using the NSGO assessment tool developed by Geeraert (2018) and qualitative research method.

The mentioned assessment tool was applied to 10 sports organizations in Rwanda and the 4 NSGO dimensions including; democracy, transparency, internal control, and societal responsibility were evaluated. Using thematic analysis, the interview conducted in RNOSC with 4 participants were analyzed to produce the results on the barriers of good governance and its influence on the performance of sports organizations in Rwanda.

The findings show that Rwandan sports organizations attain good marks on good governance. But they have known both internal and external barriers to good governance including; lack of qualified technicians and sports managers, limited budget, lack of standardized infrastructure, and poor management that leads to financial mismanagement, corruption, and other integrity-related issues. The findings also revealed that the benefits of good governance principles most likely match with the targeted performance of sports organizations.

Concludingly, it was found that investing in good governance means investing in organizational performance. In the end, the recommendations are given for the improvement of Rwandan sports in terms of good governance for better performance.

Keywords: Good governance, sports organizations, performance, RNOSC, NSGO, and principles of good governance.

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List of acronyms

MINISPOC – Ministry of Sports and Culture

NSOG – National Sport Organizations Observer

RNOSC – Rwanda National Olympic and Sports Committee

IOC – International Olympic Committee

IF – International Federations

AGGIS – Action for Good Governance in International Sports Organizations

NPSO – Non-Profit Sports Organizations

FIFA – Fédération Internationale du Football Amateur

IAAF – International Associations of Athletics Federations

FERWAFA - Rwanda Football Association

FRVB – Fédération Rwandaise de Volleyball

FERWABA – Fédération Rwandaise de Basketball

FRA - Rwanda Athletics Federation

FERWACY – Fédération Rwandaise de Cyclisme

RCA - Rwanda Cricket Federation

FERWAHAND – Fédération Rwandaise de Handball

RTF - Rwanda Taekwondo Federation

FRT - Fédération Rwandaise de Tennis

Chapter 1. Introduction

This chapter deals with the introductory part of the research where, the background of the study, research questions, significance and objectives of the research are well highlighted.

1.1.Study Background

Globally sport has been developed dramatically in the last 20 years. At the elite level there has been a transformation in sport business with a great interest of commercial partners in sports. Major sporting events, millions of viewers, thousands of spectators and generate significant revenues (Expert Group Good Governance, 2013).

Contrarily in Rwanda after 1994 Genocide against Tutsi, the country has undergone sporting revolutionary mechanism to promote peace, unit and reconciliation through sporting events. Destroyed by the genocide against Tutsi where over one million were killed, Rwanda has succeeded in using sport as a tool to unite its people and build the country's image beyond its borders. Sport was used as an essential vehicle for spreading a peace message of unity and reconciliation among Rwandans (Maboko, 2018).

This process lasted for a couple of years and heavy investments in sports were made by the current government to cover up the memories of the past and heal the wounds of the genocide survivors.

Atieno (2019) reported that the need for sporting activities is important for

the psychological and physical development of all categories of people. These activities contribute to their personal development through promoting good health, personal discipline, leadership and teamwork skills. Rwanda has explored the potential of sports to reach personal, community and national development objectives. Sport plays a significant role in the quality of life of people, it provides enjoyment and entertains millions of people; spectators, participants and facilitators. It is traditionally associated with funs and excitements.

Specific to Rwanda, sport represents a large, untapped market with the young Rwandans including people with disabilities representing a significant talent pool that can be developed to enhance the quality of life in Rwanda including significant economic and social benefits (Ministry of Sports and Culture [MINISPOC], 2012).

Sport fulfills a couple of important roles in the society: it delivers employment, entertainment and escapism.

Despite the important functions of the sport in the community; in recent years, corruption and many other integrity related scandals in sport have perturbed the image of sport. Many stakeholders; sponsors, media, public authorities and even the general public have raised questions on the current way in which federations and other sport organizations are run around the world. In some countries, public authorities have even made compliance with minimum standards of good governance mandatory for sport federation in order to be able to find

solution of financial constraints by receiving public subsidies (Parker, 2004).

Today, there is no research-based evidences on bad governance indicators such as: corruption, integrity related scandals, lack of accountability and lack of transparency in Rwandan sports. According to MINISPOC (2012) Rwanda sport industry faces a several challenges which include but are not limited to: limited sport infrastructures, lack of strategic focus on sport development, limited financial capacity, capacity gaps in management of sport bodies, inadequacy of qualified sport officials to facilitate sport development, lack of role models because of poor international performance of athletes, and the existing legal framework does not reflect the current needs of sport development (MINISPOC, 2012).

Established in 1984, the Rwanda National Olympic and Sports Committee (RNOSC) serves as both National Olympic Committee and Commonwealth Games Association. RNOSC aims to professionalize the Rwandan sport movement including Rwanda National Olympic and Sports Committee, affiliated National Sport Federations and Associations, athletes along with all stakeholders involved, to create a positive environment by generating success and performance. Looking at the Olympic medal table, RNOSC still has a long way to go. Rwanda has competed in eight Summer Olympic Games and never competed in Winter Olympic Games due to the geographic location of the country, Rwanda has never won an Olympic medal since its first participation in 1984 (Rwanda National Olympic and Sports Committee [RNOSC], 2020).

An appropriately functioning governance system assures stakeholders that the organization in which they intend to invest or have invested money, time, effort and their reputation is subject to adequate good governance practices and that the people authorized to make decisions on behalf of the organization act in the best interests of the organization and its stakeholders (Graham, 2007).

Clearly the importance of sport organizations adopting good governance practices has been progressively recognized by the governments which often provide substantial funds to these organizations (Graham, 2007).

This research aims to discover whether the implementation of good governance principles can contribute to overcome challenges faced by sport sector of Rwanda, which leads to the performance of sport organizations in Rwanda.

1.2.Statement of the problem

The government of Rwanda has invested in sports infrastructure, which improved Rwanda's sports performance in the past decade. Despite the demonstrated political will, the efforts of the government, the sports men and women and some of the administrators, the need in terms of sports development to reach higher heights is still enormous.

Limited sports infrastructural facilities in different sports disciplines, which limits the participation of people in sports thereby affecting the pace of development of sports in general. Also, this reduces the level of participation of

young, talented people to practice and develop their talents, which limits the ability of sports men and women to grow.

The existing challenge of funding for sports development is one of the major obstacles to the development of sports. Normally, active involvement of the private sector in sports helps the development of sports in countries; but in Rwanda, the involvement of private sector in sports development is very limited

There are capacity gaps in the management of sports bodies that need to be developed to the level that will ensure continuous growth and development of sports in the country in a more sustainable manner.

The Rwanda Sports Development policy of October, 2012 which is supposed to be implemented by National Sports Federations in close collaboration with Rwanda Nation Olympic and Sports Committee. The implementation of the mentioned policy requires at least the minimum standards of good governance practices in sports such as how an organization develops strategic goals and direction, how the board of the organization monitors the performance of the organization to ensure it achieves these strategic goals, and how the board acts in the best interests of the members. This research study intends to discover the contribution of good governance on the performance of sport organizations in Rwanda.

1.3. Significance of the study

Due to the fact that there is no research on good governance in Rwandan sports

bodies at the moment; the findings of this study will redound to the benefits of the society considering that good governance plays an important role in sport organizations.

The findings to this study are an important source of information to the other users. This study will help the officials of Rwanda National Olympic and Sports Committee, National Sports Federation and other stakeholders involved in sports to know the current situation of good governance in Rwandan sports, the areas of improvement and the influence of good governance towards the performance of sports organizations.

It will open researchers on sport management to undertake their researches in this field. Furthermore, it will help the sport managers to know different types of information disclosed in good governance and Sport organization performance, and how it can be applied in the sport industry in general and Rwanda in particular.

1.4.Purpose of Research

The purpose of this case study is to discover the contribution of good governance practices on the performance of sports organizations in Rwanda a case of Rwanda National Olympic and Sports Committee.

1.5.Research objectives

RNOSC in partnership with its partners has set its ambitions to make Rwanda a leading and influencing country in Africa recognized as a reference and innovative Nation by peers within the international sport Movement. To make this

happen, the RNOSC is guaranteed that it must have a suitable structure to maximize the opportunities and encourage the application of good governance practices in Rwanda sport organization.

In order to discover the status of good governance in Rwanda and if there are any barriers and improvements for better performance, the following objectives were set to achieve the goal of this research:

1. To assess the current status of good governance in sport organizations in Rwanda.
2. To discover the barriers that hinder the good governance within the Rwandan sport organizations.
3. To assess the influence of good governance to the performance of sport organizations.

1.6.Research questions

The following questions will guide the research to collect needed information from the members of Rwanda National Olympic and Sports Committee and explaining the topic under the study.

RQ1: What is the status of good governance in sport organizations in Rwanda?

RQ2: What are the barriers that hinder the good governance within the Rwandan sport organizations?

RQ3: How does good governance influence the performance of sport organizations in Rwanda.

Chapter 2. Literature Review

This chapter emphasizes on what other researchers have written on the subject related to the topic and it is an attempt to review the literature put forward in scholarly materials by several authors in order to develop a conceptual framework for this research topic.

2.1. Good Governance

The concept of governance was further developed in the Bank's 1992 publication 'Governance and Development (Tripathi, 2017), in his publication, governance was defined as "the manner in which power is exercised in the management of a country's economic and social resources for development.

According to the Australian Sports Commission (2002) as it was highlighted by (Lam, 2014), governance concerns three major issues: how an organization develops strategic goals and direction, how the board of the organization monitors the performance of the organization to ensure it achieves these strategic goals, and ensuring that the board acts in the best interests of the members. The term "governance" indicates the formal and informal arrangements that allow higher education institutions to make decisions and take action. It includes external governance, which refers to relations between individual institutions and their supervisors, and internal governance, which refers to lines of authority within institutions. Governance overlaps considerably with management; the latter is seen as the implementation and execution of policies, and is dealt with

primarily under tools for achieving good governance.

The term “good governance” is unsettled in its meaning. Recently, donors, such as the International Monetary Fund, the World Bank, and the United States, are increasingly insisting upon good governance as a prerequisite for aid, a practice called “selectivity.” This is a means of requiring a recipient state to demonstrate the seriousness of its commitment to economic and social reforms. There are no objective standards for determining good governance then, some aspects include political stability, the rule of law, control of corruption, and accountability are taken into consideration. But high levels of poverty and weak governance are linked, making selectivity difficult to implement (Nanda, 2006).

According to the Australian Sport Commission (2015) the structure by which organizations are directed and controlled is governance. It affects how the organization's priorities are set and accomplished, defines the rules and procedures for making operational decisions, and establishes the means of performance optimization and control, including how risk is monitored and evaluated.

Good governance is defined as the organization's framework and process for establishing its strategic objectives and direction, tracking its success against these objectives and ensuring that its board acts in the best interests of the members (Hoye & Cuskelly, Sport Governance, 2007).

For Sports organizations, governance is obviously a crucial feature. It is concerned with the formulation of policy and strategic direction, which directly affects organizational performance (Hoye, 2006).

If an organization adopts effective governance structures, this will promote a degree of high performance in the different positions and responsibilities of the organization. Via poor strategic planning, policy making and poor decision-making, a lack of a proper governance system will inevitably lead to deficiencies within the organization. External implications such as withdrawal of funding, sponsorship, membership and potential interference from external bodies such as government could occur apart from these internal problems that can arise from poor governance (Yeh & Taylor, 2008).

2.1.1. Principles of good governance in sports

As sports organizations are expected to become more professional and to follow a more transparent and accountable approach to their operations, learning what best practice governance is and how it can be achieved has become imperative for all people involved in sports (Bradbury, 2013).

A sport governance working group in Belgium represented by (Donnelly et al., 2001) developed some statements of good governance principles for sport entities. The followings are detailed good governance principles from nine different areas:

The Role of the Governing Body: Sport organizations have a major

responsibility to create, develop and promote rules for the sport, expand its scope and represent the sport and those who are involved in it. These goals can only be accomplished through good governance and respect for the ideals of freedom, liberty, justice, solidarity and transparency. Governing bodies should recognize that they are entitled to be stewards of their sport. This authority is mainly bestowed upon the members and exercised by them directly or indirectly through a representative structure.

Governing bodies will therefore explicitly state their roles and duties in supporting their members and those with a legitimate interest in their activities (Donnelly et al., 2001).

Structure, Responsibilities and Accountability: Proper and well-defined structure provides a reliable basis for any successful sporting organization. Sport associations and administrative bodies have similar roles and responsibilities on the local, regional and international level with those of corporate boards, governments or the judiciary. Accountability can take many forms, including accurate reporting of financial records, statistical analysis and the fair use of resources.

In general, an organization or an institution is accountable to those who will be affected by its decisions or actions (Donnelly et al., 2001).

Good governance requires a distinction between the functions of: (a) creating and amending sporting rules as the primary legislative function; and (b)

creating and reviewing administrative decisions on the allocation of financial resources and the planning of sports events. While listing the relative roles, duties and responsibilities of all councils, committees, commissions and all other bodies that make up the governing body, there should also be a clear chain of accountability and obligation among them. This way members of sport organizations know what to do and what to expect from them. Organizations should be accountable to the public and its stakeholders, as well as to those who are influenced by their decisions or actions. Transparency is stated here, because accountability cannot be implemented without transparency and the organizations' rules and regulations.

Membership and Size of the Governing Body: Governing bodies will post the term of appointment and the biographical details of each of the officials involved (including their commercial interests in the sport) to ensure good governance. Additionally, the membership size of the governing bodies should be reviewed at the appropriate level to achieve organizational effectiveness.

Democracy, Elections and Appointments: Democratic processes can also be considered as accountability arrangements (Greeaert, 2013). Accountability constitutes the processes whereby those who hold and exercise power are held accountable (Aucoin & Heintzman, 2000). The easiest way for stakeholders to keep their sport organization's accountable is through the organization's executive committee. The method of appointing or nominating representatives to this

executive body should therefore be clearly defined and transparent. If the selection is not structured in compliance with democratic processes, corruption, concentration of power and lack of transparency and effectiveness would result (Aucoin & Heintzman, 2000).

Therefore, key positions shall be subject to a limited term of office to encourage and facilitate new persons to the governing body. Candidates who stand for election will make comments endorsing their candidacy. The electoral process should be fair and reflect the views of the voters. Voting by block should be avoided. Following elections, the voting levels and votes cast for each candidate should be addressed promptly and broadly (Bovens, 2007).

Transparency and Communication: Transparency in governance means that information is freely available and accessible to the public, particularly to those who will be affected the most by such decisions and their enforcement. This demonstrates that the decision process is followed the rules and regulations and is conducted in a professional and an unbiased manner. On the other hand, the lack of transparency is always vulnerable to corruption within the organization (Schenk, 2011).

Effective communication is important for all governing bodies. Members should be regular informed of the governing body's activities, financial condition, policy decisions, elections, approach to governance, and other business (e.g., executive, legislative, judicial, commercial). A two-way communication, which

provides channels for feedback from the members, is encouraged. If all the members of the organization are encouraged to share their ideas, they would feel like they are an essential part of the organization (Sawyer, Bodey & Judge, 2008).

Members should be informed of policies, procedures, financial responsibilities, and new marketing adventures. Reports which are targeted at the needs of specific groups can be sent more frequently. By means of modern technology (such as the internet), information can be more accessible to members and interested parties. When information is freely available and accessible to affected members or to the general public, then the governing body is said to be transparent (Sawyer, Bodey & Judge, 2008).

The principle of transparency includes the possibility of accessing relevant information concerning the organization, clear external communication, as well as external auditing and monitoring. Transparency is at the base of each democratic governmental concept, preventing corruption as well as the overall misuse of power in managing people (Maenning, 2017).

Decisions and Appeals: Governing bodies or sports organizations will provide sufficient justification for all of their actions and decisions, and the primary responsibility for avoiding and resolving sporting disputes lies with these governing bodies or sports organizations and their subsidiary organizations such as clubs and leagues (Mew & Richards, 2005). Since the authority to act and make decisions depends on the constitution and bylaws, it is in the best interest of every

organization to have sound policies relating to the areas of governance that are often most contentious (e.g., proper procedures should be established for resolving disagreements). Such procedures might include access to internal/external appeals and/or arbitration. In any case, procedures should be fair, transparent, accessible, and efficient, and must not benefit any person involved in the dispute. In addition, governing bodies should not intervene any party from seeking further remedy under national or international law.

Conflicts of Interest: Governing bodies might occasionally be involved in commercial aspects of sport. A clear boundary must be set between the functions of the governing body and any commercial activities. For example, a conflict of interest arises when there is an interest in, obligation to, or relationship with any business, property, or person that could affect one's judgment in fulfilling his/her responsibilities to the governing body. One recommendation to avoid any conflicts of interest is to allocate various roles to different committees or bodies. Each committee or body should have clearly defined responsibilities and reporting lines. An example of fair practice in business is to use open tenders for any commercial contracts (Donnelly et al., 2001).

Solidarity: Fair and effective distribution of financial revenues encourages the development of talent and contributes to balanced and attractive competitions. A clear policy for the redistribution of income is essential. Sport's governing bodies therefore should acknowledge the following general principles for redistribution of

revenues: (a) redistribution must be based on principles of solidarity (between all levels of the sport), and (b) redistribution policies must pursue aims that are objective and justifiable. Resources should be distributed equitably (International Olympic Committee, 2008). Moreover, the redistribution process must be transparent, accountable, and objective. For example, the aim of the Olympic Solidarity is to assist all the National Olympic Committees, particularly those with the greatest needs, to develop their own structures and to facilitate the expansion of sports in their country. One of the many ways to achieve these goals is to assist the NOCs in gaining access to financial, technical, and administrative assistance, such as Olympic Games subsidies, which complement the range of programs, and offer financial support to NOCs before, during, and after the Games (IOC, 2008).

Recognition of other Interests: Furthermore, governing bodies should be sensitive to other interest groups which are likely to be affected by their decisions and actions. In particular, sport's governing bodies shall recognize and pursue the aims of cultural and social cohesion through their sports. Any discrimination based on any grounds such as sex, race, color, ethnic or social origin, genetic features, language, religion or belief, political or other opinion, membership of a national minority, property, birth, disability, age, or sexual orientation should not be tolerated (Donnelly et al., 2001).

Chappelet & Mrkonjic (2013) propose seven principles of good governance in sports as follows:

Transparency: clarity in procedures and decision-making, particularly in resource allocation. Organization charged with care of a public good such as sport have a particular obligation not simply to act in a fair and consistent but also to be seen to do so. Thus, their inner workings should as far as possible be open to public scrutiny.

Accountability: sporting organizations are not only responsible to financial investors through financial reporting procedures, but also, those other resources in the organization; athletes, coaches, parents, supporters, sponsors and so on, even where that investment is largely emotional rather than material.

Accountability has grown in governance beyond the fundamental concept of being called to account for one's actions. It is also defined as an account-giving relationship between people, e.g. When A is obligated to tell B about A's (past or future) acts and decisions, to explain them, and to endure penalty in the event of potential wrongdoing, A is accountable to B (Mulgan, 2000). Without correct accounting procedures, accountability cannot exist; in other words, an absence of accounting means an absence of accountability. Good handling of information is another key field that leads to accountability (David R. , 2017).

Democracy: access to representation in decision-making should be available to those who make up the organization's internal constituencies with for example representation on boards of such organizations for stakeholders such as players, supporters, and managers as well as owners.

Sport organizations are constantly democratized by involving the voices

and interests of all organizational actors, including athletes, coaches, administrators, volunteers, executives, other IFs, and other internal stakeholders. This democratization also involves actors who until recently, may have been considered external stakeholders (e.g. media/broadcasters, sponsors, and governments of different countries) (Thibault, Kihl, & Babiak, 2010).

Responsibility: for the sustainable development of the organization and its sport, and stewardship of their resources and those of the community served.

Equity: in treatment of constituencies; for example, gender equity in treatment of sports participants and terms of positions with the organization; and equity in treatment of sports participants with disabilities.

Effectiveness: the establishing and monitoring of measures of effectiveness with measurable and attainable targets.

Efficiency: the achievement of such goals with the most efficient use of resources. (Blanco, 2017) asserted that; the governments have increasingly recognized the importance of sports organizations adopting good governance practices which often provide substantial amounts of funding to these organizations.

It is interesting to see if the increased number of proposed governance principles have influenced the processes and performance of sports organizations, considering current corruption scandals and demands for better governance of sports organizations (Parent & Hoye, 2018).

2.1.2. Benefits of good governance for Sports organization

Getting sound good governance arrangements offers a lot of benefit. Firstly, it will dramatically increase the organization's productivity. In a world where all sport federations are competing with governments or sponsors for the same money; an efficient organization would help a federation to save money, offer better services to its members and athletes, and ultimately produce better sporting outcomes (Baele, 2017).

Secondly, it helps to re-examine internal processes, implement new approaches and create new goals that place sporting organizations on the road to success. Another factor is that good governance is important for organization's stability and even sustainability (Baele, 2017).

There are plenty of explanations to clarify the emphasis on the proper use of public funds as well as sport organizations' obligations toward their teams and other stakeholders. In fact, engaging in good governance has been shown to contribute to an enterprise with the right ethical behavior, which is regulated more effectively, is more resistant to different challenges, and is more effective in achieving its goals. Investing in good governance also means investing in sporting success (EOSE, 2017). Moreover, cultural economic, and demographic conditions have found to be influencing the sporting success for many years (Eike & Markus, 2012).

2.1.4. Pillars of best practice governance within sport

The governing body of an organization including sports bodies has the responsibility of assuring good governance that is essentially about governance through responsible leadership (Wilkinson, 2003). This means leadership that is transparent, accountable and to stakeholders in the organization by maintaining a balance between economic, social, individual, and collective objectives. Essentially, it aims to enhance organizations efficiency. This desired change depends on following governance structures or best practice governance pillars (Naidoo, 2002). (Rossouw, De Koker, Marx, & Watt, 2003) proposes further that currently “corporate governance hinges on four cardinal values: fairness, accountability, responsibility and transparency. Recommendations about board composition, directors’ duties, risk management, internal audit and so on are merely mechanisms for assuring that corporations adhere to these four cardinal values”. King II acknowledges these four cardinal pillars but adds three more: social responsibility, independence and discipline.

Accountability: Accountability as the first principle of good governance lies with all groups and persons who decide, take action and take action on particular issues relevant to federation management. Accountability includes processes (structures) to effectively investigate and review the actions of the officers and committees in charge (Rossouw, De Koker, Marx, & Watt, 2003)

Responsibility: Most governance codes do not differentiate between

accountability principles and duty assuming they are inextricably connected to each other. Nevertheless, both the King II Report and Naidoo clearly differentiate between those two pillars (Rossouw, De Koker, Marx, & Watt, 2003).

Naidoo (2002) describes responsibility as behavior that allows for corrective action as well as penalization of mismanagement.

Transparency: Naidoo (2002) defines the ideal governance structure in terms of policy, decision-making and decision-making standards and reporting on financial and organizational results as being uncloaked to the relevant stakeholders.

Transparency enables inspection of sport organizations, an issue that is relevant not only on a macro scale, for example when awarding a country, the Olympic Games, but also on a micro scale with issues such as team selection, color awarding and selection criteria. Performance indicators of the level of transparency are manifested in clear, accessible statements of the governing body's approach to governance, regular communications with members on policy decisions, elections, selections and other executive, legislative, judicial and commercial matters and direct two-way communication channels.

Social responsibility: Sports organizations are collective bodies and, as such, players in the broader community and are obligated to behave professionally in the best interests of their constituencies. Corporate social responsibility implies that organizations should be held accountable for any of their actions which affect people, their communities and their environment (Post, Lawrence, & Webber,

2002).

Independence: As a pillar of good governance, the volume of literature on freedom is significantly less than on other pillars. Independence is defined as measures and mechanisms for mitigating or preventing potential conflicts of interest that may arise (Australian Sports Commission, 1999).

Independence processes and interventions include independent financial accountants, unbiased appraisal, freedom from internal and external control, no vested interest in the results of business practices and clear procedures for resolving differences. Independence is required to prevent trust erosion in the actions of the governing body of the sport (Rossouw, De Koker, Marx, & Watt, 2003).

Fairness: Fairness in governance implies creating a balance between the needs of all stakeholders with a legitimate claim in the interests and future of an organization (Brown, 2000).

Revenue generated from increasing commercialization of sport should be reflected in a fair and equitable redistribution of income policy between sports development and staging events (Naidoo, 2002).

Unbalanced make-up of board executives that lead to [unfair] decisions favoring the inherent biases of the majority of stakeholders, according to (Rossouw, De Koker, Marx, & Watt, 2003). A governing board consisting primarily of professional training personnel such as coaches will thus prioritize short-term goals and on-field results over long-term viability from a sports perspective. Performance

metrics on equity are evident through consistent policies on revenue sharing, nomination, appointment and selection processes and equal representation of stakeholders on boards of directors.

Discipline: Discipline reflects management 's determination to adhere to conduct that is generally considered right, reasonable and necessary. Adherence to such actions requires a strong understanding and adherence to all good governance values embodied in an ethical framework (Naidoo, 2002).

2.1.4. Barriers to good governance

Moving through the debate on good governance, it can be said that growth is a philosophy charged with meaning and that it has a close connection with good governance. The good governance process, however, encounters numerous obstacles. Governance framework is widely agreed to have a major effect on the success of sporting organizations. Weak governance has a number of causes, including inexperience as management, conflicts of interest, inability to handle risk, insufficient or improper financial controls, and generally weak internal business and reporting processes. Ineffective governance practices not only influence sport, but also damage trust in sport industry as a whole (Canberra, 2018).

The barriers to good governance are discussed below.

Lack of awareness: This is one of the main obstacles to good governance. There is a lack of knowledge among people about the governance process and development programs due to insufficient literacy, lack of information from the

government side and the failure of civil society institutions. Humans also believe apathy compounds the problem (Canberra, 2018).

Absence of transparency and accountability: Governance is being undermined because of a lack of accountability. In addition, lack of transparency contributes to authoritarianism and creates a wide divide between the government and the governed (Canberra, 2018).

Corruption and failure to check corruption: Corruption is commonly defined as private benefit by utilizing corrupt methods to exploit public means. The phenomenon takes advantage of people's growth.

Weak civil society: Civil society closes the government-ruled divide, and regulates the growth of unethical practices. But, when civil society institutions are absent, or when they are undermined, the divide between citizens and government is wider. Good governance is hit hard by poor institutions of the civil society (Canberra, 2018).

Lack of strong institutions of governance: Governance works with Governance: An overview of the funding of various bodies such as the legislature, the executive and the judiciary, with a strong division of powers. When such institutions yield to unconstitutional and immoral pressures and refuse to fulfill their assigned roles, then weaken the institutions. This results in the breakdown of the governance process, and hampers initiatives for progress. New information technology is speeding up the governance process. For example, video conferencing is a way of

coordinating direct conversations between officials and residents. The availability of information on internet pages, the translation of documents into electronic format, the preservation of all citizens-related data makes the transparency and accountability process easy. Devolution of power by granting grassroots groups legislative recognition has brought about an upsurge in democratic ideals and citizen participation. Citizen participation in the process of change strengthens governance, and eventually, democratic values (Canberra, 2018).

Academic scholars have begun to concentrate on governance issues, following the ground-breaking work of investigative journalists such as Andrew Jennings and Jens Weinreich. The Action for Good Governance in International Sports Organizations (AGGIS), in which a team of European researchers developed and evaluated measures to assess the governance status of international sports organizations, is among the most influential initiatives. Their preliminary results concerning the 35 IFs for Olympic sports were as follows (Geeraert, 2013):

1. Lack of accountability, particularly in the absence of objective criteria and transparency for controlling the allocation of funds to member national sports organizations.
2. A complete lack of independent ethics committees.
3. A failure to include athletes in formal decision-making, even though they have been institutionalized into IF governance in most of the organizations.

4. Term limits (a challenge to good governance in terms of accumulation of power) are typically absent in executive bodies controlled by European members and by men.

Katwala, (2000) pointed out that: there are two major problems with governance: (1) lack of fair representation and democratized governance in sports organizations; (2) corruption and financial transparency and accountability issues in sports organizations. The impact of these credibility and productivity concerns on the condition of many modern sports are devastating. They include:

1. Problems (doping, gambling and match fixing) with the integrity of sport
2. Problems with athlete health, safety, and violence control
3. Problems for athletes with labor relations, team selection, and other forms of due process; and
4. Issues of harassment of athletes and child safety in sport.

2.2. Sport Organizations

2.2.1. Definition

According to Old (2004), an organization is a group of people working together to achieve an end goal. A sport organization is therefore a group of people working together to achieve goals related to sport.

Old (2004), suggests that there are three core elements by which an organization can be characterized.

People: Who are the members of the organization? What roles do they play? What is the relationship amongst members, other internal constituents or stakeholders, and external stakeholders?

Rules: These define formal and informal tasks, roles and responsibilities; principles of good corporate governance; patterns of communication; authority relationships; and the nature of power in organizations.

Ends, goals and purposes: In the context of sport organizations, this element primarily includes the nature of goals in an organization and the differences in goals amongst various constituents or internal stakeholders.

2.2.2. Types of sport Organizations

According to (Gómez, Opazo, & Martí, 2008), the structure characteristics of sport organizations has considered various kinds of organizations among those existing in the world of sports, but most of them can be classified as dedicated to the promotion and development of sports, e.g.; federations, national associations, leagues, clubs or local sport departments. All of these sport organizations are associated with sport activity and, though differing in their goals and means, the all have in common the higher mission of promoting and developing sports in society.

The differences we identify between them suggest a possible classification of them into three types: governing bodies, sporting event organizations and sport-

providing entities. The first refers to all levels, guaranteeing the rules of both the game and competition, the second refers to those sport organizations responsible for production of competition system aimed at satisfying and articulating the needs of professional sports; and the third includes those organizations producing and delivering recreational or competitive sport programs at a local or community level. Gomez, Opazo & Marti (2008) added the summarized table indicating the main characteristics of the sport organizations involved in promotion and development of sports.

2.3. Organizational Performance in Sports

According to Daft (2000) organizational performance is the organization's capability to achieve its goals by using resources in an efficient and effective manner. Quite similar to David and Ronald (2001) defined organizational performance as the ability of the organization to achieve its goals and objectives.

There is a large body of scholarly work that has studied the factors impacting the performance of national sports organizations and governing bodies. A useful starting point to frame the discussion can be found in a review that has synthesized the organizational performance management and measurement literature examining non-profit sports organizations (NPSOs) (O'Boyle & Hassan, 2014). In particular, there appears to be a scarcity of case studies focusing on the performance of local, profit-driven sports clubs, most likely due to the unique profile of such entities. Despite this lack of research, it can be argued that the

determinants of performance associated with national sports organizations can offer useful insights that allow independent sports clubs to better evaluate and reflect on their own operations.

O'Boyle & Hassan (2014) propose four messages to be considered when summarizing the literature of the NPSO performance management:

First, a multi-dimensional approach to measuring and assessing NPSO performance is required, especially when considering that different stakeholders and members of an organization will have their own personal objectives to fulfill (Chelladurai & Haggerty, 1991).

For instance, the quality of the relations between an NPSO and the commercial sector (i.e., a predictor of economic stability) is of primary interest to governance teams and executives whereas the level of sports science support has been found to be an effective measure of performance in the eyes of technical staff (e.g., coaches, athletes). This is one of the reasons why the concept of organizational performance cannot be reduced down to a single measure or factor. From a “whole systems” point of view, all performance-based measures are deemed to be of equal value and importance (O'Boyle and Hassan, 2014).

Second, the literature supports a long list of frequently recurring determinants of NPSO performance. Factors include human resource management and a functional volunteering structure, an interest in the health and well-being of athletes, efficient internal procedures, long-term planning and a distant outlook,

ongoing customer communications, a positive outside image and perceived legitimacy, and the requisition and appropriate allocation of resources. Due to the complexity of NPSOs, organizational performance can only be understood when the interactions among identified determinants are studied in combination, rather than separately and alone (Winand, Rihoux, Robinson & Zintz, 2013). Indeed, reducing down organizational complexity to study the relative contribution of a single determinant cannot address the extent to which factors might compete for resources, or work synergistically in pursuit of a common system objective.

The third finding is the influence of stakeholder satisfaction on the future performance of NPSOs (O'Boyle & Hassan, 2014). Specifically, the level of satisfaction reported by stakeholders is a major determinant of whether NPSOs will meet their longer-term objectives. Similar to the concept of organizational performance, no clear definition of stakeholder satisfaction can be provided due to the various expectations and outcomes that different sponsors, shareholders, and investors will typically demand from an NPSO. Nevertheless, sports organizations should value and suitably reward those stakeholders who invest adequate resources and provide continued financial support over time, especially when there are multiple interested parties (O'Boyle & Hassan, 2014).

The forth consideration relates to recommendations and directions for future sports management research. There is a need for new theoretical and methodological contributions that provide a holistic view of the various dimensions

impacting organizational performance and management (O'Boyle & Hassan, 2014).

2.4. Over view of Sports in Rwanda

According to the Rwanda Government's Sports Development Policy (October 2012) Rwanda should have "a higher percentage of population playing sport than in any other African nation and should be ranked amongst the top three African countries in basketball, volleyball, cycling, athletics, martial arts and Paralympic sports, and a top-10 position in football. It also aims to foster increased participation of people in traditional sports".

Rwanda's talent pool has significant potential to develop national assets in terms of sport for men and women as well as to develop Rwandan talent which can be exported and represent Rwanda in the international arena

To fully exploit the potential mentioned above, the government of Rwanda has highlighted targets to be achieved in the area of sports in the government 2050 vision. This prompted a thorough review of the sports industry to identify key challenges likely to impede sports development and come up with appropriate strategies to support the achievement of sports (MINISPOC, 2012).

The strategies aim at encouraging people of all categories to actively and consistently participate in competitive and recreational sport and improve their health while helping those with particular talents to develop them into professional careers that can benefit them and the economy (MINISPOC, 2012).

Sport also plays a key role in the development and sustainable peace for nations and the mentioned above policy will help utilize sport as a strong tool for community mobilization toward development and peace. Ministry of Sports works with relevant stakeholders to ensure sports significantly contributes to health promotion, education, gender equity and equality, peace and reconciliation, enhancing good governance, decentralization and service delivery and other development programs of the country (MINISPOC, 2012).

2.4.1. Key challenges facing sports industry in Rwanda

According to the Rwanda Government's Sports Development Policy (October 2012), the Rwanda's sports industry is faced currently with numerous challenges, which include but are not limited to the following:

Limited Sports infrastructure: Limited sports infrastructural facilities in different sports disciplines, which limits the participation of people in sports thereby affecting the pace of development of sports in general. Also, this reduces the level of participation of young, talented people to practice and develop their talents, which limits the ability of sports men and women to grow (MINISPOC, 2012).

One particularity of sport is that it not only helps to meet individual needs, such as individual fitness, pleasure, and well-being, but also creates external consequences, such as social integration, socialization, democracy, and public health. Therefore, it is in the interest of governments to encourage participation in

sport. Several governments have a fitness policy that postulates the importance of becoming physically active and publishes weekly sports participation guidelines. However, adequate sports infrastructure is necessary for the participation of sports, as many sports cannot be carried out without the required sports facilities (Heineman, 2005).

Strategic focus on sports development: Lack of a systematic strategy to promote mass sports and to develop talented youth in different sports disciplines hinders sustainable development of sports in the country. The current approach of depending mainly on players from other countries is not sustainable given the limited resources to sustain the approach. Having foreigner players in itself is not bad but it needs to go hand in hand with development of young talented Rwandese so that the number of foreign players is kept to a minimum level possible so that Rwanda might build sustainability of sports in different disciplines (MINISPOC, 2012).

Limited Financial Capacity: the existing challenge of funding for sports development is one of the major obstacles to the development of sports. Normally, active involvement of the private sector in sports helps the development of sports in countries; but in Rwanda, the involvement of private sector in sports development is very limited due to the following possible reasons; (1) lack of motivation to come on board (2) limited capacity of the majority of private sector players (3) lack of a proper marketing strategy on the part of the ministry and the

federations (4) perceived lack of confidence in the sports management system (MINISPOC, 2012).

Administration/Management of sports bodies (federations, associations and Clubs): currently, there are capacity gaps in the management of sports bodies that need to be developed to the level that will ensure continuous growth and development of sports in the country in a more sustainable manner. The Ministry shall work with sports bodies to strengthen their management capacity to take up the challenge of developing sports in a systematic and sustainable manner (MINISPOC, 2012).

Inadequacy of qualified personnel (coaches, referees, administrators and other technical staff) to facilitate sports development: In order to attain the desired level of sports development; there is need for adequate technical staff. The current level of technical staff is not able to provide the required support for the development of sports in the country either because of limitations in skills or in numbers to support all groups needing their skills (MINISPOC, 2012).

Legal framework: the existing legal framework does not reflect the current needs of the sports development. The ministry of sports in partnership with sports bodies should review the weaknesses in the existing laws and those that need to be put place to support the proper management and growth of sports industry in the country in line with the international legislation (MINISPOC, 2012).

Lack of role models: There is a limited number of people to serve as an

example of the values, attitudes, and behaviors in different sports disciplines for the young talents to emulate. This is related closely to the fact that there are few, if any, internationally recognized professionals in different sports disciplines performing in international clubs. Such professionals go through a series of training experience and develop values and attitudes that help them to grow professionally and become good role models at home (MINISPOC, 2012).

Non-existence of junior leagues to ensure succession planning: To ensure growth and continuity of the national teams, we need to have junior players coming up on an ongoing basis. In order for junior teams to be able to reach the required level of quality that guarantees continuous success, we need to introduce leagues for juniors that help our young players to engage in regular competitions to gain experience and grow professionally (MINISPOC, 2012).

Weak link between sports bodies, local government and schools:

Strengthening the link between sports bodies (Federations), local government and schools would ensure smooth transition of the passionate and talented young men and women especially in lower schools (primary and secondary) to participate actively in sports and to help talented men and women to migrate smoothly to professional sports (MINISPOC, 2012).

2.4.2. Key opportunities available to the sports industry in Rwanda

Young population: Rwanda is a young vibrant country, our population continues to grow year in year out, with 54% of the population 19 years and below, there is a huge opportunity with the right support to identify and develop young talent (MINISPOC, 2012).

Political will and good governance system: The Government has continually demonstrated its commitment to sport, making Significant Public investment in sport activities the publication and implementation of this policy will bring added focus and accountability to this area of work and recognize its importance with in Rwandan life (MINISPOC, 2012).

Geography and favorable climate for sport activities: The geography and climate are ideal for developing athletes. Many other countries in the build up to major sporting events send their athletes for altitude training, whilst Rwandans spend their whole life training at altitude. Growing private sector with foreign investors entering the market, this should be an opportunity to encourage the

private sector to join a partnership with Government and sports bodies to develop and lead sport, allowing companies to be seen, to be giving back to the community and country (MINISPOC, 2012).

Up-and-coming country: Rwanda is an up-and-coming country in terms of business and innovation. It is a Safe/Stable country which will assist with external investment and the opportunity to develop long term plans. There is an opportunity to use sport as a development tool which would leverage the available resources for the sports development as well as for other peace building and development initiatives (MINISPOC, 2012).

2.4.3. Rwanda National Olympic and Sports Committee

Founded in 1984, the Rwanda National Olympic and Sports Committee (RNOSC) has its headquarters at the Amahoro National stadium in Remera, Kigali and serves as both the National Olympic Committee and Commonwealth Games Association. RNOSC has 33 affiliated members which includes: 21 Olympic Sports Federations, 7 Non-Olympic Sports Federations and 5 National Associations related to sports (RNOSC, 2020).

2.5. Summary of the related studies and research gaps

The related studies are about reviewing or studying existing works carried out on good governance in sport organization. These related studies were taken from recent journals, reports and other source. They provide problem in existing in

selected domain, the methods developed or adopted and technique exhibit excellent outcome and effective.

2.5.1. Related studies

Beyond governance: According to Chappelet (2018) at the beginning of the 21st century, governance has become a common term in the international sport circles. Nevertheless, improved governance does not cure all the ills of this huge field and its various governing bodies, many of which have been rocked by corruption, including the International Olympic Committee (IOC), the Fédération Internationale de Football Association (FIFA), and the International Association of Athletics Federations (IAAF). Combating issues such as bribery, match-fixing, hooliganism and corruption in sport needs a broader international legal system, built by collaboration between government authorities and the sport sector. In order to preserve its integrity and value in the eyes of the public, only international regulation will ensure sport gains the improved governance it needs.

Ethical concerns in sport governance: A combination of the inexorable media presence, people's cynicism about those running their favorite sport, and vagaries of global sport capitalism's political economy since the late twentieth century have made governance a newsworthy, momentous and significant feature of elite sport.

Secondly, sport followers, who double as consumers of media content, understand the challenges of governing what has changed from local leisure cultures to highly

capitalized industries with global reach in the twentieth century. They monitor the governance of local clubs, national teams, international federations and similar bodies, depending on their level of interest. Research findings indicate that reinventing ethical governance practices requires fresh challenges and the need for managers to adopt new goals and responsibilities. This review looks at the extent and essence of ethical issues for the current governance directions (Naha & Hassan, 2018).

The impact of governance principles on sport organizations' governance practices and performance: The relatively small number of studies included in the review took note of a wide variety of governance standards or guidelines. We have seen a number of researchers from mainly developed countries looking into the problem, mostly using case studies as a means of exploring the topic. Although the connection between board structure and organizational performance has been empirically found, the connection between other principles of governance and organizational performance remains absent (Parent & Hoye, 2018).

Governance in Sport: This article explores the current state of research on sport governance within the sport management sector. A scoping review, involving a comprehensive search of all published literature between 1980 and 2016, was conducted in adopting the framework of Arksey and O'Malley. The thematic analysis draws on and extends the three notions of governance of Henry and Lee, and identifies topics, research contexts and social issues related to sport governance.

Findings show that all three modes of governance (organizational, institutional, and political) have contributed to our understanding of sport governance, but there is a need for more empirical and theoretical work (Dowling, Leopkey, & Smith, 2018).

Good governance in Sport: Amid the significant controversies that have recently tainted the image of the professional sports community, it was apparent that rules would be laid down to ensure fair and ethical governance of sports organizations. When reviewing different types of interventions, ranging from mandatory codes of conduct or covenants on ethical sport to voluntary codes on good governance and self-assessment tools, this paper will concentrate in particular on mandatory codes on sport governance, namely a measure designed to encourage good governance within sport organizations by making public funding conditional on compliance (De Dycker, 2019).

The Roles of Governance in Sport Organizations: Governance has become a popular subject of discussion in recent years. Governance in its broad sense is the exercise of authority in an organization's management. While governance includes principles such as accountability, rules and regulations, communication and transparency, decision-making is a central component of governance. This is the mechanism by which the decision taking of a group of people directs their collective opinions and efforts.

Governance addresses three key issues: how an organization establishes strategic objectives and direction; how the organization's board tracks the

organization's success to ensure that it meets certain strategic goals; and how the board works in the best interests of the members. Good governance in sport should include such principles as (a) the governing body 's position, (b) structure, responsibility and accountability, (c) democracy, elections and appointments, (d) transparency and communication and (e) solidarity (Lam, 2014).

Why good governance should be a priority for each sport organization?

In recent years the reputation of sport has been tainted by corruption and other integrity-related controversies in sport. More and more sponsors of stakeholders, the media, public authorities and even the general public have raised questions about the way federations and sport organizations are running in their countries and around the world today. In some countries, even compliance with minimum standards of good governance has been made mandatory by public authorities for sport federations to be able to receive public subsidies (Baele, 2017).

Pathways to High Performance: Non-profit organizations face rising pressure to be more performance-oriented. Much research in this field has focused on the impact on results of a number of independent variables, with little work focusing on the combination of factors that influence results. Sport governing bodies that develop innovative activities for their members and are proactive in elite sport services could deliver high performance; or that develop innovative activities and involve paid staff in decision-making processes; or that involve committed volunteers in decision-making processes and delegate activities that

they cannot deliver themselves (Winand, Rihoux, Robinson & Zintz, 2012).

Good governance: origin, importance and development in India: Good governance implies a participatory way of administering such functions in a responsible , accountable and transparency manner, based on the principles of effectiveness, legitimacy and consensus with a view to promoting the interests of individual people and the public interest, thus suggesting the presence of a political will to ensure the material well-being of society and sustainable development (Tripathi, 2017).

The National Sports Governance Observer: According to Geeraert (2018) the good governance in national sport organizations is vital to enabling organizations to achieve sport for everyone, elite sport as well as wider societal objectives. The study does not claim to offer a definitive response, but it offers several political viewpoints and detailed details that those who want to set the course for sport in the coming years need. The main aim of the project was to assist and inspire national sports federations by measuring governance and building capacity to improve the quality of their governance.

First, the researchers developed the National Sports Governance Observer tool and then applied it to eight or more sports federations in the eight official and two related external research partners countries. For official partners, the countries are Cyprus, Denmark, Belgium (Flanders), Germany, the Netherlands, Norway, Poland and Romania, and for the corresponding foreign partners, Brazil and

Montenegro. We split the notion in order to pick acceptable elements of good governance.

Geeraert (2018) added that Good governance is known to be a means to an end. More precisely, when they have a positive effect in terms of credibility, efficacy and resistance to corrupt activities, we regard institutional practices, rules and procedures as 'good governance. They split the notion in order to pick acceptable elements of good governance. Four sub-dimensions of good governance, including transparency, democratic processes, internal accountability, and social responsibility. These dimensions are mutually reinforcing and mutually constitutive, to a large degree. Nevertheless, in line with the related theoretical literature, they are analytically distinct and can be described.

Table 1. NSGO index scores and ranking (Geeraert, 2018)

Ranking	Country	Average Score	Scoring Label
1	Norway	78%	Good
2	Denmark	65%	Good
3	Netherland	60%	Good
4	Belgium	54%	Moderate
5	Romania	44%	Moderate
6	Germany	37%	Weak
7	Montenegro	33%	Weak
8	Brazil	32%	Weak
9	Poland	30%	Weak
10	Cyprus	27%	Weak

If there is one thing that the results indicate above all, it is that the degree of good governance in sports federations vary greatly depending on the country of origin. Attaining a low score does not necessarily make an inefficient, unconstitutional or unethical federation. The weaker the score, however, the less likely it is to be effective, legitimate and ethical for the federation.

Geeraert (2018) reported that, the average of the NSGO country indexes of the nine European countries is 47%, which corresponds to a ‘moderate’ scoring label. The average transparency index of the nine European countries scores the highest of the four, namely 65% (good). The average democracy and accountability indexes stand at 44% and 51%, respectively. The average NSGO societal responsibility index is 38%, the lowest of the four indexes. On average, the surveyed European federations thus have the most deficits in the democracy and societal responsibility dimensions. Geeraert (2018) report shows the following:

Transparency: The European countries surveyed have obtained high average ratings on the principles of publishing of legal and policy documents and on the monitoring of their member clubs and athletes. The theory of disclosure of information regarding the remuneration of board members and management and the related remuneration policies is the most troublesome. Moreover, countries posted a particularly low average score on the basis of the concept of the standard of published information on board members.

Democracy: the European countries surveyed have achieved a particularly

high average concept score when it comes to the election of members of the Board. This means that federations have elections in compliance with clearly defined procedures in most of the surveyed European countries. The theory with the second highest average score applies to the representation of the members by means of an annual meeting of the general assembly. In the democratic processes dimension, the lowest average concept scores are linked to policies to achieve a differentiated board composition, the introduction of term limits, the inclusion of stakeholders in policy processes, and the implementation of a policy on gender equality.

Internal accountability and control: the European countries surveyed have achieved high average principle scores with regard to the adoption of a clear governance structure and a decision-making process. Organizing board self-evaluations and the adoption of conflict of interest procedures are the values that rank the lowest on average.

Societal responsibility: the European countries surveyed obtained a strong average score on the anti-doping policy evaluation theory. Average to poor ratings on all other concepts of social responsibility are reached by European countries. Environmental sustainability, athletes' rights, gender equity, anti-match-fixing and dual career policies are the values that achieve the lowest average ratings.

2.5.2. Research gaps

After reviewing the topic related articles and reports, the researcher came up with the following missing information which build the gap between good governan

ce and performance of sport organization in Rwanda:

- There is no research done on the African national sport bodies about good governance;
- There is shortage of studies which define the clear link between good governance and performance of national sport organizations;
- Rwanda as a developing country, there is no research done on sports governance.

This research study aims to discover the contribution of good governance on the performance of sport organizations in Rwanda.

Chapter 3: Research Method

3.1. Introduction

Research method means the philosophy of the research process. This includes the assumptions and values that serve as a cause for study and requirements or criteria the researcher makes use of for decoding data and conclusions (Ronald, 2007).

Governance is very important for sport organizations due to the development of sport industry. The implementation of the good governance in Rwanda need to be assessed appropriately. This research measured the status of good governance in sports of Rwanda and, the influence of good governance to the performance of National sport organizations by finding the common challenges and creating solutions to overcome challenges. To achieve these objectives, the following phases were used:

Research approach: Qualitative research approach was used to collect and work with non-numerical data and that helped the researcher to interpret meaning from the data and understand the views of the targeted population regarding the problems under study.

Choosing participants: the population was drawn from the Rwanda Sport Organizations that facilitate the implementation of the good governance in sports. A minimum of ten (10) organizations was selected.

Assessment: Using the National Sports Governance Observer (NSGO) to evaluate

the good governance within selected organizations.

Data collection and analysis: Interviews to the representatives of the selected organizations was conducted to find data for study analysis.

3.2. Qualitative research approach

Qualitative researchers use their own eyes, ears, and intelligence to collect in-depth perceptions and descriptions of targeted populations, places, and events (Crossman, 2020).

This type of research method allowed the researcher to investigate the level of good governance and its contribution to the performance of the sport organizations in Rwanda.

3.3. Research population and sample

Qualitative sample size is mainly determined by various factors some of which are data sources from which data are collected in order to address the research objectives. The current study used a purposive sampling to select the RNOC member representatives to participate in the interviews. RNOSC serving as both the National Olympic Committee and Commonwealth Games Association is composed by seven (7) members of its executive committee, seven (7) permanent staff and (1) volunteer. It draws a total of fifteen (15) people working hand in hand for developing, promoting, protecting the Olympic Movement in Rwanda, and building the generation of champions.

Currently the RNOSC is comprised by thirty-three (33) member national federations and associations (Non-Governmental Organizations); this includes twenty-one Olympic Federations, seven non-Olympic Federations and five sport-based associations. Then, the research population is 34 sports organizations' representatives from 33 National Sport Organizations plus the Rwanda National Olympic and Sports Committee which makes a total number of thirty-four (34) people from 34 sport organizations.

The research study emphasized on the good governance of Rwanda Sport Organizations, and 10 national sport organizations were selected as a sample for Rwanda Sport Organizations member of RNOSC, the researcher purposively contacted a sample of 4 individual interviewees from RNOSC in order to evaluate the factors that enhance the performance of sport organizations in Rwanda and the influence of good governance and sport organizations' performance. The 4 interviewees include; 2 RNOSC executive committee members and 2 employees.

- (1) Vice President and IOC member
- (2) Secretary General
- (3) Executive Director
- (4) Olympic Solidarity Program Manager

The sample comprises the six main sports and four recommended types of federations. The six main sports federations were selected because they were

highlighted by the Rwanda Sports Development Policy as the sports with the results required to achieve international recognition of Rwanda as a sporting nation. In addition to having good international results, the six federations also have a significance importance in Rwanda with the most popular sporting events and they are the federations with the most members and clubs:

- (1) Rwanda Football Association (FERWAFA)
- (2) Rwanda Volleyball Federation, (FRVB)
- (3) Rwanda Basketball Federation, (FERWABA)
- (4) Rwanda Athletics Federation, (FRA)
- (5) Rwanda Cycling Federation and (FERWACY)
- (6) The National Paralympic Committee. (NPC-Rwanda)

The four recommended federations were included in the fact that they are growing very fast and promising to reach the international podium:

- (7) Rwanda Cricket Federation (RCA),
- (8) Rwanda Handball Federation (FERWAHAND),
- (9) Rwanda Taekwondo Federation (RTF)and
- (10) Rwanda Tennis Federation (FRT).

3.4. The National Sports Governance Observer

According to “Play the Game, (2018)”; the NSGO is a tool designed to create a strong framework for assessing and improving governance in national sports Organizations by:

- ✓ Establishing, developing and sustaining domestic networks of public authorities and sport stakeholders;
- ✓ Exchanging and disseminating good practices;
- ✓ Monitoring the implementation of good governance standards.

In line with the indicators of the Sports Governance Observer 2015 and the Sports Governance Observer 2018, the NSGO indicators are dispersed over four good governance dimensions that emerge from academic literature, namely transparency, democratic processes, internal accountability and control, and societal responsibility.

These dimensions have been selected on the basis of relevant theoretical insights that explain their positive impact in terms of legitimacy, effectiveness, and resistance to unethical practices. First, implementing the four dimensions contributes to perceptions of fairness and legitimacy. Second, the dimensions each have a distinct impact on effectiveness and good conduct.

The following summarizes the main impact of implementing the four dimensions of good governance.

3.4.1. The 4 NSGO dimensions with their principles

Transparency: Refers to an organization's reporting on its internal workings, which allows others to monitor these workings. Transparency enhances trust and incentivizes staff and officials to perform better.

There are 7 principles of transparency expressing how organizations should

be transparent with the stakeholders and public to let them know about the organization's activity.

Table 2. Principles of transparency

No.	Principles' description
1	The organization publishes its statutes/ constitution, internal regulations, organization chart, sports rules and multi-annual policy plan on its website.
2	The organization publishes the agenda and minutes of its general assembly meeting on its website.
3	The organization publishes board decisions on its website.
4	The organization publishes information about its board members on its website.
5	The organization publishes information about its members (athletes and clubs) on its website.
6	The organization publishes an annual report, including financial statements, on its website.
7	The organization publishes regulations and reports on the remuneration, including compensation and bonuses, of its board members and management on its website.

Democratic processes: Entail free, fair and competitive elections; the involvement of affected actors in decision-making processes; and fair and open internal debates. 13 principles of Democratic process express the sufficient internal democratic process which can be legislated as a democratic grammar of conduct, and to be followed by sport governing bodies.

Table 3. Principles of Democratic processes

#	Principles' description
1	Board members are democratically (re-)appointed according to clear procedures.
2	The organization takes steps to achieve a differentiated and balanced composition of its board.
3	The organization has a nomination committee.
4	The organization establishes a quorum (a minimum number of attendees required to conduct business and to cast votes) in its statutes or internal regulations for the board and the general assembly.
5	The organization has established term limits as well as a retirement schedule.
6	The general assembly represents all affiliated members and meets at least once a year.
7	The board meets regularly.
8	The organization ensures the participation of athletes in its policy processes.
9	The organization ensures the participation of referees in its policy processes.
10	The organization ensures the participation of coaches in its policy processes.
11	The organization ensures the participation of volunteers in its policy processes.
12	The organization ensures the participation of employees its policy processes.
13	The organization implements a gender equality policy.

Internal accountability and control: Refer to both, the implementation of the separation of powers in the organization's governance structure as well as a system of rules and procedures that ensures that staff and officials comply with internal rules and norms.

Table 4. Principles of Internal accountability and control

#	Principles' Description
1	The general assembly supervises the board appropriately.

2	The board establishes procedures regarding the premature resignation of board members.
3	The organization defines in its statutes those circumstances in which, due to a serious conflict of interest, a person is ineligible to serve as a member of the board.
4	The organization applies a clear governance structure according to the principle of separation of powers.
5	The board supervises management appropriately.
6	The organization has an internal financial or audit committee.
7	The organization implements a financial control system.
8	The board annually evaluates its own composition and performance.
9	The organization's finances are externally audited by an independent auditor.
10	The organization has or recognizes a code of conduct applicable to the members of the board, management and personnel.
11	The board establishes clear conflicts of interest procedures that apply to the members of the board.
12	The board establishes procedures for the processing of complaints in the internal regulations.
13	The organization's decisions can be contested through internal or external mechanisms.
14	The board adopts an annual meeting schedule.

Societal responsibility: Refers to deliberately employing the organization's potential and impact in order to have a positive effect on internal and external stakeholders and society at large.

Table 5. Principles of Societal responsibility

No.	Principles' Description
1	The organization offers consulting to its member organizations in the areas of management or governance.
2	The organization implements a policy aimed at mitigating health risks of sporting activities.
3	The organization implements a policy on combating sexual harassment in sport.
4	The organization implements an anti-doping policy.
5	The organization implements a policy on social inclusion through sport.
6	The organization implements a policy combating discrimination in sport.
7	The organization implements a policy to promote gender equality in sport.
8	The organization implements a policy to combat match-fixing.
9	The organization implements a policy for the promotion of environmental sustainability.
10	The organization implements a policy on promoting the dual career of athletes.
11	The organization implements a policy on promoting sport for all.
12	The organization ensures the fair treatment of professional athletes.

3.4.2. Standardized data gathering process

In order to guarantee reliable data, researchers using NSGO tool are required to follow a standardized process when collecting data. In the process; it is important to select the federations to be reviewed. The researcher should contact the federations to explain the process (outline, time frame, benefits for federations, confidentiality). It is very important to find a contact point, i.e. a federation representative who can assist the researcher with data gathering. In case of refusal;

explanations should be given that scoring will take place on the basis of publicly available data and give the opportunity to give feedback on the data gathered.

The questionnaires are sent to the federations in which the researcher asks them to provide data according to the principles of the 4 dimensions of good governance. If necessary, the interview will be conducted and ask for additional evidence (e.g. official documents, emails, newsletters, etc.).

3.5.Data collection

Based on available tools for measuring the level of governance practices in sport organizations, I adopted The National Sports Governance Observer (NSGO) Tool by (Geeraert, 2018) for measuring the current level of governance practices in Rwanda the case of RNOSC. The tool was applied to 10 federations and 10 executive members from each organization participated in the assessment.

The open-ended interview was conducted in RNOSC and 4 interviewees were selected, they include 2 RNOSC executive committee members and 2 employees.

The interview questions are as follow:

Table 6. Interview questions

No.	Interview questions
	The status of good governance in Rwanda sports organizations
	<i>Assessment using the National Sports Governance Observer tool</i>
	Barriers of good governance
1	What do you think good governance is?

2	<p>Among the following barriers of good governance which ones are found in in sport organizations?</p> <ul style="list-style-type: none"> a) Lack of awareness b) Financial mismanagement c) Match fixing d) Illegitimate political actions to keep a leadership regime in power e) Doping scandals f) Tax evasion g) Corruption and failure to check corruption h) Weak civil society i) Lack of strong institutions of governance
3	What do you think are other barriers to good governance in Rwandan sports?
Good governance and performance	
4	How crucial do you think it is to have transparency in sport organizations?
5	What is the role of accountability in sports administration?
6	Do you think Rwanda Sports Organizations respect the democratic process? How important do you think it is to have democracy in a national sport organization?
7	Do you think having a clear structure and responsibilities in sports federations in Rwanda can contribute to the active involvement of the private sector in sports? How?
8	What is your view on the best approach to fulfill the sport organizational long-term objectives?
9	In your opinion, what are mechanisms that can be implemented by the national sport organizations for their stakeholder's satisfaction?
10	Do you think the practice of good governance principles can help managers to achieve and maintain the stability and sustainability of their sport organizations? How?

11	What are the main factors for sporting success (high performance) of the national sport organizations in Rwanda?
12	If you have any comments or suggestions on good governance in sports or about this interview, please don't hesitate to share.

3.6. Data analysis

For this study I adapted thematic analysis approach in order to examine the data obtained from the interviews.

(Braun & Clarke, 2006), defines thematic analysis as the method used in qualitative research for identifying, analyzing and reporting patterns (themes) within data. It minimally organizes and describes your data in (rich) detail. However, frequently it goes further than this, and interprets various aspects of the research topic. They provide six step guide that is very crucial for conducting this type of research. They are as followed:

Familiarization of data: transcribing data, reading and re-reading the data, noting down initial ideas.

Generating initial codes: coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.

Identifying themes: organizing codes into potential themes, gathering all data relevant to each potential theme.

Reviewing themes: checking if the themes work in relation to the coded extracts and the entire data set, generating a thematic map of the analysis.

Defining themes: ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme.

Producing the report: the final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis.

3.7. Ethical consideration

The researcher avoided to mention the respondent's names in order to make them feeling free and confident to participate. An introductory letter was also attached on the provided to explain the end use of information which was for the academic use only.

Chapter 4. Results

This chapter deals with the presentation of the results based on the analysis of the data collected to achieve the stated objectives and to answer the research questions. Therefore, this chapter presents the findings in the response to research questions:

1. What is the status of good governance in sport organizations in Rwanda?
2. What are the barriers that hinder the good governance within the Rwandan sport organizations?
3. How does good governance influence the performance of sport organizations?

The results are divided into two phases: results of the National Sports Governance Observer (NSGO) study sample in Rwanda consisted of ten national sports organizations and results based on interviews. Firstly, with the cooperation of Rwanda sports organizations, ten organizations were assessed and NSGO was applied in order to measure the current situation of good governance in Rwanda, the governance assessment tool developed by Geeraert (2018).

Secondly, the open-ended interview was conducted with the RNOSC permanent staffs and executive committee members. The thematic analysis was used for data analysis because it provides a flexible and useful research tool to generate categories and match similar thematic elements across the research participants.

4.1. General information of sample sports organizations

The data were collected from 10 selected national sports organizations according to their popularity, size in terms of members, international recognition and those promising to reach international podium. The below information shows their names, acronyms, years of establishment, number of employees, members and positions of representatives participated in this research study.

Table 7. Basic information of the organization

No.	Name	Acronym	Year of establishment	Club members	Number of employees	Representative
1	FEDERATION RWANDAISE DU FOOTBALL AMATEUR	FERWAFA	1972	63	30	Secretary General
2	FEDERATION RWANDAISE DE VOLLEYBALL	FRVB	1975	25	10	Secretary General
3	FEDERATION RWANDAISE DE BASKETBALL	FERWABA		20	3	Vice President
4	FEDERATION RWANDAISE DE CYCLISME	FERWACY	1978	10	21	President
5	FEDERATION RWANDAISE D'ATHLETISME	RAF	1984	20	1	President
6	NATIONAL PARALYMPIC COMMITTEE OF RWANDA	NPC-Rwanda	2001	30	5	Secretary General
7	FEDERATION RWANDAISE DE TENNIS	FRT	1986	10	12	Secretary General
8	RWANDA CRICKET ASSOCIATION	RCA	2000	24	15	President
9	RWANDA TAEKWONDO FEDERATION	RTF	2010	30	5	Secretary General
10	FEDERATION RWANDAISE DE HANDBALL	FERWAHAND	1983	34	1	Secretary General

4.2. Assessing the status of good governance

Governments, sports organizations and researchers have provided good governance codes and principles to encourage, assess and direct the implementation of basic elements of good governance.

As such, the National Sports Governance Observer tool aims to support and inspire national sports federations by assessing governance and capacity building to improve the efficiency of their governance. It consists of 4 dimensions: transparency, democratic process, internal accountability and societal responsibility each of them has different number of principles which totals to 46. Lickert-type scale ranging from 0 to 4 was used to collect raw data from 10 Rwandan National sports organizations.

4.2.1. Application of NSGO to Rwanda National Sports Organizations

The researchers developed the NSGO tool and successfully applied it to 8 European countries and two more external associated partners. The countries are Cyprus, Denmark, Belgium, Germany, the Netherlands, Norway, Poland, and Romania for the official partners, and Brazil and Montenegro for the associated external partners.

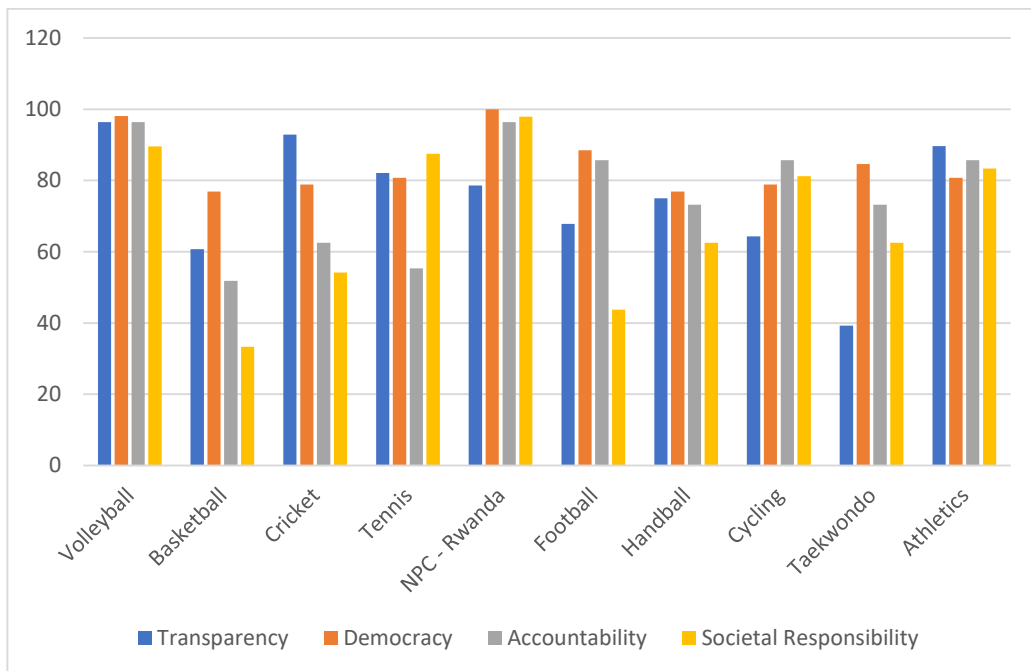
Since the NSGO aims to provide an overview of governance strengths and weaknesses, it is important to use an additional visualization technique, which communicates a general perspective on the scores in a comprehensive manner. Nardo et al., (2005) proposed a modified traffic light scoring system because it allows for an easily accessible interpretation of strengths and weaknesses. A label

was assigned to percentages and scores on the basis of the federations' scores on 46 principles.

Not fulfilled	Weak	Moderate	Good	Very good
0-19%	20-39%	40-59%	60-79%	80-100%

I also applied the NSGO in the case of Rwanda Sports Organizations. The research was conducted in October 2020, the open-ended interview questionnaire was prepared according to 46 principles of the 4 dimensions of NSGO. The scores were collected and reviewed. Therefore, the below figure shows the assessed Rwandan Sports Organizations on 4 NSGO dimensions.

Figure 1. Assessed Rwandan Sports Federations on 4 NSGO Dimensions

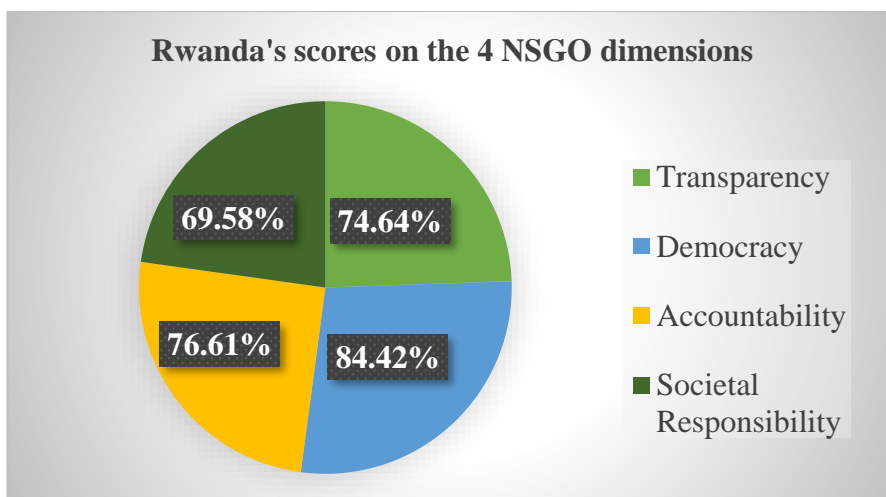


The combined average score of the 10 federations on the 4 NSGO shows that volleyball federation is the only organization scored above 80%

the 4 NSGO dimensions. NPC scored the higher on the democratic process while Basketball scored lower on the societal responsibility. Taekwondo Federation should improve its transparency side of good governance since the score shows 39.3% which is labelled as weak.

The average Rwanda's score on transparency, democracy, accountability and societal responsibility is presented in the below diagram.

Figure 2. Rwanda's scores on the 4 NSGO Dimensions



The Rwanda Federations scored highest in Democracy dimension namely 84.42% labelled very good. The NSGO accountability reached 76.61% with good as label, whereas the transparency dimension is labelled good with the scores of 74.64% the last dimension namely societal responsibility scored the lowest of all four, with 69.58% classified as good. The above results indicate that:

Dimension 1: Democracy

Most of the assessed federations in Rwanda have formal procedures for the

appointment and reappointment of the members of the board. They have formal rules on people qualified to vote; majority or percentage needed to win the election and, where applicable, weighting of votes; quorum; and election rounds. All the federations have their board members elected by the general assembly. They establish a quorum for board meetings. They have a general assembly that represents all affiliated members and establish a quorum for general assembly meetings. the federations' general assembly meets at least once each year. Except Tennis, other federations establish term limits for board members. Apart from the above performed well principles, the national sports organizations in Rwanda should improve in the areas like: stakeholders' participation in policy making and gender equality policy. The highest score was achieved by NPC-Rwanda labeled "very good" while the lowest score was reached by Handball Federation (FERWAHAND) with "good" as label (Please refer to the appendix).

Dimension 2: Internal accountability and control

The majority of the federations formally define key board positions and establish that the board determines the organization's general policy. They formally define the delegated tasks of each of the standing committees by outlining the responsibilities and competences delegated to management. The federations apply a clear governance structure according to the principle of separation of powers. They have internal audit committee to make sure financial control system is being implemented.

Despite the well implemented principles mentioned above, Rwanda Sports organizations still have a room for improvement such as: establishing the clear conflicts of interest procedures, allowing the independent auditors to externally audit the finances. They should also have formal procedures regarding the premature resignation of board members. Volleyball federation (FRVB) scored higher than other federations with “very good” as label while the lowest score reached by Basket federation labelled “moderate”. (Please refer to the appendix).

Dimension 3: Transparency

With regard to the transparency dimension, the surveyed federations in Rwanda achieved high average scores on the principles connecting to the publication of legal and policy documents to their internal stakeholders but they have weakness in publishing regulations and reports on the remuneration, including compensation and bonuses of its board members and management. In addition, some federations like basketball do not have website which is the important platform to publish policies and reports of the organizations. Volleyball federation (FRVB) got the highest index score which constitutes a “very good” score since Taekwondo federation scored the lowest among the assessed federations on the transparency. The score was labelled “weak”.

Dimension 4: Societal responsibility

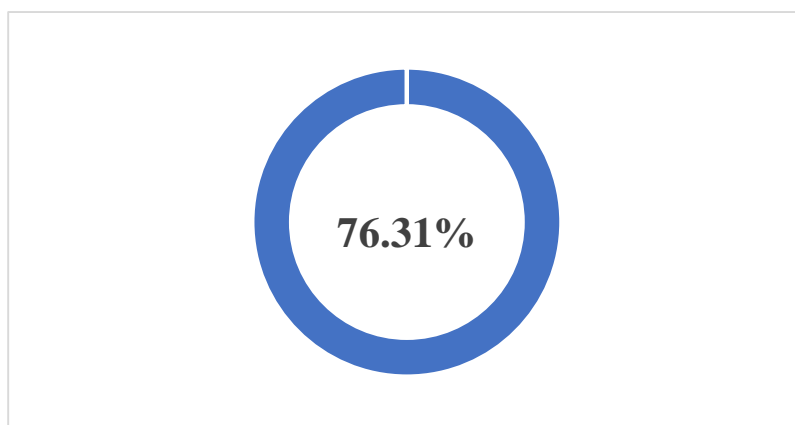
Concerning the societal responsibility dimension, the surveyed federations

in Rwanda provide some form of consulting to member organizations in the areas of management. With the support from Rwanda National Olympic and Sports Committee, federations undertake actions aimed at raising awareness for anti-doping rules. They cooperate with other organizations with a view to promoting sport for all. The majority of the assessed federations have the objectives and actions intended at combating sexual harassment, discrimination, and promoting equality in sport.

The lack of National-Antidoping Authority leads to the poor implementation of disciplinary rules to fight against doping in conformity with the World Anti-Doping Code. There is a huge gap in making policies regarding to the promotion of dual career of athletes, sports for all, environmental sustainability and combating match-fixing. With this dimension; NPC – Rwanda scored reached higher index score labelled “very good” since basketball scored the lowest mark with “weak” as label.

The figure below summarizes the current situation of good governance in Rwanda, it indicates the Rwanda’s overall NSGO index scores.

Figure 3. Rwanda's overall NSGO index scores



As it is shown in the above figure, the average of the NSGO country index score is **76,31%** which corresponds to a “**good**” scoring label.

4.3. Interview analysis

Interviews were analyzed using the thematic analysis technique. It helped to identify the barriers of good governance and the influence of good governance on the performance of sports organizations in Rwanda.

4.3.1. Demographics of interview participants

A total of 4 participants were interviewed using the open-ended interview technique to obtain the second phase of results. The 4 participants were from RNOSC representing both the executive committee and permanent staff. 2 males and 2 females were purposively selected to take part into this research study. Their ages range between 28 and 60 with the experience of more than 6 years in sports management and administration.

The experiences and positions of interviewee from RNOSC are presented in the table below:

Table 8. Basic information about participants

Participants	Gender	Position	Experience
Participant 1	Male	Executive Director	6 years
Participant 2	Female	Olympic Solidarity Programs manager	6 years
Participant 3	Female	Vice president and IOC Member	20 years
Participant 4	Male	Secretary General	10 years

The names of the selected participants were not mentioned for the sake of privacy and anonymity of participants.

4.3.2. Thematic data table analysis

The collected data produced four main themes: good governance, barriers, effectiveness and performance. The findings are presented into sub-themes and the codes show how themes were developed. The summary of codes and themes are provided below:

Table 9. Thematic data table of analysis

Research Questions	Codes	Lower-order themes	Higher-order themes
RQ – 2	Transparency, fight corruption, values, accountability	Management	Good governance
	Financials, Internal audit, Allocation of funds, money, Agreement, Responsibility	Control mechanisms	
	stakeholders' satisfaction, performance, meeting the societal needs	Outcome	
	Financial, budget, involvement of private sector	Financial stability	Barriers
	Awareness, professionalism, education, politics, qualification, systems	Capacity building	
	Financial mismanagement, corruption, weak reporting process, lack of clear policies about sports, the mixture of sports and politics.	Poor management	
	Institutions, infrastructures	Participation	
RQ – 3	Information, transfer of knowledge, efficiency, common understanding, accurate information, stakeholders	Transparency	Good governance principles
	Duties and responsibility, gap filling, mission achievement, stakeholders, leaders, expertise, trust	Accountability	
	Financially independent, vision sharing, elections, union, consideration.	Democracy	
	Credibility, sponsorship, strategic planning, trust	Structure and responsibility	
	Strategic plan, vision, mission, values, marketing strategy, capacity building, long-term planning	Approaches	Organizational performance
	Infrastructure, sport policies, financial stability, transparency, accountability, capacity	Sporting success	

	building, psychological factors		
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4.4. Observation of participants on good governance

With the intention of answering the RQ-2 and RQ-3, the interview was conducted to firstly evaluate the opinions of the participants about good governance in sports organizations. The results discovered that they have an adequate understanding and showed also their views on good governance. Governance has become a popular subject of discussion in recent years. Governance in its broad sense is the exercise of authority in an organization's management (Lam, 2014).

4.4.1. Management

According to Australian Sports Commission (2002) governance overlaps considerably with management; the latter is seen as the implementation and execution of policies, and is dealt with primarily under tools for achieving good governance.

Participant 1 mentioned that:

“Good governance is a way of measuring how public institutions are conduct public affairs and manage public resources in a preferred way. In addition; good governance is the process of decision-making and the process by which decisions are implemented.” (Participant-1).

The above statement is similar to what Australian Sport Commission (2015) has reported, it remarks that good governance affects how the organization's

priorities are set and accomplished, defines the rules and procedures for making operational decisions, and establishes the means of performance optimization and control, including how risk is monitored and evaluated.

4.4.2. Outcome and control mechanisms

The above sub-themes identify the benefits of good governance such as the stakeholders' satisfaction, performance and ensuring that the organizations' results should meet the societal needs with the best use of resources in a transparent manner. Participant 4 pointed out the meaning of good governance in the following statement:

“I think good governance in sports institutions means a system or ways by which sports institutions are managed. This means how sports institutions put in place policy, delivers its objectives, how well they work with all their stakeholders, and how they monitor their performances.” (Participant-4)

The above statement matches with Lam (2014) research where the author asserted that good governance concerns how an organization develops strategic goals and direction, how the board of the organization monitors the performance of the organization to ensure it achieves these strategic goals, and ensuring that the board acts in the best interests of the members. Participant 2 also drew attention on the significance of good governance in the below statement:

“It is the processes in institutions that will produce results that meet

the needs of society while making the best use of resources at disposal.” (Participant - 2)

It is very important to mention the production of the results and the best use of resources because it links to the main principles of good governance which are responsibility and accountability. According to Donnelly et al. (2001) the accountability can take many forms, including accurate reporting of financial records, statistical analysis and the fair use of resources. They added that while listing the relative roles, duties and responsibilities of all councils, committees, commissions and all other bodies that make up the governing body, there should also be a clear chain of accountability and obligation among them. This way members of sport organizations know what to do and what to expect from them. Organizations should be accountable to the public and its stakeholders, as well as to those who are influenced by their decisions or actions.

4.5. Barriers of good governance

According to Chappelet (2018) at the beginning of the 21st century, governance has become a common term in the international sport circles. Nevertheless, improved governance does not cure all the ills of this huge field and its various governing bodies, many of which have been rocked by corruption, bribery, match-fixing and hooliganism. Canberra (2018) added that good governance was hindered by the lack of awareness, absence of transparency and accountability, corruption and failure to check corruption, weak civil society and

lack of strong institutions of governance.

4.5.1. Capacity building and financial stability

The results from the interview with the respondents from RNOSC revealed that good governance in Rwanda sports organizations has been threatened by the lack of professionalism, the low number of qualified sports administrators, limited budget and the lack of commercial sponsors.

Participant 1 specified that:

“Ok. The barriers of good governance in Rwandan sports are: lack of professionalism, limited budget is also a barrier of good governance since all sport-related aims require financial investment and lastly there is no clear policies about sport” (Participant-1).

Participant 2 added that:

“The sport sector in Rwanda is still relatively new there are few educated technicians, opinion leaders...we still need to get correctly educated” (Participant-2).

The Rwanda sport development policy elaborated by MINISPOC (2012) stated that there are capacity gaps in the management of sports bodies that need to be developed to the level that will ensure continuous growth and development of sports in the country in a more sustainable manner. The Ministry shall work with sports bodies to strengthen their management capacity to take up the challenge of

developing sports in Rwanda. The policy also indicates that in order to attain the desired level of sports development; there is need for adequate technical staff because the current level of technical staff is not able to provide the required support for the development of sports in the country.

It was also reported that funding is a major challenge for sports and the active involvement of the private sector in sports helps the development of sports in countries; but in Rwanda, the involvement of private sector in sports development is very limited (MINISPOC, 2012).

4.5.2. Poor management

Bad governance has a number of causes, including inexperience as management, conflicts of interest, inability to handle risk, insufficient or improper financial controls, and generally weak internal business and reporting processes (Canberra, 2008). Participant-4 asserted that:

“Well! I think the lack of awareness and financial mismanagement are among good governance barriers at the moment” (Participant-4).

Participant-1 also pointed out the following:

“I think among these barriers, the illegitimate political actions to keep a leadership regime in power and corruption and failure to check corruption are the most found in Rwandan sports organizations” (Participant-1).

The above statements match to what Geeraert (2013) has found out, he asserted that good governance issues are the lack of accountability, particularly in the absence of objective criteria and transparency for controlling the allocation of funds, a complete lack of independent ethics committees in sports organizations and term limits (a challenge to good governance in terms of accumulation of power) are typically absent in executive bodies.

4.5.3. Infrastructures as a factor for sports participation

According to Heineman (2005) sport not only helps to meet individual needs but also it creates external effects like social integration, socialization, democracy, and public health. Several governments have a fitness policy that postulates the importance of becoming physically active and publishes weekly sports participation guidelines. However, adequate sports infrastructure is necessary for the participation of sports, as many sports cannot be carried out without the required sports facilities.

Participant-3 indicated that the limited infrastructure is among the major barriers of good governance in Rwanda sports since it limits the participation of people in sports thereby affecting the pace of development of sports in general.

“Limited infrastructure which delays the implementation of some sports policies such as participation of people in different sports disciplines, lack of high level of qualification in sports administration, financial constraints and private sector do not

support sports activities are the barriers of good governance in sports” (Participant-3).

4.6. Good governance principles

This theme identifies the answer for RQ-3 which was intended to explore the influence of good governance on the performance of sports organizations in Rwanda. It covers the views of study participants on the importance of good governance principles being practiced in Rwanda. This theme comprises with four sub-themes; transparency, accountability, democracy and structure and responsibility. Participant-4 argued about the importance of good governance principles:

“Yes, the practice of good governance principles can help achieving and maintaining the stability and sustainability of the sport organizations because these principles can help sports organizations leaders to prepare their organizations for a better future. Some of these principles are but not limited to: Integrity, Organization’s Vision and Mission, Leadership and Role of the Board, Board Structure, Controls and Compliance, Accountability and Transparency. Good governance principles can be a great foundation for the success of any sport organizations” (Participant-4).

4.6.1. Transparency

Participant-1 stated that transparency is the main principle of good governance as

follows:

“To have transparency in sport organizations is very crucial because transparency is one of the key elements for good governance” (participant-1).

And participant-2 mentioned importance of practicing transparency in organizations:

“With transparency information will be easily communicated and therefore transfer of knowledge and processes be efficient” (Participant-2).

According to Schenk (2011) transparency in governance means that information is freely available and accessible to the public, particularly to those who will be affected the most by such decisions and their enforcement. This demonstrates that the decision process is followed the rules and regulations and is conducted in a professional and an unbiased manner.

4.6.2. Accountability

The respondents declared that accountability is very important in sports administration because with accountability every stakeholder knows his or her duties and responsibilities and is accountable for the outcome. The participant-3 argued about the role played by accountability in sport organizations as a principle of good governance:

“Accountability plays a very big role yes, to define the percentages

of the things done to achieve the organizations' mission and finding the ways to fill the gap with different stakeholders” (Participant-3).

According to Chappelet & Mrkonjic (2013) sporting organizations are not only responsible to financial investors through financial reporting procedures, but also, those other resources in the organization; athletes, coaches, parents, supporters, sponsors and so on, even where that investment is largely emotional rather than material.

Participant-4 pointed out the importance of having accountability in an organization and the role of leaders in the implementation of accountability by involving all stakeholders for the common success.

“For me, I think the main role of accountability in sports organizations is for leaders to accept their responsibilities, knowing that they are responsible of their actions. In addition, the time and effort spent on unproductive activity is eliminated by accountability. Leaders basically should know how to appreciate the work done from making people responsible for their acts. When done right, accountability will improve the expertise and trust among team members” (Participant-4).

4.6.3. Democracy

The respondents mentioned that democracy means not only elections but also visions sharing, the feeling of being considered in an organization in order to

move forward together without leaving anyone behind which leads to the unity of stakeholders, it is much easier to be democratic when organizations are financially independent. Participant-3 stated that:

“The democratic process is followed in Rwandan sports organizations. An organization is a gathering of people that share the same vision or interest. Their voices are what makes their power if they are not united, the organization will not move forward. Rwanda respects the democratic process. It is important because we go by human rights measures, inclusion, no one should be left behind. Every voice must be heard and considered” (Participant-3).

Participant-4 added the following:

“Yes, Rwanda Sports Organizations respect the democratic process. It is very important to have democracy in a national sport organization because it engages all the stakeholders in decision-making process as they all feel equal before the law” (Participant-4).

However, participant-1 noticed that:

“No, is not only for the election of the members but also it is hard to be democratic when you are not financially independent” (Participant-1).

The above statements match with Thibault, Kihl, & Babiak (2010) research where the authors asserted that sport organizations are constantly democratized by involving the voices and interests of all organizational actors, including athletes, coaches, administrators, volunteers, executives, other IFs, and other internal stakeholders. This democratization also involves actors who until recently, may have been considered external stakeholders (e.g. media/broadcasters, sponsors, and governments of different countries).

4.6.4. Structure and responsibility

The results from participants revealed that having clear structure and responsibility in sports federations increase trust and credibility which enhance the not only the partnership with government institutions but also the success of sponsorship deals. Participant-1 stated the following:

Yes. Because having a clear structure and responsibilities in sports federations increases the image of the institution and credibility which enhance the chances to be trusted by the private sectors before they can be involved in sponsorship deals (Participant-1).

On a similar note, participant-4 confirmed that:

Yes, I agree that having a clear structure and responsibility in sports federations can improve the involvement of the private sector in sports. Generally speaking, the main goals of private companies is to make money, and also to financially support sports.

However, this can only work if there is a clear structure and responsibilities. Private sector in sports wants to be able to trust sports federations before they are fully engaged financially (Participant-4).

All private sectors aim to partner with a trustworthy sports organization for a win-win business-oriented agreement. The more sports federation becomes well-structured and responsible the more it signs enough sponsorship deals to become financially stable. This is similar to Donnelly et al. (2001) research, the authors stated that proper and well-defined structure provides a reliable basis for any successful sporting organization.

4.7. Organizational performance

This theme reflects the answers of RQ-3 from the reviewed and analyzed data collected using interviews with participants purposively selected from RNOSC office. the theme covers two sub-themes; approach and performance. The results show that both technical and management factors influence the performance of sports organizations.

4.7. 1. The best approach to fulfill long-term objectives

The main purpose of creating an organization is to coordinate effort for goals attainment. According to Chelladurai (2001) organizations are interconnected sets of individuals and groups working together in some types of coordinated efforts to accomplish common goals through differentiated functions. This sub-

theme indicates the best approach to fulfill organizational long-term objectives.

Participant-3 revealed the following:

“The best approach is to be focused on our vision, mission and values. Marketing strategy, good partnership with different stakeholders and increase the capacity of young men and women in sports management so that when they qualify at another level, then they can take part in the structure of the sports organization, we need also a study tour, so that we learn from those that are already on higher level for more experience that we can apply in our sports organizations” (Participant-3).

Participant-1 in one sentence, stated that:

“Set up a clear strategic plan accommodating the needs of all sport partners” (Participant-1).

Rwanda has significant potentials to develop national assets in terms of sport for men and women which can be exported and represent Rwanda in the international arena. To fully exploit those potentials, the government of Rwanda has highlighted targets to be achieved in the area of sports in the government 2050 vision. This prompted a thorough review of the sports industry to identify key challenges likely to impede sports development and come up with appropriate strategies to support the achievement of sports (MINISPOC, 2012).

4.7.2. Sporting success

This sub-theme focuses on the possible factors which influence organizational sporting success. Participant-1 indicated the identified the following:

To reach sporting success, it is necessarily to have in place: infrastructure, good governance, proper sport development policies, qualifies staff, and financial stability” (Participant-1).

Participant-2 mentioned that having the combination of management and technical factors contribute to the high performance of the sports:

Accountability and transparency, but I also think about talent detection and development and technical managers who can help the young talented athletes to become elite level players. The combination of management and technical part of sport development will definitely lead to the high performance” (Participant-2).

Sporting success is one of the factor determinants of organizational performance. If we look at objectives and long-term planning of sports organizations in any country, we will find that winning titles, medals and international trophies are among major goals to be achieved. Old (2004) stated that sport organizations are groups of people working together to achieve goals related to sports and Daft (2000) added that organizational performance is the

organization's capability to achieve its goals by using resources in an efficient and effective manner.

Participant-1, concludingly highlighted the best way of achieving good governance and how influential it is for the organizational performance and stakeholder's satisfaction in particular:

Good governance is an ideal which is difficult to achieve in its totality. Governance typically involves well-intentioned people who bring their ideas, experiences, preferences and other human strengths and shortcomings to the policy-making table. Good governance is achieved through an on-going discourse that attempts to capture all of the considerations involved in assuring that stakeholder interests are addressed and reflected in policy initiatives" (Participant-1).

Chapter 5. Discussion

This chapter presents the detailed analysis of the study results which are divided into three phases: the first section of the chapter reveals the answer to three research questions and discusses major findings of the study with the support of relevant literature. This chapter also presents the limitation of the study, and based on the findings and discussion; suggestions and recommendations for further research are proposed.

Data collection and analysis produced the current situation of good governance in Rwanda Sports. The results show that there are barriers that impede the good governance, they also revealed the influence of good governance on the organizational performance in sports.

Baele (2017) asserted that good governance increases the organization's productivity, stability and sustainability. He added that, in a world where all sport federations are competing with governments or sponsors for the same money; an efficient practice of good governance principles would help a federation to gain money, offer better services to its members and athletes, and ultimately produce better sporting outcomes. That is consequently why this study aimed to find out the current situation of good governance in Rwanda and its contribution to overcome the challenges holding back the sporting organizations from better governance and sporting success.

5.1. The status of good governance in Rwanda sporting organizations

The researchers developed the NSGO assessment tool. It aims to provide an overview of good governance strengths and weakness which communicate the situation of good governance. It also shows the national good governance index score. According to Geeraet (2018) the purpose of NSGO project was to assist and inspire national sports federations by measuring governance and building capacity to improve the quality of their governance. The mentioned assessment tool was applied to Rwanda and the 4 NSGO dimensions including; democracy, transparency, internal control and societal responsibility were evaluated.

The results showed that: democracy in Rwanda sporting organizations is classified good; apart from stakeholder's participation in policy making, decision-making and gender equality policy, the rest of democracy principles were respected and applied in the assessed national federations. The similar note was revealed by Thibault, Kihl and Babiak (2010) that the access to representation in decision-making should be available to those who make up the organization's internal constituencies with for example representation on boards of such organizations for stakeholders such as players, supporters, and managers as well as owners.

The results reveal that: Rwanda sports federations is labeled good in internal accountability and control while they established organizational general policies, outlined responsibilities and competences of each committee members especially in the case of delegation, the federations have clear governance structure

according to the principles of separation of powers and they vote for internal audit committee. The findings indicate that the federations should establish conflict of interest policy and allow external auditors to externally audit the finances.

The European countries were surveyed using the same tool and Geeraert (2018) reported that the European countries assessed have achieved high average principal scores with regard to the adoption of a clear governance structure and a decision-making process. Organizing board self-evaluations and the adoption of conflict-of-interest procedures are the values that rank the lowest on average.

Therefore, both Rwanda and assessed European countries have a clear governance structure and poor conflict of interest policy while other principles show some differences in term of index scoring.

The results on transparency showed that it scored third place among the 4 dimensions where it labeled good. The most dominant principle is the publication of legal and policy documents and make them accessible to stakeholders. But federations have weakness on publishing remunerations such as bonuses and allowances of board members.

The previous research applying the NSGO tool reported by Geeraert (2018) revealed the similar findings because the assessed European countries have obtained high average ratings on the principles of publishing of legal and policy documents and on the monitoring of their member clubs and athletes. The theory of disclosure of information regarding the remuneration of board members and

management and the related remuneration policies was the most troublesome.

The results of this study showed the current situation of societal responsibility in Rwanda sporting organizations where the federations collaborate with RNOSC to raise awareness on anti-doping rules. The findings indicated also that in cooperation with other institutions, the federations promote sports for all, they also put much effort in combating sexual harassment, discrimination and promoting equality in sports. They have weakness in establishing policies regarding to the promotion of dual career of athletes, environmental sustainability and match-fixing.

According to Geeraert (2018) report, the surveyed European countries on the societal responsibility, all concepts of social responsibility obtained strong average scores except environmental sustainability, athletes' rights, gender equity, anti-match-fixing and dual career policies which achieved the weak average scores.

Consequently, both Rwanda and European countries present the similar weakness in establishing policies regarding to the promotion of dual career of athletes, environmental sustainability and match-fixing.

The combination of the scores achieved by the 4 dimensions of NSGO produced the overall country index score of **76,31%** which corresponds to a “**good**” scoring label. The previous research applied the same assessment tool in Europe and found that the average countries index score was 47%, which corresponds to a “**moderate**” scoring label. The highest index score was 78% achieved by Norway and the lowest

index score was **27%** reached by Cyprus (Geeraert, 2018).

The Rwandan sports federations achieve good marks on good governance with an average NSGO index score of 76,31%. It is fair to say, in general, that Rwandan sports give the impression of being well governed. In most cases, there are instruments, policies etc... that the NSGO project expects to be in place in order to have good governance. However, there are still some areas with room for improvement.

5.2. Barriers of good governance in Rwanda sporting organizations

The researcher was firstly interested in checking the perception of participants on good governance. The results revealed that the interview participants have adequate understanding of good governance and its principles. According to the answers from participants the sub-themes were chosen such as management, outcome and control mechanisms. The explanations of the sub-themes reflected the governance principles such as transparency, accountability, responsibility, fairness, stakeholder representation and control. In that sense Lam (2014) argue that good governance addresses three key issues: how an organization establishes strategic objectives and direction; how the organization's board tracks the organization's success to ensure that it meets certain strategic goals; and how the board works in the best interests of the members. Good governance in sport should include such principles as the governing body 's position, structure, responsibility and accountability, democracy, transparency and communication.

Based on the results from interview analysis, it was identified that there were barriers hindering good governance in Rwanda sports. The aspects such as; capacity building, financial instability, poor management and lack of standardized infrastructure were examined.

Regarding capacity building, the results from the interview revealed that there is a small number of sport professionals, educated managers and technicians who could assist federations in policy making, strategic planning, establishment of proper structure of governance. In this case Yet & Taylor (2008) asserted that via poor strategic planning, policy making and poor decision-making, a lack of a proper governance system will inevitably lead to deficiencies within the organization. External implications such as withdrawal of funding, sponsorship, membership and potential interference from external bodies such as government could occur apart from these internal problems that can arise from poor governance.

The government of Rwanda is aware of this issue since, Rwanda sport development policy elaborated by MINISPOC (2012) stated that there are capacity gaps in the management of sports bodies that need to be developed to the level that will ensure continuous growth and development of sports in the country in a more sustainable manner.

Concerning financial stability, the results showed that limited budget and inadequate involvement of private sector sports are barriers of good governance since each step of practicing principles of governance requires a certain budget.

The participants added that it is difficult to be democratic when you are not financially independent. It was reported that funding is a major challenge for sports and the active involvement of the private sector in sports helps the development of sports in countries; but in Rwanda, the involvement of private sector in sports development is very limited (MINISPOC, 2012).

When it comes to poor management, the results indicated that corruption and failure to check corruption, lack of awareness, financial mismanagement and other integrity related principles are found in Rwanda sporting organizations. the similar noted was reported by Canberra (2018), he declared that good governance was hindered by the lack of awareness, absence of transparency and accountability, corruption and failure to check corruption, weak civil society and lack of strong institutions of governance.

Finally concerning the infrastructure, according to the findings, national sports bodies in Rwanda do not have enough standardized sports facilities required for maximizing the participation in sport activities in order not only to have elite level athletes but also to satisfy social responsibility needs such as; sport for all, social inclusion, environmental sustainability and mitigating health risks. This result matches to the findings of Heineman (2005) stating that the adequate sports infrastructure is necessary for the participation of sports, as many sports cannot be carried out without the required sports facilities.

5.3. The influence of good governance on the performance of sports organizations in Rwanda

The views of participants on the good governance and organizational performance helped the researcher to explore the influence of good governance on the performance of sports organizations in Rwanda.

With the regard to good governance principles, the interviews mostly highlighted the role of different elements of good governance within an organization, those elements include; transparency, democracy, accountability, responsibility, integrity, mission and vision, control, structure etc., ...

Geereart (2018) explained that researchers split the notion in order to pick acceptable elements of good governance. Four sub-dimensions of good governance, including transparency, democratic processes, internal accountability, and social responsibility. These dimensions are mutually reinforcing and mutually constitutive, to a large degree. Nevertheless, in line with the related theoretical literature, they are analytically distinct and can be described.

Chappelet & Mrkonjic (2013) proposed the following seven principles of good governance in sports: transparency, accountability, democracy, responsibility, equity, effectiveness and efficiency. Moreover, Parent & Hoye (2018) argued that it is interesting to see if the increased number of proposed governance principles have influenced the processes and performance of sports organizations, considering current corruption scandals and demands for better governance of sports

organizations.

Findings from this study have identified a couple of roles played by good governance principles when applied in sport bodies. Good governance principles help achieving and maintaining stability and sustainability of sports organizations. They are great foundation for the success of any sport organization. Baele (2017) commented that in some countries, even compliance with minimum standards of good governance has been made mandatory by public authorities for sport federations to be able to receive public subsidies. He added that another factor is that good governance is important for organization's stability and even sustainability.

Transparency helps to transfer knowledge and potential information in an efficient process. According to Schenk (2011) transparency in governance means that information is freely available and accessible to the public, particularly to those who will be affected the most by such decisions and their enforcement. This demonstrates that the decision process follows the rules and regulations are conducted in a professional and an unbiased manner.

Accountability defines the work to be done in order to achieve the organizational mission by involving internal and external stakeholders to fill the possible gaps which hold back the organization from performing well. Democracy engages all stakeholders in decision-making since they feel equal before the law. In this sense, Thibault, Kihl, & Babiak (2010) asserted that sport organizations are

constantly democratized by involving the voices and interests of all organizational actors, including athletes, coaches, administrators, volunteers, executives, other IFs, and other internal stakeholders.

The clear structure and responsibility increase credibility and promote the good image of the institution which enhance the chance of being trusted by sponsors and possible donors. Donnelly et al. (2001) research, the authors stated that proper and well-defined structure provides a reliable basis for any successful sporting organization.

Concerning organizational performance, two sections were considered; approach to fulfill long-term objectives and sporting success. The findings of this study reveal the following approaches which could be essential for federations to achieve long-term objectives: to focus on vision, mission and values of the organization, to build capacity of the future sport managers, to elaborate strategic plans which accommodate the needs of stakeholders.

Sporting success is achieved through many factors and processes planned and implemented by mostly national sport bodies. The current research found that they are a certain number of factors of sporting success in sport organizations in Rwanda. They include but not limited to: infrastructure, good governance; investing in good governance also means investing in sporting success (EOSE, 2017), proper sport development policies, qualified staff and financial stability. There are not many previous researches supporting these findings, but Emrich &

Klein (2012) argued the influence cultural, social, economic and demographic factors have been identified for many years.

5.4. Conclusion

The purpose of this research study was to examine the contribution of good governance on the performance of sports organizations in Rwanda. 10 national federations representatives and 4 officials from RNOSC participated in this research. Thematic analysis was used to produce the results for the status and barriers of good governance and its influence on the performance of sports organizations in Rwanda.

The Rwandan sports organizations attain good marks on good governance. It is reasonable to say, in general, that the current status of good governance in Rwanda sports organizations is respectable and Rwandan sports give the impression of being well governed. In most cases, there are instruments, policies etc... that the NSGO project expects to be in place in order to have good governance. However, there are still some areas with room for improvement.

Rwanda sport bodies have known tolerable number of both internal and external barriers of good governance including; lack of qualified technicians and sports managers, limited budget, lack of standardized infrastructure and poor management which leads to the financial mismanagement, corruption and other integrity related issues.

Good governance has multiple principles, elements and pillars. Each one

has its influence on not only organizational achievement of long-term objectives but also sporting success. The benefits of good governance principles most likely match with the targeted performance of sports organizations. Concluding, investing in good governance means investing in organizational performance.

5.5. Recommendations

The presentation of the results and discussion of the findings as well as suggestions from the participants have produced some recommendations with hope that it will be a step forward to break the barriers and improve the status of good governance in Rwanda sports organizations.

To the government of Rwanda:

Rwanda should put more effort in increasing the number of sports infrastructures with international standards in order to not only develop talented young athletes but also increase sports participation among Rwandans of all categories.

To the RNOSC

RNOSC should strengthen the education system so as to build capacities of both sports technicians and administrators. In this sense, the current sports managers should be encouraged to conduct tour visits in developed countries as well as pursuing higher education in sports management.

RNOSC should keep raising awareness to the members about integrity in sports and other related behaviors to fight against all forms of corruption.

To Rwanda Sports Organizations:

Regarding to the democracy; Rwanda sports organizations should improve the areas like; stakeholders' participation in policy making, and they need to elaborate gender equality policies.

When it comes to accountability and control; Rwanda Sports organizations are recommended to establish clear conflict of interests' procedures, allow independent auditors to audit their finances and have formal procedures regarding to the premature resignation of board members.

About transparency; they should find a way of publishing the reports on the remunerations including bonuses of the board members. They are also recommended to increase official communication platforms in an effort to publish legal, financial and policy documents since some federations do not have websites and part of social media accounts.

With regards to social responsibility; the organizations are requested to prepare policies related to the dual career of athletes, sport for all, environmental sustainability and combating match-fixing. With the support from government, Rwanda should have a National Anti-Doping Authority intending to ensure the awareness of Anti-Doping rules.

Finally, all federations are advised to take into account marketing strategic planning, it will help them to understand the commercialization of sports and search for commercial sponsors which will increase the involvement of private sector as

well as financial stability in sports.

5.6. Limitations

Some limitations were encountered during the process of this research. It is important to mention that this research has known the following limitations:

Lack of previous research studies on the topic. Depending on the scope of my research topic, prior research studies were limited since sport sector in Rwanda is new in terms of research because this is the first study done on sports management field.

NSGO assessment tool suggests to send results to the federations and conduct a second interview in case of disagreement. The time to contact federations for the second time was limited but the study was able to use data collected from the first round and provided necessary recommendations.

It would be better to conduct offline interview and possibly talk to more concerned permanent staff from selected national sports organizations but due to covid-19 pandemic and distance, this was not possible.

Despite these limitations, the study was able to find out the current status of good governance, barriers and its influence on the performance of sport organizations in Rwanda.

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Appendix

Appendix-1. Combined scores in the assessed National Federation on the 46 NSGO principles

Principle	FERWAFA	FRVB	FERWABA	FERWACY	RAF	NPC	FRT	RCA	RTF	FERWAHAND
Transparency	1. Legal and policy documents									
	2. General assembly									
	3. Board decisions									
	4. Board members									
	5. Athletes and clubs									
	6. Annual report									
	7. Remuneration									
Democratic processes	8. Elections of board members									
	9. Policy for differentiated board									
	10. Nomination committee									
	11. Quorums									
	12. Term limits									
	13. Member representation									
	14. Regular board meetings									
	15. Athletes' participation									
	16. Referees' participation									

Internal accountability	17. Coaches' participation	Yellow	Green	Light Green	Orange	Light Green	Green	Light Green	Green	Yellow
	18. Volunteers' participation	Light Green	Green	Orange	Yellow	Yellow	Green	Yellow	Light Green	Orange
	19. Employees' participation	Green	Green	Yellow	Yellow	Light Green	Green	Light Green	Light Green	Light Green
	20. Gender equality policy	Green	Green	Light Green	Orange	Light Green	Green	Light Green	Yellow	Light Green
	21. Supervision of board	Green	Green	Light Green	Green	Green	Green	Light Green	Light Green	Light Green
	22. Board resignation procedures	Yellow	Green	Yellow	Green	Light Green	Green	Yellow	Light Green	Yellow
	23. Board eligibility rules	Light Green	Green	Light Green	Green	Green	Green	Orange	Green	Green
	24. Clear governance structure	Green	Green	Yellow	Green	Green	Green	Orange	Yellow	Light Green
	25. Supervision of management	Green	Green	Yellow	Green	Light Green	Green	Orange	Green	Green
	26. Audit committee	Green	Green	Light Green	Light Green	Green	Light Green	Green	Yellow	Green
	27. Financial controls	Green	Green	Light Green	Green	Light Green	Green	Green	Yellow	Light Green
	28. Board self-evaluation	Yellow	Green	Orange	Green	Light Green	Green	Light Green	Yellow	Light Green
	29. External audit	Green	Light Green	Red	Green	Light Green	Green	Orange	Green	Red
	30. Code of conduct	Green	Light Green	Yellow	Orange	Green	Green	Green	Yellow	Orange
	31. Conflict of interest procedures	Orange	Green	Orange	Green	Light Green	Green	Red	Light Green	Light Green
	32. Complaint procedure	Green	Green	Orange	Green	Green	Green	Green	Yellow	Orange
	33. Appeal procedure	Green	Green	Yellow	Green	Light Green	Green	Yellow	Yellow	Light Green
	34. Board meeting schedule	Green	Green	Light Green	Light Green	Light Green	Light Green	Red	Green	Green

	Not relevant	Not fulfilled	Weak	Moderate	Good	Very good
Societal responsibility						
35. Governance consulting						
36. Mitigating health risks						
37. Combating sexual harassment						
38. Anti-doping						
39. Social inclusion						
40. Anti-discrimination						
41. Gender equality						
42. Anti-match-fixing						
43. Environmental sustainability						
44. Dual careers						
45. Sport for all						
46. Athletes' rights						

Appendix-2. Average scored by each Federation

No.	National Federation	Transparency (%)	Democracy (%)	Accountability (%)	Societal Responsibility (%)	Average score (%)
1	FRVB	96.42857	98.07692	96.42857	89.58333	95.12935
2	FERWABA	60.71429	76.92308	51.78571	33.33333	55.6891
3	RCA	92.85714	78.84615	62.5	54.16667	72.09249
4	FRT	82.14286	80.76923	55.35714	87.5	76.44231
5	NPC - Rwanda	78.57143	100	96.42857	97.91667	93.22917
6	FERWAFA	67.85714	88.46154	85.71429	43.75	71.44574
7	FERWAHAND	75	76.92308	73.21429	62.5	71.90934
8	FERWACY	64.28571	78.84615	85.71429	81.25	77.52404
9	RTF	39.28571	84.61538	73.21429	62.5	64.90385
10	FRA	89.28571	80.76923	85.71429	83.33333	84.77564
Mean		74.64286	84.42308	76.60714	69.58333	76.3141

Appendix-3 Support letter from DTM Director



SEOUL
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DREAM
TOGETHER
MASTER
Global Sport Management
Graduate Program

서울대학교 국제스포츠행정가 양성사업단 151-742 서울특별시 관악구 관악로 1 우정면 153동 316호
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July 22, 2020

To whom may it concern,

This letter serves to confirm that Mr. Placide Bagabo is a student in Global Sport Management Graduate Program at Seoul National University.

As a requirement of the program, the student is expected to accomplish individual thesis research project. Mr. Placide Bagabo is currently in the process of carrying out his project titled *The contribution of good governance on the performance of National Sport Organizations in Rwanda* by conducting interviews. I write to request your assistance to enable him to undertake the research for the master's thesis.

Kindly note that findings will be shared and all information collected will be treated in confidence and solely for academic purposes. I hope you find this in order and assist accordingly.

Best Regards,

Joon-ho KANG

Director & Professor, Dream Together Master
Global Sport Management Graduate Program
Seoul National University

국문초록

르완다 스포츠 조직의 성과에 대한 좋은 거버넌스의 기여: 르완다 올림픽 위원회 사례를 중심으로

플라시드

서울대학교 대학원

체육교육과 글로벌스포츠매니지먼트

스포츠는 지난 20 년 동안 집중적으로 발전해왔다. 스포츠 이벤트, 수백만 명의 시청자, 수천 명의 관중 및 상당한 수익 창출이 이루어졌고, 이에 스포츠에 대한 상업적 파트너들의 큰 관심이 상승하며 스포츠 비즈니스에도 변화가 생겼다 (Expert Group Good Governance, 2013).

이에 따른 수익은 적절한 장비를 갖춘 현대 스포츠 시설을 건설하고 기술 및 관리 분야의 전문가를 고용하는 등 명확한 구조를 구축하는 데 사용되었다. 이와 같은 과정에서 스포츠는 부패 및 기타 스캔들로 오염되었다. 일부 국가에서는 스포츠 연맹이 공공 보조금을 받을 수 있도록 하기 위해 공공 당국이 최소한의 좋은 거버넌스 기준을 준수하도록 의무화하였다 (Baele, 2017).

1994 년 르완다에서의 투치족(Tutsi) 학살 이후 스포츠를 평화, 단결 및 화해 메시지를 전파하는 도구로 사용하기 위하여 르완다 스포츠 조직은 스포츠 상업화의 배후로 나타났다. 현 정부는 해당 기억을 은폐하고 대량 학살 생존자의 상처를 치유하기 위하여 스포츠에 막대한 투자를 하였다 (Maboko, 2018).

Atieno (2019)는 스포츠 활동이 모든 범주에 해당하는 사람들의 심리적, 신체적 발달에 중요하다고 보고하였다. 스포츠는 고용, 오락 및 휴식 제공과 같은 사회에서 중요한 역할을 수행한다. 르완다인은 상당한 경제적 사회적 이익을 포함하여 르완다의 삶의 질을 향상시키기 위해 개발 될 수 있는 상당한 인재 풀을 대표한다 (Ministry of Sports and Culture [MINISPOC], 2012).

이제까지 르완다 스포츠에 기반한 좋은 거버넌스 연구가 없기 때문에 본 연구는 Geeraert(2018)가 개발 한 NSGO 평가 도구를 사용하여 르완다 스포츠 조직의 현재 상태, 그 장애물 및 르완다 스포츠 조직의 성과에 미치는 영향을 질적연구방법으로 평가하였다..

위에서 언급된 평가 도구는 르완다의 10 개 스포츠 조직에 적용시켜 측정하였으며, 민주주의, 투명성, 내부 통제 및 사회적 책임을 포함한 4 개의 NSGO 적용되어 평가를 진행하였다. 연구 대상자는 RNOSC 의 4 명의 참여자를 대상으로 인터뷰를 실시하였고, 좋은 거버넌스의 장애물과

르완다의 스포츠 조직의 성과에 미치는 영향에 대한 결과를 도출하였으며, 주제 분석 방법을 사용하여 분석을 진행하였다.

연구 결과는 르완다 스포츠 조직이 우수한 거버넌스에 대해 좋은 점수를 얻었음을 보여주었다. 한편, 르완다 스포츠 조직은 좋은 거버넌스에 대한 내부 및 외부 장애물을 자격을 갖춘 기술자 및 스포츠 관리자의 부족, 제한된 예산, 표준화된 인프라 부족, 재무 관리 부실, 부패 및 기타 청렴 관련 문제로 이어지는 열악한 관리로 도출하였다. 또한, 좋은 거버넌스 원칙의 이점이 스포츠 조직의 목표 성과와 일치할 가능성이 가장 높다는 사실도 밝혀졌다.

결론적으로, 좋은 거버넌스에 투자하는 것은 조직의 성과에 투자하는 것을 의미한다. 결국, 더 나은 성과를 위한 좋은 거버넌스 측면에서 르완다 스포츠의 개선을 위한 권장 사항이 제공되는 바이다.

주요어: 거버넌스, 스포츠 조직, 성과, RNOSC, NSGO, 훌륭한 거버넌스의 요인

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