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# **Assessing Good Governance Practices in Komite Olimpiade Indonesia**

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# **ABSTRACT**

## **Assessing Good Governance Practices in Komite Olimpiade Indonesia**

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The research was designed to discover the level of good governance practices in Komite Olimpiade Indonesia (KOI), with the objective to assess the Organization's performance within the scope of existing frameworks by analyzing its performance to the relevance of Good Governance practices as National Olympic Committee.

The research questions were developed in a way that first they measured the current good governance level of the Organization then investigate what area within KOI that needs to be improve in parallel of good

governance theoretical framework and followed by a basic set of recommendations for good governance practices to be developed further by the National Federations or other interested stakeholders.

Qualitative research method approach was identified as the appropriate research method and research was conducted accordingly. Document analysis was used to identify current level of good governance in KOI then continued by semi-structured interview in order to answer second research question, which identify to what extent the KOI needs to implement good governance in its organizational practices and followed by in-depth interview with the purpose of acquiring what actions should be taken to develop good governance practices within the Organization.

The analysis demonstrated that the result of KOI's good governance is not as bad as the author expected. Four from seven dimensions of good governance assessment tool, the Basic Indicators for Better Governance in Sport (BIBGIS), managed to score above average meaning only three dimensions that need the extra effort and the focus to improve its practices.

The study identified the following best practices that could be adopted to promote and develop good governance in national sport system: to have clarity of purpose/objectives, to have code of ethics, to have a clear stakeholder identification and roles, to have democracy and minimum standards, to adopt delegation of task and utilize committees, to have a clear

management system and procedures, to have judicial/disciplinary procedures, to have statutes, rules and regulations, to understand and implement accountability and transparency.

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**Keywords: Good Governance, Sport Organizations, Non-profit**

**Organizations, Good Governance in Indonesian Sport**

**Organizations.**

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## I. INTRODUCTION

This chapter introduces the thesis by covering the following five areas: describing the general background context; selecting a definition of governance; outlining the research question; explaining the scope of research; and finally thesis's structure.

### 1. Background – Context of the Research

Indonesia Olympic Committee – *Komite Olimpiade Indonesia* (KOI) is a national constituent of the worldwide Olympic movement uniquely over the whole territory of Indonesia. Subject to the controls of the International Olympic Committee, KOI is responsible for organizing the Indonesian to participate in the Olympic Games, nominate cities within its respective areas as candidates for future Olympic Games, and also to promote athletes development and training of coaches and officials at a national level within its jurisdiction.

Established in 1946 under the name Olympic Committee of Republic of Indonesia – *Komite Olimpiade Republik Indonesia* (KORI) as part of 1948 London Olympic preparation, Indonesia tried to send its delegate to the Olympic Games; however at that time the British government refused to acknowledge Indonesian passports, also Indonesians refused to travel on

Dutch passports, in conclusion the attempt had failed. The Dutch tried to reinserting its power by reestablishing the rules but after an armed conflict and diplomatic exertion, the effort ended in December 1949. When nations worldwide started to pay attention, it put pressure on the Dutch then they gave up and formally recognized Indonesian independence.

In 1952, the organization was recognized and officially registered as member of International Olympic Committee (IOC) under the name of *Komite Olimpiade Indonesia* (KOI) and the organization managed to send 3 athletes for weightlifting, athletics and swimming to compete on the Helsinki Olympic Games and since then Indonesia only missed the 1960 Tokyo and 1980 Moscow Olympic Games.

Even though the existence of the organization has been recognized since the 1950s but not until September 2<sup>nd</sup> 2010 the NOC Statutes & Bylaws was approved by IOC and effectively used since April 21<sup>st</sup> 2011 when the Congress of KOI elected a new management for the period of 2011 – 2015. In the NOC Statutes & Bylaws it is stated the roles, duties and responsibilities of KOI towards the Olympic Movement. Having the Statutes & Bylaws for effectively 4 years now, it is considered as the proper period of time to have established pattern in governance practices.

However, there were no Good Governance guideline or other definition of what constitutes good governance currently exists for a national

level of sporting organization with Asia's context, more specifically for developing countries and more particularly Indonesia. It is important context to explain why this is and the main reasons are as follows:

First reason, sport management in Indonesia is only a supporting sector for athlete development. Athlete development is always the main focus for almost all sports organizations and government in which are organized with crude knowledge, minimum resources and managed perfunctorily. The sporting system itself can be said not specific enough to deal with a numbers of sporting institutions. Therefore, sport management sector never been considered as important as the athlete development until recent years where KOI started to organize Sport Administration Courses with the support from Olympic Solidarity (OS).

Secondly, the concept of Good Governance in Indonesia, particularly in the field of sport is relatively unknown. There are no known Indonesian experts or academician on sport's Good Governance but then again the number of sport management experts and academicians in Indonesia are small to begin with. However, there was some scientific writing in regards of Good Governance practices in Indonesia, specifically in Economy, Legal and Public Services sectors. Considering the good governance concept in general has been introduced by World Bank in its 1989 publication '*Sub-Saharan Africa – from crisis to sustainable growth*', it is not much of a surprise to discover that

Indonesia doesn't yet have any publication or scientific writing about the implementation of good governance in sport. The sports world itself just started to pay more attention to this concept at early 2000.

Third, there were only two recorded National Olympic so far to successfully publish a Good Governance guidelines, they are Dutch NOC for '*Good Sport Governance Code*' and United States Olympic Committee (USOC) for '*USOC Preliminary NGB Governance Guideline*' (Chappelet & Mrkonjic 2013), and both were published in 2005. The International Olympic Committee (IOC) as the parent organization of National Olympic Committees (NOCs) came up with their own *Basic Universal Principles of Good Governance of the Olympic and Sports Movement* in 2008 Seminar on Autonomy of Olympic and Sport Movement.

“All members of the Olympic Movement should adopt, as their minimum standard, the Basic Universal Principles of Good Governance of the Olympic Movement, as proposed by the IOC”

(Extract of the Olympic and Sport Movement Congress Recommendation 41)

“The legitimacy and autonomy of the Olympic Movement depend on upholding the highest standards of ethical behavior and good governance.”

(IOC – Ethics Commission, 2012).

As confirmed during the Olympic Summit held at the IOC Headquarters in November 2013, ensuring respect for the principles of good governance and ethics is an ongoing struggle.

“We cannot expect others to adhere to high ethical standards if we do not do so ourselves. We cannot expect proper conduct on the field of play if we do not have good governance within the Olympic Family.”

(Jacques Rogge, Congress Opening Ceremony Speech, XIII Olympic Congress Copenhagen 2009: Proceedings, p. 16).

“[...] we should go a step further in order to ensure that the ethical principles enshrined in the Olympic Charter are respected by sports organizations at all levels and that they are all committed to the principles of good governance.”

(Thomas Bach, “Unity in Diversity – Respect, Responsibility, Reliability”, XIII Olympic Congress Copenhagen 2009: Proceedings, p. 110)

Good governance is part of the Fundamental Principles of Olympism. It serves to get the respect and confidence of all partners.

Fourth, the Olympic Council of Asia (OCA) as the apex sporting body which controls all the sports in Asia recognized by the IOC, only recently they introduced the practice of good governance among its NOCs members. This is proven by one of the theme picked out on Olympic Solidarity (OS) and OCA

Regional Forum for West, Central and South Asian National Olympic Committees (NOC) in Manama Bahrain, May 7-8, 2014. And the most recent one was Sport Arbitration Forum for Africa, Asia and Oceania hosted in Kuwait by the OCA started on June 4<sup>th</sup>, the two days seminar took on Arbitration and Good Governance as its theme.

There has been many defining catalyst to provide the impulse for KOI to improve its organization with good governance practices. KOI has been hit by various levels of ravelments that ought to trigger pressure to better itself in terms of its governance by implementing good governance principles. It is time to properly introduce what is the importance of having good governance and what is good governance practices in the national level organization that hopefully can contribute to a betterment in the national sporting system.

## 2. Research Problem

Good governance codes exist in many other sectors for many other types of organizations, and so an initial question would be: why should KOI be any different to these other sectors? Evidence supporting the need for such a code is extensive. It is evident that analyzing the existing governance framework of KOI in order to improve the framework according to its needs and relevance in today's national sporting system for proper governance in most effective way, needs to be done as it is no research about Good

Governance Practices has been done before in Indonesia's sporting organization. This research will serve as pilot research, opening a discussion and forum to develop the field of Sport Governance in Indonesia. Moreover the framework established will be a guiding document for National Federation to improve their governance system, in which will contribute in improving the overall supporting sport system of Indonesia National Sport System.

The issue of governance nowadays has acquired a higher profile in a general sense for many reasons, not least due to a series of corporate scandals in various countries but mostly because it is part of sport management which is very significant. An organization will be faced with complicity that make the immediate attention is shift to governance because governance is a tangible process that occurs as a matter of course, which is why governance is the uttermost component for all sporting codes starting from the smallest and simpler unit of sport organization to the biggest one and most complex. More specific, the need to improve governance has risen up the agenda of all kinds of sports organizations and their stakeholders.

The size, complexity, operating system and procedures used of sporting organizations are heterogeneous, within the structures and systems adopted; flexibility must be place to maximize performance and it must be balanced against accountability, contestability and transparency. To consider is that there is an obligation for all sporting organizations – through their

boards and other stakeholders to help strengthen their organizational capability and sustainability. It is generally acknowledged that a governance structure has a significant effect on the performance of sporting organizations.

Governance is a system used to direct and manage an organization. Effective sport governance needs to have quality leadership, good judgment and integrity. Moreover, it will guarantee an effective decision-making by demonstrating accountability, transparency and responsibility for each activity executed and resources spent. Within governance, there are: setting, guiding and monitoring of the organization's desired direction; ensuring the organization runs with the constitution prevail and other legal boundaries; managing organizational performance (by means of the appointed management team); and determining the suitable control processes and accountability systems.

A number of elements that may lead to poor governance: incompetence and inexperience of the organization's directors, conflict of interest, no risk management, poor financial controls, lack of binding internal organizational system and reporting. Poor governance practices will impact the sport where governance is present and also it will undermine the Indonesia's National Sport System confidence. Furthermore, when governance fails, it will create a culture of prejudice amongst members. It also influence inefficiencies, resources abuse, conflict of interest and the investors will be

less interested on the sport organization which have fragmented business model; in particularly investors from corporate sector in which can really affect the financial part of an organization. Not to mention the obvious legal ramifications and the Director's fiduciary obligations, poor governance also have manifest implications.

Athletes as main stakeholders – poor governance will imperil their performance; resources will have the potential to go to wrong place or even misspend. For a National Olympic Committee, in part it existences is to promote international sporting achievements – this is not admissible. There were a few number of evidence supporting a well success of high performance with the absence of well-functioning governance but it is rare and with the aforementioned situation, it certainly is not sustainable for a competitive sport market.

Other known ramification from poor governance will be the impeding future growth of sport. All sport wants to succeed, want to develop, and want to have more supports and participants; and for all these to come true a clear direction, competent leadership and good investment are needed and poor governance is not corresponding with such outcomes. In the long history of sport in Indonesia, it has been noted that a number of sport organization are failing to maximize their development to its fullest potential and really struggling, at least in part due to governance related constraints.

### 3. Research Questions

In view of: (a) the general context; and (b) the brief explanation of governance, the research questions chosen were: “What is the current level of governance in KOI?”, “To what extent good governance is needed in KOI?”, and “What actions can be taken to develop governance practices in KOI?” However, this thesis does not claim that it will or can provide the best possible recommendations for good governance practices in KOI. The ambition instead is to set the ground, examine the subjects as far as is possible within the restraints of such a research project, and potentially provide a basis for possible future action, should KOI decide to pursue the matter.

### 4. Research Purpose

The main objective of this research is to measure governance practices in KOI to identify the possibility of improving governance dimension and establish a recommendations guideline.

The specific objectives of this research are: to identify the governance attributes and processes of KOI, to improve good governance practices in KOI, to create a guideline of recommendations for good governance in KOI, to contribute to the prevailing knowledge and understanding of good governance practice in Indonesia sporting organizations, to serve as pilot project, opening

discussions and forums to develop the field of good governance in sport. In which will contribute on improving the overall supporting sport system of Indonesia National Sport System

If good governance is applied correspondingly then it will affect how objectives of the organization are set and achieved by laying out the rules and procedures in order to organizationally decide and determines what mediums to use by fittingly maximize and monitor the performance, this means risk management and assessment. Behavior is also consider as the main contributor to good governance, it is not enough even with the best guidelines and policies. A number of cases emerged throughout Indonesia's history of sport organizations where sporting organizations adopt good governance models but the applications were half way effort. This is as damaging as having adopted the wrong governance model.

## 5. Thesis Structure

This study is structured as follows:

Chapter one presents an introduction to the concept of governance, the applicability within sport organizations and the relevance to the KOI as NOC and its constituent members. It discusses the focus on organizational governance and challenges the case for a further investigation on the current

level of good governance practices in KOI. The chapter ended by identifying the purpose of the study, the methods used and limitations.

Chapter two gives a peek on a review of the literature on governance in the organizational sector and conducts a deeper discussion of governance in sporting organizations, sport management with emphasis on governance in NOC and organizational performance and organizational effectiveness. Effectiveness and performance are defined and various studies on first board of performance and second organizational performance are discussed with regard to an NOC. Performance measures will be evaluated and used where appropriate; it is exactly for measuring performance. Both normative and empirical studies are further reviewed with the focus on various aspects of governance including board composition and competence, board behaviors, and board versus management.

Chapter three describes the research methods, the interviews sample, the research instrument, the data collecting, data analysis, the theoretical frameworks analyzed, and continues by presenting an adapted model of governance which is then used as a basis for data analysis.

Chapter four presents the results from content analysis. Data collected in relation with the concern organization, current state of its existence in the national sporting system and also the theoretical framework suitable to assess the unique traits within the concerned organization. It is expected that the

results will highlighted the main issues in which will be verified through the next step.

Chapter five presents the results on semi structured interview using Basic Indicators for Better Governance in Sport (BIBGIS) and combines it with the summary of the existing instrument IOC's Basic Universal Principles of Good Governance of the Olympic and Sports Movement, and Action for Good Governance in International Sports Organizations' key indicators as the main formula in interview. And continue by the recommendations formulated based on results from in-depth interview conducted to comprehend the current level of good governance in KOI and the national sporting system as a whole. Using a number of good governance theories to construct a sensible and doable good governance framework and also dimensions in the KOI to be improved.

## II. LITERATURE REVIEW

Chapter two discuss the literatures on National Sport System Act in order to put KOI in the national sport system, governance and its applicability on sport in general and especially within the Organization itself, also the potential negative impact and positive effect on the organization's performance. The main focus of this chapter is systematical governance and how it translates into a theoretical framework to measure KOI's governance performance. The literatures used were categorized into several principles starting with a brief discussion on governance's main theories then continued by good governance application in a non-profit organization, followed by further discussion on particular governance matter in relation to sport organizations.

### 1. National Sport System Act

Indonesia today, national sporting system is governed by legislation under an act, *Undang-undang No.3 tahun 2005*, it is tend to be partial or not yet regulate all aspect of national sport as a whole, and it doesn't reflect an orderly legal arrangement in sport. National issues related to sport were increasingly complex and more socially, economically and culturally dynamic, the people as nations as well as the global demand for change are the triggers

for Indonesia to have a set of legal instrument that can regulate national sport by taking into account all relevant aspects, adaptive to the development of sport and society, as well as having the capacity to support and develop national sport. Based on the aforementioned considerations, there is a need to establish a law regarding National Sport System as juridical basis for any sport activities in Indonesia.

Matters set out in this Act focuses on the principle of decentralization, autonomy, community participation, professionalism, partnership, transparency, and accountability. Management system, coaching, and development of national sport governed by the spirit of regional autonomy policy in order to embody the regional capabilities and communities in which are able to independently develop their sport activities. Sport no longer can be handle minimally it must be handle professionally. Resource mobilization for national sport coaching and development are done through the establishment and development of the working relationship with concerning parties harmoniously and mutually beneficial.

In this Act, national sport system is a unit of interrelated sport subsystems in which are planned, integrated, and sustained to achieve the goal of national sport. Subsystem in question are sport people, sport organizations, sport funds, sport infrastructure and facilities, community participation, and sport support including science, technology, information, and sport industries.

The interaction between the subsystems needed to be regulated in order to achieve the national sport objectives that can benefit all parties. The whole subsystems are set by taking into account national sport linkages with other sectors by systematic and sustainable efforts to address the challenges through increased coordination among sport stakeholders, sport organization's empowerment, human resource development of sport, infrastructure and facilities development, improvement and management of funding sources, as well as the system that guides and develops sport as a whole.

This Act expressly regulate the rights and obligations as well as the authority and responsibilities of all parties (government, local governments, and communities) not to forget the interdependent coordination between central and local, vertically and horizontally between relevant stakeholders both at central level and at regional level in order of managing and developing national sport.

#### Basic, Function and Purpose

National Sport is based on Pancasila and the Constitution of the Republic of Indonesia year 1945 (Article 2), all forms of sport-related activities must be carried out with the basis of Pancasila and the Constitution.

National sport has the function to develop physical, mental and social ability as well as shaping national's character and personality as a dignified

nation (Article 3). In general, Indonesian assumes that sport activities are a task that only serves to develop just physical abilities. When in fact, sport activities has more function such as physical, mental, social ability, character and personality formation.

National sport aims to maintain and improve health and fitness, achievement, human qualities, embedding moral values and noble character, sportsmanship, discipline, strengthen and nurture national unity, strengthen national security, as well as the national dignity and honor (Article 4).

#### Principle of Sport Implementation

As stated in Article 5 of the Act on Sport System about the principles of sport implementation. In carrying out sport activities, the implementation principles have to be known in order to have proper sport activities and targeted the right destination. And the unwanted occurrence that can interfere with the course of sporting activities can be minimized.

#### Rights and Obligations

Every Indonesian citizen has equal rights for sport activities, sport services, to choose sport within their interests, receive direction and guidance, become a practitioner, and develop the industry. For those with physical or mental disorder, they share the same right to practice sport without any

preferential manners. Meanwhile, every citizen is obliged to participate in sport activities and maintain the infrastructure and sport facilities as well as the environment.

In addition, there are also the right and obligation of parents, communities, governments and local government in sports activities. Parents have the right to direct, guide, assist, monitor and obtain information about their athletic development. They are obliged to provide encouragement for children to actively participate in sports.

In community level, the public has the right to participate in planning, developing, implementing, and supervising sport activities but they must provide the support for resource in sport administrating.

For government and local governments, they have the rights to direct, guide, assist, and oversee the organization of sport in accordance with the legislation. And they are obliged to provide services and convenience and guarantee the implementation of sport activities for all citizens without discrimination.

Duties, Authority, and Responsibility of Government and Local Government.

Article 12 described the role of government and local government in a sport activity. Government has an enormous influence, any kind of sport

activities should be organized in accordance with the national sport standard.

Local governments only concern their own areas.

Government has the authority to regulate, maintain, develop, implement, and oversee the organization of sport nationally. Government and local governments are responsible to actualize the national sport.

### Scope

The scope of sport activities are included Sport Education, Recreational Sport and Elite Sport. Sport education held as part of the educational process carried out both on formal and informal education through intra-curricular activities and / or extracurricular. In this sense, sport is an activity to educate individual without the requirements for one to be able to excel in a particular sport.

Recreational sport is done as part of the recovery process and fitness. Anyone, educational unit, institution, association, or sport organization can do this sport. Elite sport is intended as an attempt to improve the capabilities and potential of athletes in order to enhance the nation performance and achievements. Elite sport is for anyone with talent, ability, and potential to achieve the feat. This particular scope is implemented through tiered and sustained development processes with the support of sport science and technology.

## Development

Sport development is implemented through the introduction stage of physical activity, monitoring, scouting, as well as talent development and performance improvement. Sport development is implemented through family, educational institution, and society based on Sport for All. For government, they are going through the policy making, upgrading / training, coordination, consultation, communication, counseling, coaching, correctional, pioneering, research, trials, competitions, assistance, simplifying, licensing, and supervision. Sport development focus is divided into four: elite, amateur, professional and disabled sport.

## Management

Management of national sport system is the responsibility of Ministry of Youth and Sport. They determine national policy, national sport standards, as well as the coordination and supervision of the management at national level. For local government meaning provinces and districts, they are responsible for implementing sport policy, coordination, coaching, standardization, resource mobilization, and monitoring. County / city level shall maintain at least one seeded national and / or international sport. In their duties, government receives support from sport committee, meaning NOC, National Sport Council, National Federations, etc.

Sport committee has responsibilities to support the government in making of national policy concerning managing and developing elite sport. Coordinate with national federation, functional federation and regional sporting committee. It also has the responsibility to manage and develop elite sport based on its authority and also to implement and coordinate single and multi-events.

Provincial or city sport committee has the responsibility to assist local governments in regional policy making relating to management, and development of elite sport. They also have to coordinate with national federations and functional federations. Managing the administration and also coordinate about the participation in regional or national sport activities.

### Event Participation

Indonesia's participation in international multi-event aims to create friendship and world peace as well as to enhance national pride through a remarkable elite performance. The participation mentioned is the responsibility of NOC as it is acknowledge by IOC and stated in Olympic Charter. NOC works accordingly with Olympic Charter, OCA's Constitution and Rules, South East Asian Games Federation (SEAGF)'s Charter and International Federations in which affiliated with the NOC with the consideration of National Sport System Act.

## Hosting an Event

Every organization of sport events carried out by government, local government, and / or community, it must consider the purposes and principles of national sport. The sport competition mentioned are as follows: district or city, provincial or national level competition, district or city, provincial, national sport festival, international sport competition or multi-event. The execution of having sport competition has to have the objectives to promote sport, scout for potential athletes, improving health and fitness, improving elite sport performance, maintaining national unity and enhance national defense. Bidding process is initiated by NOC with the permission from the government. The execution of an international multi event are the responsibility of independent agent in which consist of government, local government, NOC and other related stakeholders.

## Practitioners

Athlete has the right to be accompanied by managers, coaches, medical personnel, psychologists, legal experts, and other supporting expert. The main focus is for them to participate in championships at all levels in accordance with the provisions. They also will receive care from national federations, professional or functional sport organizations. They have the

rights to receive a decent income. On the other hands, the athletes are obliged to uphold the noble values and good name of the nation. Emphasizing on sportsmanship in any sporting activities. They also need to protect the environment and abide to the rules and codes of conduct that apply in any sport that they choose to adopt.

Sport administrators are entitled to developing knowledge, skills, awards, and legal assistance. In addition, they also have an obligation to promote and develop sporting organizations and its elements including funding and implementation in accordance with principles of sport organization.

Sport experts have the obligation, among others, to have a qualification and certificate of competency issued by related national federation and / or government. Organized sport activities in accordance with the expertise and personnel in sports or authority concerned. Human resource procurement is done through courses and / or training by the agency for the aforementioned purpose. They also entitled to improve their skills through training. They are guarantee for basic safety needs. They are also entitled to career advancement, welfare services, legal assistance, and / or awards.

## Infrastructures and Facilities

Government, local government, and the community are obligated for planning, procurement, utilization, maintenance, and supervision of the infrastructure. Government and local authorities are to guarantee their availability in accordance with the government and local government standards and needs. The amount and type of infrastructures needed must consider the potential sport growth in the area. Facilities built in the area must meet the government minimum standards. Business entities engaged in the field of housing and settlement development are obliged to provide sport infrastructure as public facilities with government standards and requirements in which subsequently handed over to the local government as assets. Individuals are prohibited from eliminating and / or alter the function of the infrastructures that have become government's asset without Minister's recommendation and consent or approval of the competent authority in accordance with the legislation.

## Funding

Sport funding sport is a shared responsibility between government, local government, and society. Government and local authorities are required to allocate budget for sport through State Budget and Regional Budget. Sources of sport funding sport can also be obtained from community through

various activities under applicable provisions, mutually beneficial partnership, foreign aid in which is not binding, end products of sport industry, and other legal source under the provisions of legislation. Sport funding management is based on the principles of fairness, efficiency, transparency, and accountability.

### Development of Sport Science and Technology

Government, local governments, and communities are responsible to develop science and technology in the most advance and sustainable manner by establishing a national sport institute for research and development of sport science and technology. In which will take on the function to provide research, assessment, technology transfer, dissemination, scientific gatherings, and inter-institutional research collaboration, both nationally and internationally. Results will be disseminated and applied for sport development.

### Community Participation

Communities have equal opportunities to participate in community activities. Public participation constitute as individuals, groups, families, professional organizations, business entities, or other community's organizations in accordance with the principles of openness and partnership. Community can act as sources, executors, volunteers, motivators, result users and / or sport services.

## Cooperation and Information

Government, local governments, and communities can work together for sport in accordance with the legislation. The collaboration is done by focuses on the national sport and the principles of openness, efficiency, effectiveness, and accountability.

## Sports Industry

Every execution related to sport industry by government, local governments, and communities must consider the purposes and principles of the national sport. Sport industry can take the form of infrastructures and facilities that manufactured, sold and / or leased to public. Other form will be sport services that are packed professionally as main products in which include national and international championships; district to international level of Games; promotion, exhibitions, festivals of sport; or agencies, information services, and consultants.

## Standardization, Accreditation, and Certification

Standardization of national sport includes: competency of sport experts, content of sport experts training program, infrastructure and facilities, sport organizations management, and minimum services.

Accreditation is needed to determine the feasibility and ratings of training program / sport experts in which are implemented objectively and transparent. Accreditation is only done by government or authorized independent as a form of public accountability.

Certification is done to determine competence of sport experts, feasibility of infrastructure and facilities, feasibility of organizations in organizing a competition. A certificate of competence is given to an individual in recognition for passing the competency test while eligibility certificate is given to organizations, infrastructures, and facilities. Other elements like doping, award, supervision, dispute resolution and criminal provisions are also regulated by the act of National Sport System.

All things related to sport are regulated in the Act of National Sport System established by central government. With the Act, it is hope that an individual understands what the composition of sport system is; recognizes tasks, responsibilities, and rights of all national sport elements; so that stakeholders involved also able to understand and to carry out sport properly, again, in accordance with the prevail Act of National Sport System.

## 2. Theoretical Perspectives Of Good Governance

The conceptual frame in this thesis in consists of interrelated theories which will direct the study in determining on what bases it will be measured.

This part further analyzes the development of good governance's literature in general and the experts' criticisms. It followed by the study's background before proceeding on the identification of specific case of KOI's good governance practices. Main focus of the theoretical framework are good governance, its application on non-profit organization, and seek to link the literatures with certain cases which are rebuild using sport organization as its framework.

In today's governance there has been a paradigm shift from government rule to good governance. In the government rule paradigm, government execution, development, and public services constantly rely on legislation. While the good governance is not restricted to legislation but also applying the good governance principles in which have to involved the internal and external bureaucracy (Sabarno 2007).

The concept of governance is not the same with government. The concept of government is referred to managing an organization based on the highest power (nation and its government). On the other side, governance is not only involving the government but also stakeholders outside the government circle in which this make a very broad area and also parties involved. Governance also leaning towards the process of government in which involving all other elements, such as: executive, legislative, judicative,

society and also private. The best practice of the process is called good governance.

The action of giving financial support has contributed significantly in the development of good governance concept. In historical notes as early as civilization, social philosophers, political thinkers and administrators had mentioned good governance as one of human's concerns (Parasuraman 2004:1). Good governance is a vessel concept that has appeared throughout many literatures with different terms. Considerably, there are two distinguished perspectives in defining good governance. First definition is derived from World Bank, this is considered a neo-liberal model and the second definition of good governance is from human development perspective defined by UNDP.

World Bank introduced the concept of governance in public sector management, notably during development assistance projects and it was in early 1980s. It was introduced to uphold better governance in the frame of development assistance conditions, or better known as 'Structural Adjustment Program' (SAP) (World Bank 1983: 46; Dasgupta 1998). In this context, governance was put as one of 'loan conditionality'. This context also found at ADB or IMF in its documents (IMF 1997; ADB 1999). According to World Bank (1992), the terminology of 'governance' is defined as the practice of political power to manage a nation's affair, in which is also called as public

sector management and has three components: legal framework for development, accountability, transparency and information.

World Bank defines good governance as solid and responsible implementation of developmental management in which parallel with principles of democracy and efficient markets, proper allocation of investments, administration and political corruption prevention, budget control, and also the creating legal and political framework for the growth of organizational activities. World Bank defined good governance by distinguishing the two aspects of good governance: the political aspect pertaining to legitimacy and the technical aspect concerning capacity.

“Good governance is epitomized by predictable, open and enlightened policy-making, a bureaucracy imbued with professional ethos acting in furtherance of the public good, the rule of law, transparent processes, and a strong civil society participating in public affairs. Poor governance (on the other hand) is characterized by arbitrary policy making, unaccountable bureaucracies, unenforced or unjust legal systems, the abuse of executive power, a civil society unengaged in public life, and widespread corruption.”

(World Bank 1994: vii).

As one of the effort to promote good governance, World Bank created a learning program to introduced governance concept. In the manual, good

governance is defined as an effective policy and services provision implementation that are in accordance with the citizen's needs. Good governance concept in the manual has incarnated values such as: transparency, accountability, efficiency, and responsiveness. It presumes government abilities to preserve social, peace, guarantee law and order, promote and create conditions necessary for economic growth and ensure a minimum level of social security (World Bank 2002).

The good governance approach used by World Bank highlights the issue of accountability in political stability and economic development so the focus is liberal democracy model and neo-liberalism model or in free market assistance (Wiratraman 2006).

UNDP using human development perspective for its approach, from this standpoint good governance means the practise of political authority, economic, and administrative expenses for arranging, organizing and managing its social problems. It is a complicated mechanism, process, correlation and institutions through which citizens and groups pronounce their interest, exercise their rights and obligations and mediate their differences (UNDP 1997a: 9).

The term "governance" suggests a process where people can organize their economy, institutions and the social and political resources, not only for development but also in order to create cohesion, integration, and the welfare

of its people. State has a critical role in shaping economic environment which favorable enough to sustain human development. State should protect the vulnerable, improving governance efficiency and responsiveness, empower people and guarantee a democratic political system. The goals mentioned can only be achieved by the state by way of decentralization; minimize the gap between rich and poor, by promoting diversity in culture and integration in social sector, and protecting the environment. Thus it clear that the ability of a nation to achieve its development goals is highly dependent on the quality of its government system in which includes its interaction with commercial parties and civil society.

It can be concluded that good governance is a process of managing the various aspects of life (social, political, economic) in a country or region by involving various stakeholders (stakeholders) in the use of resources (natural, human and financial) in a consistent manner with the principles of: equity, efficiency, participation, transparency, predictability, accountability and human rights. According to the concept of good governance, government should run with the participation of various parties, not by forcing rigidly the implementation of regulations, this may be more pronounced in a heterogeneous society because of various differences.

### 3. Good Governance In Indonesia

The term good governance emerged since the end of New Order (a term coined by the second Indonesian President, Soeharto to characterize his regime from 1965 to 1998) and replaced with reform movement. Since then, good governance is often become the principal theme for discourse in most of government activity. Even though it is a familiar concept within the legislative, a setting regarding good governance is not yet regulate specifically into constitution. The closest thing that Indonesian has is a regulation UU No. 28/1999 regarding the implementation of clean government, free from corruption, collusion and nepotism and also nation performance within General Principles of Good Governing Administration (Algemene Beginzedvan Behoulijk Bestures/Asas Umum Pemerintahan Negara yang Baik).

The economy – political crisis that hit Indonesia in 1997, was a wakeup call for a correction long overdue. Evaluation in all concept, methods and practices of government were needed since according to most of scholars, economist, and community leaders, those were the biggest contributors to the multidimensional crisis. Centralized government and patrimonial bureaucratic, country operated without any regards of social and political control, supra-structure and infrastructure, as well as zero-based economical ideology of development; all of them implicated on the practices of corruptions, collusions

and nepotisms. The crisis faced by Indonesian was also self-inflicted problem. The nations failed to develop governing system in which correlate with good governance principles.

Actual efforts to translate governance have been made, for example the manifestation of Tap MPR no.XI/MPR/1999 (General Council decision) on the implementation of clean and free State from corruption, collusion and nepotism. UU no. 28/1999 concerning the organization of clean and free State from corruption, collusion and nepotism, as stated in Article 3, where mentioned the principles of State organization as follows:

First principle is a legal principle which refers to the legislation in force. Second principle is order in state organization principles which form the basis of order, harmony, and balance in delivering control of the State. Third are public interest principles that put the general welfare above all. Fourth are open principle that upholds public's right to obtain information that is true, honest, and without any discrimination on administering the State with regard to the protection of personal rights, class, and state secrets. Followed by proportionate principle that prioritizes the balance between the rights and obligations within the State organization. Then professionalism principle that prioritizes skill based on code of conduct and the provisions of the legislation in force. And the last one, seventh are accountability principle which determines that all actions and the outcomes of State organization must be

accountable to the people or the people as the supreme sovereign state in accordance with the legislation in force. Both of the aforementioned regulations were the first step of implementing reformation in the field of good governance.

In addition to the regulations mentioned above, some regulations in particular on corruption act had been revoked and replaced. UU no. 15/2002 on money laundering had been updated to UU no.8/2010 and the last one was UU no. 31/1999 to UU no. 32/2002 on Corruption Eradication Commission. Commitment to eradicate corruption then reinforced through Presidential Instruction no. 5/2004 on the Acceleration of Corruption Eradication.

Government's efforts to accelerate the eradication of corruption in many ways have given positive results but on the other hand they appear not significant enough to bring clean governance. All efforts made should be consider as a first step in enforcing the reform legislations, which is supposed to follow by serious application and implement with full responsibility.

#### 4. Good Governance In Non-Profit Organization

It is necessary to look more closely at governance in non-profit organizations. The outputs of non-profit boards differ in multiple ways from the work of corporate boards. A key difference is that non-profit organizations are not just focused on financial gain (or at least 'breaking even'), but they

also have the responsibility to safeguard service-to-mission aspirations (Inglis, 1997). Context specific research is therefore vital for it is necessary to understand non-profit governance as distinct from corporate governance.

The non-profit literature has been dominated by a prescriptive style of writing (e.g. Houle, 1960, 1989; Hardy, 1990; Carver, 1997). This means that the writer is 'prescribing' something to the reader. It is sort of a 'how to' or 'this is how it is', and it typically contrasts with ideas such as 'conceptual' or 'critical', or reflective. Areas concerning issues such as organization and board effectiveness, board power and the relationship between paid staff and voluntary board members in the discharge of their governance duties have been explored by scholars.

The Carver model (1997) appears to be widely adopted by advocates of contemporary governance practice in New Zealand and Australian sport (Kilmister, 1999; Australian Sports Commission, 1999). Carver advocated the distinction between board policy roles and staff management roles and believes operational and trivial matters receive an unnecessary amount of focus from boards, suggesting that a board needs to reduce its involvement in the day-to-day activities in an organization.

Leland in his 1999 work, criticized this simplistic model of governance and considers the proposition unworkable in practice. She noted that a major flaw of this approach is the lack of system control. Inglis (1997a),

however, considered that both Carver (1997) and Houle (1989) provide useful prescriptive contributions to sport governance thinking, but noted that the assumptions regarding board practices are empirically untested.

Since the 1990s, an increasing body of research-based knowledge into sport governance has been developing and theory tested by empirical research (Bradshaw, Murray, & Wolpin, 1992; Herman & Heimovics, 1993, 1994; Herman & Renz, 1998, 2000; Herman, Renz, & Heimovics, 1997; Inglis, Alexander & Weaver, 1999; Miller, 2002). Such theory relevant to sport governance falls largely within the domain of organizational effectiveness (Chellandurai & Haggerty, 1991). Other constructs considered relevant to areas of this study are power and influence as well as strategic functioning of non-profit boards.

Inglis and Weaver's (2000) work on prioritizing strategic activities on the board agenda provided a view into how particular actions can influence the level of strategic contribution by the board. Hoye and Inglis (2004) presented an overview of non-profit governance models and considered how these models could be adapted for the context of leisure organizations. In doing so, they noted the association between governance models, organizational effectiveness and strategic expectations.

## 5. Good Governance In Sport Organization

In the academic literature, works of theory do exist such as Sport Governance (Hoye and Cuskelly, 2007), The Political Economy of Global Sporting Organizations (Forster and Pope, 2004) and work by Ian Henry (e.g. Henry and Lee 2004). Forster and Pope (2004, pp.101-114) apply generic governance theories to sports organizations and conclude that stakeholder theory is probably more appropriate than agency theory. There is also the work of Chappelet: he and Kübler-Mabbott (2008, pp.177-181) develop the work of Pérez (2003) and apply it specifically to the IOC but also offer a more general good governance framework for sports organizations beyond the IOC.

The theoretical background is based on two assumptions. First, this contribution is rooted in prescriptive approaches of sport governance which can be defined as: “the accepted norms or values for the just means of allocation of resources and profits or losses (financial or other) and for the conduct of process involved in the management and direction of organizations in the sports business” (Henry & Lee, 2004, p. 26). The concept is understood in a normative sense since it relies on multiple stakeholder expectations. It is also understood in an instrumental sense, since it provides the tools for meeting such expectations.

Second, this contribution considers International Sports Organizations (ISOs) as “hybrid” organizations (Bayle, 2007; Forster & Pope, 2004). They

share characteristics from both the corporate sector and the public sector. ISOs can therefore be analyzed under the lens of corporate governance (and its related codes of good corporate practices, such as the UK Corporate Governance Code) and democratic governance (and its related principles of good democratic governance, such as the Worldwide Governance Indicators). In line with Hoye & Cuskelly (2007), this contribution calls for a multi-paradigm approach.

The unique feature of sport federations makes their governance level hard to analyze thus coming out with a formula is difficult. Another trait that makes it difficult to develop theory for sport organizations is because of the democratic feature in its structure, an organization needs to cater both political and corporate agenda of its necessity. While doing so, it needs to exploit its assets for generating revenues. However, this practice often bring about conflicts as organization with its democratic ideal impede the organization ability to structures, processes and systems of good governance Hoye and Cuskelly (2007, pp.14-15)

The theory for good governance in sport organization is exist but it deals mostly with Global Sport Organizations (GSO), for example: Transparency International (2011) or Sugden and Tomlinson (1998) on FIFA, or Chappelet and Kübler-Mabbott (2008) on the IOC, or, at best, with GSOs in general (e.g. Forster and Pope 2004). Nevertheless, the theoretical framework

from the aforementioned theories has been extrapolated to apply to national level organizations where there are similar traits just in different scale.

#### 1) Basic Universal Principles of Good Governance of the Olympic and Sports Movement

“The basic universal principles of good governance of the Olympic and sports movement, in particular transparency, responsibility and accountability must be respected by all Olympic Movement constituents”

(IOC Code of Ethics, 2010)

The IOC’s "Basic Universal Principles of Good Governance of the Olympic and Sports Movement" introduced in 2008 is the closest existing document that can be used as reference for National Sporting Organizations (NSOs). It was created following two seminars focusing on the autonomy of sport held in 2007 and 2008 and built on the detailed work already carried out in 2001 following a conference held in Brussels called The Rules of the Game (EOC, FIA and Herbert Smith).

It has wide scope and at its best to cover two very different types of governance principles: corporate and political Chappelet (2011). The document consists of seven principles, 38 themes, 109 elements and more or less about 140 individual recommendations.

The seven principles are: (1). Vision, mission and strategy; (2). Structures, regulations and democratic process: Structures, Clear regulations, Governing bodies, Representative governing bodies, Democratic processes, Attributions of the respective bodies, Decision-making, Conflicts of interests, Duration of the terms of office, Decisions and appeals;

(3). Highest level of competence, integrity and ethical standards: Competence of the members of the executive body, Power of signature, Internal management communication and management, Risk management, Appointment of the members of the management, Code of ethics and ethical issues;

(4). Accountability, transparency and control: Accountability, Processes and mechanisms, Transparency and communication, Financial matters, Internal control system, Education and training;

(5). Solidarity and development: Distribution of resources, Equity, Development. (6). Athletes' involvement, participation and care: Right to participate and involvement of the athletes, Protection of athletes, Health, Fight against doping, Insurance, Fairness and Fair Play, Athletes' education and career management.

(7). Harmonious relations with governments while preserving autonomy: Cooperation, coordination and consultation, Complementary missions, Maintain and preserve the autonomy of sport.

The guideline was approved at the 2009 IOC Session and Olympic Congress (IOC 2009a, p.14) as a minimum standard that should be adopted by all members of the Olympic Movement. Based on the Olympic Charter, the main constituents of IOC are IFs and NOCs. As one of the effort to immerse the good governance values in all its actions, the IOC incorporated it into the IOC Code of Ethics and Olympic Charter; therefore today the “Basic Universal Principles of Good Governance of the Olympic and Sports Movement” is being implemented but the growth of this practice is not as viral as the IOC expected.

International Olympic Committee took the trouble to create such a narrative in the course of Basic universal principles of good governance of the Olympic and sports movement incorporation with their official consolidation with the IOC Code of Ethics and also the Olympic Charter, the good governance fundamental ought to encompass all the sports actors around the world.

Admittedly, in relation with the basic principles of Olympism, sport organizations associated with Olympic Movement, this means all constituent of Olympic Movements: the IOC, IFs, NOCs, OCOGs, NAs, clubs, athletes, judges, referees, coaches, technicians and other organizations recognized by the IOC have the commitment to guarantee the application of good governance, and it is supranational.

By publishing the Recommendation Rec (2005) 8 in regards of the principles of good governance in sport as much as 47 countries and their national sport organizations were affected by such principal tool.

The autonomy of sport is tolerated by governmental institutions only as a quid pro quo for good governance on the part of the sports organizations themselves. Therefore the idea of introducing good governance principles has often been seen as more autonomy rather than doing the right thing by those within the sports world and in the political world. IOC came up with this document using the perspective of its constituent; it doesn't take continental factor into account, not directly that is. In it athletes are defines as the only stakeholders but in some extent there is a certain points which could be interpreted as contradictory, such as points 2.4/3.1 on p.3/p.5 regarding representation and competence respectively, reflecting the contradiction between political and corporate governance imperatives. Nevertheless, the document is a comprehensive starting point.

## 2) Basic Indicators for Better Governance in Sport

“Good governance” is too context sensitive to be applied universally across all sport organizations, locally, nationally or internationally. What is needed is a way to evaluate the governance of a given sport organization so that it can improve over the years... The aim of this

working paper is to present a pragmatic tool for assessing the state of governance of International Sports Governance Bodies”

(Chappelet and Mrkonjic 2013)

Jean-Loup Chappelet and Michaël Mrkonjic from Swiss Graduate School of Public Administration (Institut des hautes études en administration publique / IDHEAP) in Lausanne has developed a new tool known as Basic Indicators for Better Governance in Sport (BIBGIS) to assess sports governance in international organizations based on international best practice. They proposed a quantitative scorecard to be used for the governance evaluation process of international sports organizations. According to the two scholars the scorecard can be used to evaluate how well international sports governance bodies conform to norms of good governance as developed in the international community and applied in the context of sport. The scorecard allows a comparison across organizations and over time.

The BIBGIS tool comprises a set of indicators (like a checklist with scores) across seven broad areas:

First area is organizational transparency: to what extent the main documents and official information of the sports organization are published on its website. Second one is reporting transparency: to what extent the main annual reports and financial information of the sports organization are published on its website or in traditional form (reports). Third, stakeholder

representation: to what extent the main stakeholders of the sports organization are represented in the organization's different bodies. Fourth, democratic process: to what extent democratic processes are in place in the sports organization. Fifth, control mechanisms: assessing whether the sports organization has established controls and appropriate procedures in its activities and decisions. Sixth, sport integrity: assessing measures that the sports organization has put in place for guaranteeing the integrity of its sport and main Stakeholders. And the last one is solidarity: to what extent the sports organization supports its main stakeholders, notably through ad-hoc programs and revenue redistribution.

Assessment is covered by 9 indicators. Each of the 63 indicators is scored on a scale: 0 - not fulfilled, 1 - partially fulfilled, 2 – fulfilled, 3 - well-fulfilled, 4 - totally fulfilled in a state of the art way.

The maximum score is 36 (9 x 4) in each category and 252 (36 x 7) overall. While the absolute score is useful as a guide, the main function of BIBGIS is to set a benchmark for the organization being studied, highlighting good practice and identifying areas for improvement.

BIBGIS has been tested and implemented by several international sports governing bodies. It was one of the tools used in an analysis of FIFA governance published by Roger Pielke, Jr.. FIFA scored 55,2% of total possible points. The BIBGIS apply their methodology on FIFA (based on

FIFA in mid-2012, near the mid-point of the reform effort) and on to IOC which scored possible points of 70.2%. In contrast FIFA with its pre-reform era scored possible points of 55.2% and 56.3% after the reform phase. It can be considered that FIFA's reform effort was the one that was responsible in adding 1.1% to the total points FIFA collects under the BIBGIS scorecard.

### 3) Action for Good Governance in International Sports Organizations

The Action for Good Governance in International Sports Organizations (AGGIS) was a project funded by European Commission under the Sports Unit. In 2011 the Commission called out the need to have a preparatory action in the field of sport organization in accordance with the Preparatory Actions in Sport framework. A new tool called The Sports Governance Observer was developed by seven institutions, which are: Play the Game/Danish Institute for Sports Studies, University of Leuven, Loughborough University, German Sport University Cologne, Utrecht University, Swiss Graduate School of Public Administration (IDHEAP), University of Ljubljana and European Journalism Centre.

The Sports Governance Observer was developed under the perspective of registering and analyzing the governance quality in the international and / or major national sports organization. The tool is based on the best theories in the field and it is user friendly, adapted so it is accessible

not only for academic use. The tool is an ongoing work and it is progressing every period of time, so gradually it will reach its final form where each indicator will be furnished with a set of information which explains the criteria for grading and the rationale on why the indicators are included.

The project purpose is to determine well-established principles and factors making up good governance and implement them in non-governmental sports organizations. This practice is a familiar action in many kinds of international organizations. They also have their own principles that they refer to for good governance practice. Those principles are serve as measuring tool for good governance and consist of indicators that include key values like transparency, accountability, efficiency, effectivity, predictability, clear and clean financial management, and action against corruption. In political sectors, this means some added values such as participation, democratization and solidarity.

The AGGIS went through similar process in identifying the values mentioned thus as result the Sports Governance Observer comprised of four dimensions determined by a number of individual factors/questions. All four dimensions are supremely important with regard to good governance in sport governing bodies:

(1). Transparency and public communication. Transparency is broadly considered as a key part of good governance. Seen the other way around,

failures of governance are often linked with failing to disclose all information. Transparency not only prevails in financial issue. For sport governing bodies whose one of its interest is taking care of public assets, the internal working process is should be open for scrutiny. Especially when all level of sports depends extremely to public support or stakeholders, it is expected that these organizations display an acceptable level of accountability to their stakeholders. So it is oblige for the organizations to comply and disclose all information, processes and results to the public.

(2). Democratic process. Public assets may be the main concern for non-governmental sports organizations but legitimacy of the organizations also one of the main focus. Often in doing their duty, the organization's legitimacy is undermined by the drawback of internal democratic processes. The level of autonomy the organizations have often allowed them self to function according to its own priorities without taking into account the democratic process, it simply lost in the process. If organizations and the principal participants within follow rules and norms built-in to a focal point on a democratic grammar of conduct, then democratic legitimacy undoubtedly will be present.

Sport governing bodies' domain of private authority bears much likeness with a State which corresponds to traditional government top-down system. Many organizations function under a kind of constitution and have a

government or executive body. Moreover, they also have judicative compositions which include an internal compliance and sanctioning system. Therefore the principles of good governance for international non-governmental sports organizations need to include also the concepts in which are applicable to the political scope, such as stakeholder participation and democratization.

Democratic process can also be seen as accountability control. Statutory power is the main way for member federations to be or to be held accountable. In particular, it is related to electing the people who govern the organization, i.e. executive members of the organization, but also the process of selecting major events for the international non-governmental sports organization to participate. In this case, a lack of democracy within these processes will often result in corruption or mismanagement.

(3). Checks and balances is consider as one of democracy's foundation, the state authority system which restrain the aptitude of the legislative, executive and judiciary branches of the state. A checks and balances means is quintessential to avoid power concentration in an organization and it guarantees that decision making is robust, independent and free from improper influence (Arnaut, 2006, p. 58).

In sport governing bodies, the idea of power denouement in sports governance is less advanced as it is usually merely infer that active officials

are omitted from disciplinary body. However, checks and balances should also be applicable for staff within different boards and departments, since they are the one who assure that no function: manager, board member or department, has total control over decisions, and clearly described each task and responsibilities. The truth is with the lack of proper internal checks and balances means can be addressed as one of the main causes of corruption, power concentration, and dearth of democracy and effectiveness.

(4). Solidarity. A number of companies voluntarily wanted to do their part for a better society and cleaner environment. So they decide to combine their social and environmental concern in their business portfolio, present it, and act based on it together with their stakeholders who are affected by the business. Gradually sports organizations are demanded to have more responsible behavior concerning social, ethic and environment. On their end, this is considered as a significant opportunity to establish themselves in that scope because general public are also regarded as stakeholders.

Taking into account the sociocultural values of sport, it has all the potential to have a great positive influence on broader society, and then it is only fair that the international non-governmental sports organizations do their part for their society. As in most cases, historically sport depends greatly on public fund and until today sports activities often supported financially by the public. Professional sports world asking for more public funds, for example by

expecting the government to invest more in sports. Not to mention, public's money often spent for building facilities and infrastructures in relation to a sport event.

### **III. METHODOLOGY**

This chapter is dedicated for the research design and specific methodology adopted by this study to examine the understanding of good governance, the need for good governance and the recommendations to have better performance in relations to good governance in Indonesia. The purpose of this chapter is to describe the methodologies employed and their application.

#### **Qualitative Approach**

On the beginning of this study, option needed to be determined as whether to use qualitative or quantitative method since the two approaches are commonly used in the governance literature. Consequently to use a research blue print that suits accordingly with the research purposes is the prevalent reason.

A qualitative research design is deemed to be suitable for this study with findings generated from archival documents obtained from concerning area and interviews. An inductive analysis is to be applied in the research does not rely on prior assumptions of what will be found in the data (Patton, 2002).

The understanding of governance structures and its organizational behavior in sport organizations are significant to this study; therefore a naturalistic inquiry is used. The basic research examines in this study and

presented in chapter one, adopted from wide understanding of governance in sport organization and the complexities also problems relating to governance.

The study has purpose to apply new knowledge of governance in the enquired area, KOI. Using the appropriate governance's documents as an initial point, the idea was to explore governance processes in the organization and taking into account the relevance of those processes to its organizational performance.

Qualitative research is suitable to “gain novel and fresh slant on things about which quite a bit is already known”, according to Straus and Corbin (1990). Qualitative methods can “give the intricate details of phenomena that are difficult to convey with quantitative methods.” (p. 19). Hence, it is proper to adopt this method to minimize the difference in governance literatures with National Olympic Committee, KOI in particular.

Qualitative method can use more conveniently to recognize networks of relationships with the underlying values and beliefs, thus making the study both descriptive and interpretative in nature and in endeavor to serve plausible explanations for equitably derived outcomes. This inquiry method examines phenomena in their natural setting and uses document analysis and coupled with the purposeful unstructured or semi-structured interviews, along with in-depth interview to generate the required deeper understanding rather than generalizations.

## 1. Document Analysis.

Document analysis can show current knowledge in the given field, examine critical questions, and expose gaps in the literature (Denscombe, 1998). Intuition and references guide the search for related documents. For instance, one book or article will point to another (Merriam, 2001). Then there is newspapers and magazines, followed by letters, memos and diaries (Denscombe, 1998; Merriam 2001), these documents may be consider subjective, therefore they are reliable for information about beliefs, values and attitude (Merriam, 2001). There are also public records and governmental publications, these documents tend to be partial because the information it contained, have the feature of confidentiality (Creswell, 2003; Denscombe, 1998; Merriam, 2001).

Today, there are various kinds of documents, besides books and journals that can be used for analytical purposes. The new generation of documents are in electronic format, this include websites, discussions threads, chat rooms, blogs, etc. These electronic documents have longer expiry dates; some can even last forever. Yet, in consequence of the loose feature of the internet, electronic documents can also misleading (Denscombe, 1998; Merriam, 2001). Other forms of documents that are available freely in digital world are audio and visual documents, these documents can be difficult to

comprehend because they often are an independent piece of information (Creswell, 2003).

On the process of document analysis, one must aware of potential hindrance. First, documents can be part of a series of documents. Second, the nature of the documents is not for research purposes, plus it needs context to be understood (Merriam, 2001). Then the accuracy and authentication problem (Creswell, 2003; Merriam, 2001), it is imperative for the documents to have a certain level of confidence in the genuineness and accuracy.

Benefits of document analysis are: economical and easily access (Creswell, 2003; Denscombe, 1998; Merriam, 2001). On the other side, documents may be the only available information (Merriam, 2001). It is permanent and can easily authenticate (Denscombe, 1998). Finally, the author influence exists within the documents. This often results in more descriptive and detailed information (Merriam, 2001).

a. Rationale

Due to the absence of previous research in national good governance area especially in non-profit sporting organization, the most reasonable choice would be to analyze the existing governmental and organizational documents to discover the understanding of good governance concept and its current level in KOI. This research used document analysis by reviewing official

organizational documents such as the constitution, statutes and by-laws, minutes of meetings, proceedings, reports, correspondences, and government legislations.

b. Analyzing the data

The aforementioned documents were analyzed using the existing good governance theoretical frameworks. By putting good governance concepts as the blueprint of this section, data collected through document analysis needs to fill out the outlined area. By examining the aforementioned documents, a theme was able to be generated in which were used to help answering the first research question – What is the current level of governance in KOI? –. In conjunction with the data procured with document analysis, and interview protocol was constructed.

c. Limitations

First, the wording of some of the recommendations in the various existing good governance codes is ambiguous (often through necessity). This is especially true regarding those codes that have to apply across many countries or jurisdictions. There are many uses of terms such as “proportionate”, “reasonable”, “undue”, etc. Evidently, such terms are vague,

ambiguous and can invite a large degree of interpretation. However, often this ambiguity is a benefit – thus allowing flexibility of implementation.

Second, partly because of the lack of specialized sports governance theory, the literature review used literature that was not aimed directly at National Sporting Organizations (NSOs). Therefore, in the quotes and sources used from generic (non-sport-specific) sources there may be references to “companies”, “shareholders”, etc. In many cases a corporate analogy is not appropriate for NSOs and what is relevant for a company is not relevant for a sports federation (and vice-versa). However, in some cases what is relevant for a company is also relevant for a sports federation and any references used in this thesis are judged to be applicable to the context of NSOs. A similar principle applies to the sport-specific literature where recommendations may be cited from the context of a specific organization (e.g. FIFA, IOC, a UEFA NF, etc.): if the point is used it is because it was judged appropriate/potentially applicable to the context of NSOs.

Third, to try to improve comparability and ease of understanding the same terminology is used consistently throughout this document (regardless of the correct or official term within one particular sport or organization). So, for example, the term “Board” is used throughout – irrespective of the fact that at UEFA the term is “Executive Committee”, it is “Executive Board” at the IOC, etc.

## 2. Interviews

Open ended survey only provides some information in order to answer the why question; an interview is more useful (Cohen, et al., 2000). Different forms of interviews are used in most of the social science research. An interactive instrument used to obtain life information from participant.

Interviewer has a significant role in the process of interview. In order for the data procured to be useful, interviewer needs to be prepared and the questions need to be thoughtful and neutral. The idea is to compose questions and produce an encouraging so that the respondent will be open and give undivided attention.

There are three interview formats: structured, semi-structured, and unstructured (Denscombe, 1998; Merriam, 2001). Structured format is very rigid; it is basically an oral survey. This format is really good to ignore unwanted personal elements (Newman and McNeil, 1998). Semi-structured interview is more flexible. The format usually in a set of questions and the interviewer can ask for a deeper explanation concerning certain questions. The last one is unstructured interview with its open format that may lead to any direction and have no formal agenda. Usually it has an in-depth sense and more personal, participants are free to express their mind.

There are three ways of conducting interviews: face to face, by telephone, and electronically.

For direct contact, face to face interview is a common preference. Face to face interview is time consuming but provides more descriptive data (Denscombe, 1998). Telephone interview is considered to cost less and have comparable result of descriptive data but it doesn't have the visual elements yet still wield the personal connection (Cohen, et al., 2000; Denscombe, 1998). Need to keep in mind that sometimes participants don't have time to talk for a certain period of time, so some of participants will find telephone interview quite intrusive, therefore there is a need to keep the interview short and succinct (Denscombe, 1998). The third way is electronically which is the common choice for nowadays because, it is immediately transcribed and conclusion can be drawn as soon as the interview finish also the verification process take a few moment (Crichton & Kinash, 2003).

Several disadvantages for using interview are: quality of information is not as expected. This happens due to participants underwent the interview process with a hasten manner. (Denscombe, 1998). Interview may cost more time and money for both, participants and interviewer; this may be considered as a deterrent for interview. Participants may also produce unreliable answer which will be difficult to analyze (Creswell, 2003; Denscombe, 1998). Finally, the presence of interviewer can restrain the participants from responding openly, completely or truthfully (Creswell, 2003; Denscombe, 1998).

To use interview in qualitative research, it may bring many advantages, for example: the direct respond, follow up questions, opportunity to verify data immediately and flexibility (Denscombe, 1998; Newman & McNeil, 1998). Another thing is the information given by the participants is insightful, deep and directly from participant's point of view. Compare to surveys, interview has higher rate of response. (Denscombe, 1998).

The interview method used for this study was divided into two sections:

- a. The first section was conducted in semi-structured format.

- 1) Rationale

The purpose of semi-structured interview was to provide results that will support the data obtained from document analysis. The data itself will function as a confirmation of situation drawn from studying the organizational documents and government legislations which mean it will provide a secondary data in order to answer the first research question and also as a primary data in conjunction to answer the second research question – To what extent good governance is needed in KOI? –. Please be informed that this section also serve as initial introduction platform for participants who are not familiar with good governance concept.

## 2) Analyzing the Data

The questions for this interview were generated using the BIBGIS assessment tool, specifically indicators from the seven dimensions of good governance. BIBGIS is a basic tool to measure good governance in sport organizations; and sport organizations have different kind of governance culture, therefore the indicators used need to be adjusted according to the prevail organizational culture. The lengths of the interviews were varied from 45 minutes to 75 minutes, depending on the participants' familiarity with good governance concept.

b. The second part of the interview was done using in-depth interview.

### 1) Rationale

The purpose of in-depth interview was to give clear and deeper results on the participants' understanding in regards with good governance concept, their ability to put the Organization's processes within the good governance blue print and assessed its organizational performance accordingly. Final outcomes expected are for the participants to produce a list of recommendations in order to the Organization's betterment in near future.

## 2) Analyzing the Data

Guideline for this interview was generated from the previous interview section results, a simple three questions are asked to participants and it will direct their answer to the direction that the research wanted. Please be informed that at this phase of research, participants are expected to have at least some information and understanding in regards with good governance concept.

The first question will confirm the current level of good governance in KOI as proved with the document analysis approach then the second question will be expected to give a better understanding whether KOI performance is parallel with good governance practices or not, and the last question is given in expectation that participants will provide the study with recommendations on how to improve the good governance practices in KOI.

The data produced within this method is used to answer the last research question – What actions can be taken to develop governance practices in KOI? –. The lengths of the interviews were varied from 30 minutes to 45 minutes, depending on the participants' familiarity with good governance concept.

### c. Sample

Participants subjected to both interview methods were individual that have been working for the Organization for more than 4 years. This means

senior staff members which have been exposed to the Organization's governance culture since its infant state. They have witnessed different kind of organizational culture and became part of the system. Most of good governance practices are within the decision and policy making, even though the sample is not involve directly but they are within the process. Executive members, president, secretary general, etc., may be changed every four years but the staff members survive with organization's development. In a way, staff members also play a significant role in contributing to the development aspects. Participants were sent information sheets and the semi-structured and in-depth interview schedule. The both interview schedule was informed with findings from second phase which was literature study and the research aim which was to determine recommendations in order to improve the current status of governance practices in KOI. Interviews involved fundamentally open-ended questions design to encourage the participants to express their motivations, challenges and facilitating factors that affect governance level in KOI. In particular, the findings of the interviews were widely categorized in regards of their personal background, challenges, facilitating factors, opportunities and future endeavors.

Interviews were conducted at locations and times that suited participants and were completed face-to-face. Selection of interview mode was dictated by concerns regarding travel convenience; cost and practicality. The

interview process benefited from the relational style adopted and my passion for sport, as well as my insider stance as a junior staff member of the organization. This involved introducing my passion and purpose to respondents initially through the information sheet and again at the start of the interview. This was beneficial in terms of connection with the research participants and also will allowed participant tales to emerge with ease and smooth flow. Participants often inquired about the author's own experiences within KOI. They showed a positive attitude toward the research and appreciated that someone was dedicating time for a better organization, and appeared to appreciate discussing their experiences.

#### d. Limitations

Previous knowledge of the participants regarding the theme discuss was a major challenges as good governance concept is not yet a popular theme in Indonesia. Therefore the length of interview was highly dependent with the participants' familiarity with good governance. This was where the semi-structured interview came in; the author and the participants needed a set of guidelines to direct and introduced the good governance concept.

## IV. RESULTS

### 1. Introduction

Chapter four is the main focus of this thesis in which trying to answer the research questions. By bringing the empirical data collected from official records and semi-structured interviews, and then combines it with the specific relevant theories from literatures. This chapter's objective is to identify a distinct connection between conceptual parts of research with its concrete application. It includes a brief initial, normative, analysis of the Organization's documents in accordance with good governance theories and of what the interviewees' reflection on good governance.

The first section concentrates on answering the first research question –“What is the current level of governance in KOI?”– Through analyzing data collected by document analysis, the results are put into the good governance theoretical framework to produces findings that can give a clear description on the research area.

The second section of this chapter addresses the results from semi-structured interviews in order to support the previous section's findings while trying to answer the second research question –“To what extent good

governance is needed in KOI?”– using the dimensions from BIBGIS as a framework of themes to be explored.

## 2. Document Analysis Discussion

### Analysis of KOI’s Responsibility Distribution

Governance is about the distribution of power, authority and the legitimacy to take decisions within organization or a system of organizations. As Plumptre put it (2010), Governance is about “the process whereby decisions are taken on issues important to the Organization and oversight is exercised over its management and finances“. The focus areas on the research are Legislative, Executive, and Judicative.

#### 1) Legislative area consists of Congress and Session.

Congress is the supreme organ of power, authority and decision maker in KOI in which convened every four years. Power and duties of Congress are to determine the procedures and agenda of the Congress; discuss reports and financial statement from the EC and/or President; to request and hear the report or explanation from each member of KOI; to determine the work programs and budget for the next year; to register, select and determine nominees for President and members for the EC; to elect, appoint or dismiss the members of BAKI (Indonesia Sport Arbitration Body); to discuss and

legalize any proposal or draft of amendments or exception to the Statutes and/or By-laws; and for conflict resolution with the provisions of the Statutes and/or By-laws.

Session is the second highest organ of power and decision maker in KOI under the supreme authority of Congress in which convened once every year. Power and Duties of a Session are to determine the procedures and agenda of the Session; to discuss and resolve any matters on the membership; the work report and financial statement of the EC for a certain fiscal year; to hear reports from any Member; S&BL related; President and members of EC recruitments; to elect and designate the replacing members of BAKI; to discuss and resolve the annual report and Procedural Law of BAKI or its amendment; to select and designate the public accountant; and to discuss and resolve any other matters upon need and development of KOI, provided that the resolution may not be in contradiction with the provisions of the Statutes and/or By-laws and/or any resolution of Congress.

2) Executive area consists of Executive Committee and Commissions.

KOI's executive authority shall be held and performed by the EC and the President, assisted by the Commissions. EC is the supreme executive authority in KOI being authorized to decide and determine policy that must and shall be performed or carried out by every member of the EC, President,

Commission and its levels in implementing any and all provisions of the Statutes and/or By-laws and/or every decision of the Congress and/or Session. Members of the EC, in which has office term for four years, elected and appointed by Congress, and are responsible to Congress and Session.

EC consists of sixteen members (excluding the ExO, if any), the majority of which are elected from the candidates nominated by the Members affiliated to the IFs which sports are included in the Olympic Games program, the composition of which is as follows: a President, a Vice President; a Secretary General; a Deputy Secretary General; a Treasurer; and a Deputy Treasurer; ten members, each of which will hold office as the chairman of the Commissions; Ex-Officio Member (any member of IOC due to their positions is ex-officio member of the EC); Honorary Member (honorary Member of the EC may be designated in the Session upon re-commendation of the EC).

Power and duties of the EC are to perform any, power, duties and obligations as determined in the Statutes and/or By-laws; to implement and perform resolutions of the Congress and/or Session; to compose annual work programs and financial statement; prepare and participate on general assembly, executive meeting, council meeting or other events held by IOC, OCA, SEAGF; to prepare and participate at the Olympic and Paralympic Games, Asian Games and Asian Paralympic Games, SEA Games, SEA Paralympic Games and any other international, continental or regional multi-event games;

if appointed to be the host of an international, continental or regional multi-event sports games or activities, EC is entitled and responsible to hold them and receive full assistances from the central and regional Governments and other parties, to form an organizing committee and its sub-ordinates in any level following the applicable regulations; to elect members of the Commission; to elects public auditor for financial matters; to decide any other matters upon need and development of KOI, provided that the resolution may not be in contradiction with the provisions of the Statutes and/ or By-laws and/or any resolution of Congress and/ or Session.

President is the executive authority in KOI whose power and authority are under the authority of the EC. President has duties and obligations to perform its power and duties as expressly set forth in the Statutes, By-laws, and any resolution of Congress, Session and EC. In performing his/her duties and obligations, the President is obliged to follow and abide by any decision and policy determined by the EC. The President has the same term of office as that of the EC, and it may be held office by the same person for no more than two terms of office, consecutively or inconsecutively.

Commission is the executor organ of the executive authority in KOI who has duty to assist the EC and President in performing their duties and obligations. KOI has ten Commissions, as follows: Sport and Law; Sport Development; Finance and Budgeting; Athlete; Women & Sport; Olympic

Solidarity; Sport Medical Commission; Sport for All; Culture & Olympic Education; Sport & Environment. The duty and obligation of each Commission is to assist the implementation of special duties and obligations of the EC.

### 3) Judicative: Indonesia Sport Arbitration Body (BAKI).

BAKI was founded as a follow up result from KOI Extraordinary Congress on May 26th, 2010 with the reference number 03/KI-KOI/IV/2010. BAKI officially passed its formation with eight Indonesian's prominent lawyers on February 27th, 2012 and started to operate on March 27th, 2012.

BAKI is the judicative power within KOI. Duties and Obligations are to receive, examine and decide any dispute, case, disagreement, claim and others related to sport, appearing and involving KOI and/or its subordinates and the Members and/or its subordinates. However, parties who filed complaints to BAKI are subjected under BAKI's rules and regulations. The office term of BAKI's member is four consecutive years and may be reappointed for the subsequent term of office. BAKI as legitimate judicial institution is affiliated with Court Arbitration of Sport (CAS) based in Switzerland.

#### 4) Stakeholders

Freeman (1984) defines a stakeholder as any group or individual who can affect or is affected by the achievement of the Organization objectives. They are typically classified according to their role: governments, clients, media, and so on. Main idea about this part is not only to acknowledge stakeholders' interests but also understanding and formulating strategies to respond to these interests. The following are main stakeholders for the Organization:

##### National Federation

In the Olympic Movement system, National Federation is considered as the main client for National Olympic Committee as policies and decisions are made to accommodate national federation needs. As the Organization most important stakeholder, NFs are represented in the Organization within four types of membership, as follows:

Ordinary Member (OM) is an NF whose sport is competed, not or not yet competed at the Olympic, yet the IF or its sport is recognized by IOC; whose sport is competed, has not yet competed at the Asian Games, yet the CF or its sport is recognized by OCA; whose sport is competed, has not yet competed at the SEA Games, yet the RF or its sport is recognized by SEAGF.

Extraordinary Member (EOM) is NF that is not included in OM category yet abiding by any and all terms and conditions of EOM as set out in the By-laws; NF that focuses on the national Paralympic sports competitions in Indonesia, profession and genders sports.

Ex-Officio Membership (ExO) is open for every Indonesian citizen holding office as member of IOC under Rule 29.1.1 of the Olympic Charter. Olympian Membership (OIM) is open only for one NF which is established by and is an association of any and all Indonesian Olympians under Rule 29.1.3 of the Olympic Charter.

Rights of the member are to participate in KOI's activities such as Congress and Session; to use KOI's symbol, flag, hymn and march, and etc.; to request for and receive assistances; to request for details on KOI's policy; and to resign from being a Member. Obligations of the member are to support any activities of KOI; to use KOI's symbol, flag, hymn and march, and etc.; and to abide by any provisions of the Statutes, By-laws and KOI regulations.

Government – Ministry of Youth & Sport of the Republic of Indonesia

As stated in Olympic Charter regarding mission and role of the NOCs,  
Article 6:

“The NOCs must preserve their autonomy and resist all pressures of any kind, including but not limited to political, legal, religious or

economic pressures which may prevent them from complying with the Olympic Charter.”

Meaning government or other institution with the basis of legal, religious or economical cannot and is not allow interfering with the operational of an NOC. Ideally, they may work close together but don't interfere with each other domain. For some NOCs, government is on the stakeholders list but surely not first or second or even third most important stakeholders. But this is not the case with KOI.

The Ministry of Youth and Sport is considered as KOI's one of most important stakeholders. They subtly insert their influence and authority into KOI's policies and decisions by using the Organization's dependency towards the support from government which is always related to finance. In extreme cases, the government often dictates how the Organization should operate by using obligatory requirements, terms and conditions in order for the Organization to receive the support it needs.

The financial support itself can only be used for an event basis, NOT operational base (basic expenses: electricity, water, phone, salary, etc.). The Organization needs to submit a short term list of project for every new fiscal year to the Ministry who then will presents them to the People's Representatives Council in order to receive the financial support. The funds itself will be transferred into the Minister's account who then will distributes

the money according to the list submitted. In order to retrieve the money, the Organization needs to follow the ministry's systems and procedures in which so far have always been different from year to year, there are no consistent formats of system and procedure used. Same thing process applies for National Federations.

### 3. Semi-structured Interview Discussion

#### 1) Organizational & Reporting Transparency Reporting

The Organization is charged with the care for sport as a public asset; it is endowed with a specific obligation to act in a righteous and harmonious fashion and also to be seen in doing it. Therefore not only outcomes but also their working process should be open as far as possible for public scrutiny. The clearness in procedures and decision making particularly in resources distribution, which means documents and official information of the Organization should be published on its website or accessible to the Members, media and other stakeholders.

In practice, the KOI's S&BL is in fact accessible by all stakeholders; it is not published on the Organization website. Yet by sending in an official request, the Organization will surely accommodate the request by sending in a copy or two of the S&BL. Not only upon request by Members, the S&BL, IOC Charter and IOC Ethics Code – both translated and original versions – are

given out in every Sessions or Congress along with meeting's materials which are as follows: annual activities and audited financial reports, programs and budget plans for the next year, event hosting or participation reports and standing committee reports.

Within minimum two weeks after a Session, the Organization are obliged to send out a compilation book of: minutes of meetings, video recordings, agendas, list of attendances, press releases, results meaning all the aforementioned reports that have been officially accepted by in the Members in Session proceedings. So far, the Organization managed to publish compilation books related KOI Congress on 2011, KOI Session on 2012, 2013 and 2014.

KOI's sources of funds are the government and IOC through Olympic Solidarity programs. Financial reports and tax payments published to public are only summary on how much money the Organization received and used for which event also the amount of taxes paid. Detail reports are never published and open for public but KOI is subjected to yearly audit by the government and also independent audit agency which is approved by the Members.

## 2) Stakeholders' Representation

Presentation of stakeholders in an NOC can only be identified in Executive area of the Organization. The composition of the EC is

homogeneous and disperses. Homogeneous meaning most of EC Members have similar background and working experience in terms of their organizational skills; they have been working in national sport system for more than ten years and approximately within these capacities: President, Vice President or Secretary General of NFs. Disperse meaning all 16 members of EC are representative of different NFs. Most of them are former athletes, coaches, managers, and staffs.

It is cannot be said that KOI meets the basic requirements of a minimum standards for stakeholder's representation since the Organization doesn't have any reference regarding this matter, even the S&BL never mention anything about a minimum representation and democratic standards that the Organization should have implemented pertaining to participating in consultation and / or decision making.

### 3) Democratic Process

Democratic structures are based on clear and regulated electoral procedures which are also open to the whole membership and also the access availability for Members to reach their representative in decision making. On its S&BL, KOI has a very clear description on:

- Membership: requirements, validation, rights, obligations and the implementation;

- EC Membership: requirements, selection, rights, obligations and the implementation;
- Managing Congress, Extraordinary Congress, Session and Extraordinary Session;
- Election procedures;
- Multi event participation and hosting;
- Conflict dispute resolution.

Members of the Organization have access to KOI S&BL therefore they know all the aforementioned points. If the Members find conflicted decision or policy taken, they can address the problem by official manners.

#### 4) Control mechanisms

A standardize method used to measure and monitor performance of the Organization, in this case a code or principles of governance. Financial and administration activities have different control mechanism. To date, for administration purposes KOI always refer to National Sport System Act, IOC Charter, OCA Constitution and its S&BL as code or governance principles.

For finance, if it is Olympic Solidarity supported activities then it obliges to use the mechanism approved by Olympic Solidarity. If its government supported activities then the Organization is obliged to use government's method. This means the Organization is subjected to be audit

performed by government and also by independent public accountant as stated in the S&BL. As in for open tenders, it refers to the kind of activities. For procurement in government supported activities, all tender processes are done by government with the Organization's involvement as it provides information and details regarding the qualification of products desired.

KOI has no internal integrated control and risk management system but to uphold democracy value, all elected EC Members have the obligation to safeguard proper decision making on behalf of the Members. Yet if the EC meets a stalemate in deciding on matter then the next reasonable step will be to take up voting as the final decision making mechanism as stated in the S&BL. In the matter of dispute resolution, the Organization recognizes and acknowledges the legitimacy of CAS and its extension BAKI as an external channel to resolve conflict.

#### 5) Sport Integrity

KOI has never set up a proper Ethics and / or Integrity Code for its organs' members and staff; neither an independent body (i.e. Ethics Commission) to monitor the application of constitution prevails. It directly adopts the IOC Code of Ethics, the Organization even has the document translated into Bahasa and distributed it occasionally with the Olympic Charter. In addition, as it is mandated by the IOC for all NOCs to conform and adopts

the Olympic Values as the basic fundamental and social philosophy of life, then it is identified as the Organization's ethics and / or integrity code. Accordingly, everything that contradicts with the Olympic Values will be considered as violation which threatens the Organization's integrity. It is also important to note that the Organization recognizes and complies with the WADA Code. As for cooperation with other institution, because KOI is a sub-system in the national sport system, it also required to collaborate with government on integrity issues which is where both entities use National Sport System Act as framework.

A unique feature of KOI's S&BL, chapter 4, article 24, point 8 related to Double Position, explained that President, Vice President, Secretary General and Treasury may not hold any other position whatsoever in the composition of executive committee of any Member and/or its subordinates, except for honorary position. Deputy Secretary General, Deputy Treasury and other members of the EC also may not hold position as the president, vice president, secretary general and treasury of the executive committee of any Member and/or its subordinates. The same rule also applicable for staff members, not even honorary position in any Member and its subordinates. If the functions mentioned above or staff members proven to have another position in any Member and/or its subordinates then the individual needs to choose its priority organization and step down from the other position.

The Organization does respect the principles of sustainable development and trying to implement environmental management system in the case of major events. Meanwhile, the Organization is also aware of its responsibility to educate its main stakeholders. This is indicated by annual programs which are designed on the basics of educating the NFs through different Commissions.

#### 6) Solidarity.

Having no source of income, doesn't mean that KOI have no program concerning development of national sport at elite and grassroots level. The Organization also adopts the government and Olympic Solidarity's financial redistribution policy and program for its main stakeholder. The programs developed usually concern to social responsibility within the national sport system, meaning sport community.

## V. DISCUSSION

### 1. Introduction

This chapter is divided into three sections in order to have more apprehensive understanding for the whole research. First section discusses the findings from results analysis performed on previous chapter, particularly in the spirit of providing answer for the last research question – “What actions can be taken to develop governance practices in KOI”. Data used in this chapter is produced through in-depth interview. Bear in mind that in this state, the interviewees are familiar with what constitute as good governance practice.

Then findings identified are summarized into a single conclusion on what area KOI needs to focus on using the BIBGIS Assessment Tool in regards to improve its performance in accordance with good governance principles. This part is covered in second section.

Third section, aside from the main result, there is a by-product of good governance assessment in a list of recommendations design will be produced. The final outcome of this chapter is expected to be used as basic outline for a prototype of good governance framework that can be used in future research on Indonesia’s national sport system.

## 2. Findings

### 1) Document Analysis

#### Analysis of KOI's Responsibility Distribution

##### 1. Legislative area consists of Congress and Session.

KOI's Statutes and By-Laws (S&BL) as the referred bible of the Organization has been applied officially upon the resolution of KOI's Special Congress on May 26th 2010 and IOC granted its approval on September 2nd 2010. The Congress held on April 21st 2011 was the first Congress that was organized under the new constitution. Ever since, a Session every year was held accordingly.

KOI's S&BL was formulated and prepared to ensure a transparent practice within the Organization. Everything about the Session is as regulated in the S&BL, starting from purposes & objectives, convening of meeting, invitation, & adoption of resolution and minutes of meeting. As stated in the S&BL, all the aforementioned elements will be printed out and compile into a book in which will be send out to all National Federations, it also accessible upon request.

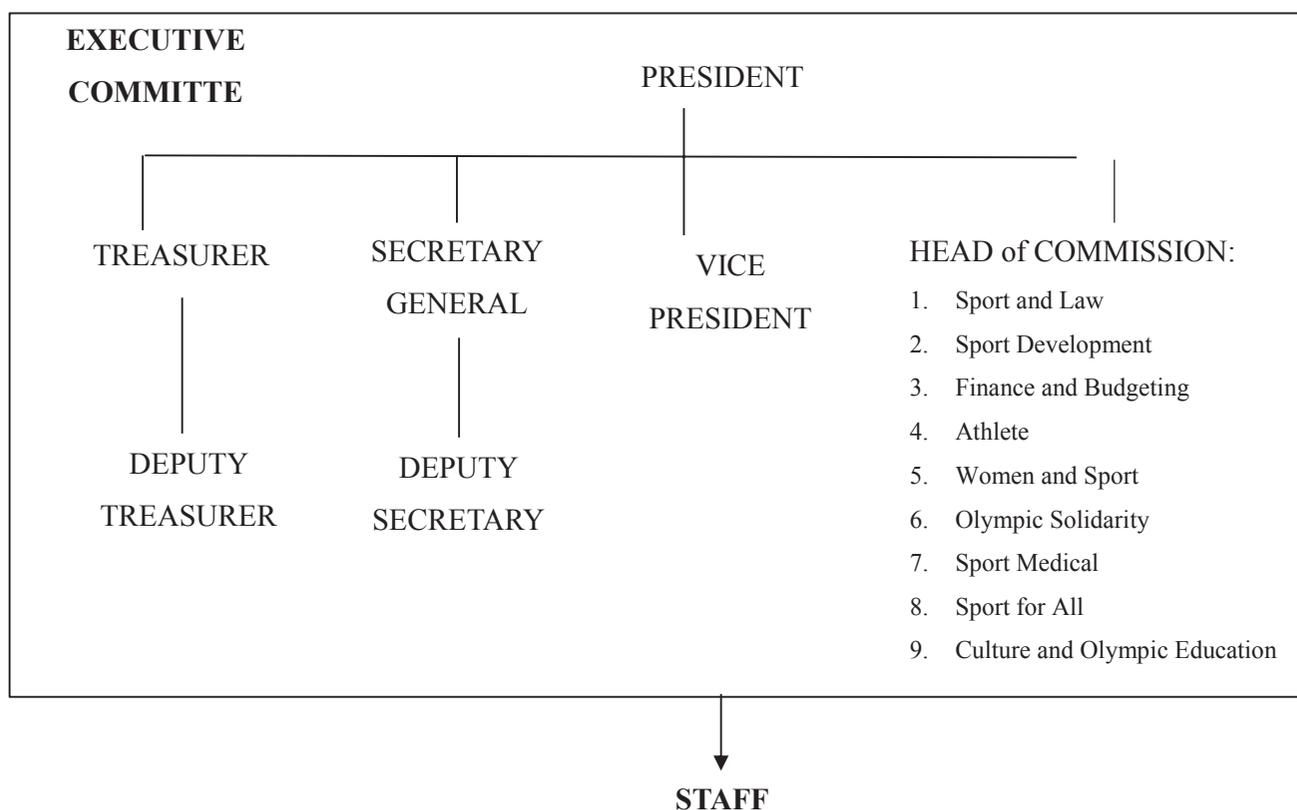
To ensure a democratic process, a draft of rules and agenda is send out in a fourteen work days minimum, to all members in order to give them time to convey their approval or request for changes. Meeting procedures are also stated in the constitution for example like the number of members required to

be present in order for the meeting to continue officially and legally, who will chaired the meeting, voting right-resolution, and dispute resolution.

2. Executive area consists of Executive Committee and Commissions.

Since KOI's S&BL approved in 2010, there are still no official Organizational Structure has been issued. However, figure 1 is a simple organizational chart produced by analyzing the Organization's performance through S&BL and other official documents.

Figure1.



The EC members convene every Tuesday or Thursday on the third week every month, this was a collective policy agreed by all members, to discuss and resolve any and all matters encountered in performing the rights and obligations of the EC. The EC also has Special EC Meeting that only will be held upon request from minimum two EC Members.

#### Transparency and Democratic Process

Having the S&BL approved in 2010, most of the EC members for 2011-2015 terms are not so familiar with it and the effort showed to fully comprehend the constitution were superficial, not even articles related to EC Meeting. In consequences, there were a great number of information or instructions apprehended poorly but the EC do show endeavor in self-betterment by executing everything related to the Organization in accordance with the S&BL.

Everything about the EC meeting is as regulated in the S&BL, starting from purposes & objectives, convening of meeting, invitation, quorum, who will chaired the meeting, voting right-resolution & adoption of resolution and minutes of meeting. Official written invitation, attendance list, agenda, minutes of meeting and recording for every EC statutory meeting is a must have as regulated in the S&BL, in which all of those mentions will be printed

out in books and distributed to National Federations annually, they are also accessible upon request.

The only open platform used by the Organization to measure its accountability is on Session where EC presented their report of previous activities and financial statements also future programs and budget plan for next year. The reports and plans were distributed two weeks before the Session begin, giving the members enough time to read and send in some opinions, corrections, additions and etc., so when the Session take place, Members only decide whether to accept or objected the reports and plans. The accountability level is lenient and not binding enough for a national level of organization.

In terms of selecting and electing members of EC and Commissions, in the S&BL, chapter 11 through 13 are dedicated to requirements for EC and commissions members, recruitment mechanism of candidate and election of EC and commission members and the selection and election process of EC and commission members. All the processes mentioned are chosen, carved and implemented carefully by taking the transparency and democracy aspects into account. In the last part of Chapter 12, Article 100 stated that all proceedings of the candidate applications, requirements, selection and election process needs to be documented and made available upon request by any NFs. This article intensifies the transparency and democratic process within the Organization. The accountability of the processes and/or individuals elected

however cannot be measure. It is unknown. How can it not be accountable when everything processed accordingly with the S&BL, where all details of the proceedings are stated?

### Competence or Representation

The ideal is to have a board the most competent individual but in practice, balance and composition is the right answer. “In carrying out its duties, the board should not be viewed, or act, as an assembly of individual representatives for various constituencies.” (OECD 2004, p.59). This means that board members should act in the best interest of all stakeholders and the organization as a whole, even if they were elected by a certain group with certain interest.

The same dynamic is applicable for NOC, board members should take care the organization’s interest, not the interest of constituency that put the board member in their positions. However, according to the organization’s board history is individual with no or little of membership’s representation often not desirable and feasible. In corporate world, to prioritize competence first from representation is not an odd choice because the corporate objectives are clear. In organization, the objectives are difficult to define and measure, not to mention the various constituents and stakeholders. A representative individual can be seen as a significant part to ensure that the organization

operate with the interest of its members. There is also a knowledge gap, between management and elected individuals, if it is too broad then problems are expected. For example, the term limits can aggravate the problem because new elected members will need time to collect the information and knowledge also understanding compare to the previous management. But with competent board, the time required to catch up all the information and knowledge needed will be less consuming. The right balance is one way of addressing the problem of representation and competence. The right people need to show interest to the board.

Judging by composition of the existing Commissions and EC members, there are only two members in which were chosen based on skills; the Treasurer and Deputy Treasurer. Both have financial background and working experience in which make them suitable for each respective positions but little to no experience in sport organization, yet they were elected by the members. Indonesia has a really small sport community, people know each other. To enter this community, one has to be athletes, coaches, managers, etc. This conclude that the community also small in number of people, thus making the process of selecting candidates to fill out positions with bigger need of financial background and experience rather than sport organizational background is difficult but quintessential.

A clear job description is needed for Executive Committee Members who also serve as Office Bearer or Directors (President, Vice President, Secretary General, Deputy Secretary General, Treasurer and Deputy Treasurer). The overlapping responsibility often time is more confusing rather than helpful in organizational way. The bureaucracy and inefficiency of the Organization were by-products of the overlapping responsibilities of EC Members thus the reasonable action would be to have the roles and functions of board and director to be separated then board – EC can focus on the Organization’s governance performance and the director – Office Bearer can focus on daily performance of the Organization.

### 3. Judicative: Indonesia Sport Arbitration Body (BAKI).

With the formation BAKI, now Indonesia has two sport arbitration bodies. Prior to the establishment, Indonesian National Sport Committee (KONI) has officially recognized an arbitration body to resolve national sporting disputes, the Indonesia Board of Sport Arbitration (BAORI).

The fundamental difference between the two bodies is BAKI is affiliated to CAS, as an international arbitration body formed by IOC to resolve sport disputes. Thus, the scope of disputes that can be resolved by BAKI both national and international.

This may cause a lot of confusion in national sport system but the decision to go for whichever arbitration body is entirely in the hands of disputing parties. But both parties have to have an agreement provision on what arbitration body that they will use to dissolve their disputes. In a way, the existence of BAKI gives a new alternative in sport dispute resolution which gives the involving parties freedom to decide for them self. Not to mention the internationally recognized results.

#### KOI's Stakeholders

Even though NFs with its components is identified as the number one stakeholder of the Organization, in most situations they are often set aside from the priority spot. Government tends to have binding rules and regulations, and the Organization's relying heavily on governments support hence KOI has to maneuver within the provisions enforced thus disclosing the national hierarchy. Decision and policy are rarely carried out in consultation with athletes and almost never in partnership with them (Houlihan, 2004, pp. 421-422). This is ironic remembering rules and regulations taken have a profound impact on athletes' lives, personal and professional. This situation due cause problems, sometimes worsen to conflicts but rarely dissolve since government has overshadowing of legal power.

The roles sure is lopsided, government and NOC supposed to be equal in position and they should work with each other but not interfering in each other domain, meaning all policies and decisions taken by both sides should take into account the other's roles and responsibilities and the focus should be on athletes and national federations as they are the main stakeholders and asset in the national sport system.

In this sense, KOI did a good job by including the interaction with government in its Statutes, even though it is merely inputs provider, for example: in planning and stipulating general policy of national sport on Olympic Values and Olympic Movement. This makes KOI to have an Open System. As Chelladurai (2009) explained, "Organizations are open systems in that they influence and are influenced by the social, cultural, and economic conditions of the community in which they operate". According to Naylor (1999) an organization's environment is "all elements that lie outside its boundary with which it interacts".

One of open system organization's perk is having an effective problem solving by broadening up the overall perspective. Having a continuous feedback and responses will conclude in better conception, by leadership and management, of the system inside the environment and the interactive dynamics between them. Ideally, it provides opportunity for better interconnection and more reaction also response. Then when both system and

subsystems have adequate feedback, the results can generate clearer direct planning, smart design, purposeful products and important services.

A large system survives on a number of subsystems that interact with each other. Subsystems function in some extent autonomously within the systems. In a case where a subsystem fails, it doesn't mean that the whole system will also fail, ideally speaking. Bear in mind that KOI as a subsystem has a unique trait that is independent. Without its larger system, it can still function just in smaller scale and not in its full capacity.

To address the dominant influence of government, the Organization needs to stand its ground, meaning it needs to have more strict and firm policy in the matter of government involvement. It needs to build a discussion platform in which both entities are equal and know each other duties and obligations. KOI with the support from IOC also needs remind the government that a sanction can be given by IOC to a country where government interferes in the NOC's domain, as many examples already taken place.

## 2) Semi-structured Interview

### 1. Organizational & Reporting Transparency Reporting

KOI has not maximized the used of its website in terms of publishing all official documents in its website but then again this is a common practice in National Sport System. NFs with website can be counted by hands, only

popular sport own a website. Even so, most of their websites are rarely updated with current information, let alone to have its constitution published in it. But this doesn't mean that the transparency level of the Organization is weak. As it is mentioned in the previous discussion sections, all official documents are available to Members and other stakeholders. They simply need to file an official request letter stating what and which documents they would like to have.

National sport system still emphasized on the importance of physical official documents, this is not a common practice in today's digital era. Printout official documents have the highest legal power. The use of electronic letters is not yet common, only when the Organization has to deal with international organizations then this practice is tolerated.

Since national sport system is a small and almost closed community, everyone knows everyone's reputation, achievement, and performance. This is considered as a really good advantage to have in national sport system. People support each other in a collective way, there is a sense of ownership on the national sport system, and thus the community has the effort to develop national sport all together. On the other hand, this collectiveness needs to be noted since it may compromise the accountability level of the Organization. Individual who has a long history with any of the EC Members may overlook any wrong doing done by the EC Members or simply to question the method

used in managing the Organization. Then all the effort put into transparency and democracy process is obsolete, it is cannot be accounted for.

KOI needs to maximize the use of its website and other social media platform that can be used to the advantage of the Organization. By posting all the important public documents in the website, it reduces the bureaucracy process for official request which can be frustrating for Members and the most important thing is that it will help the Organization becomes more transparent. Not just official documents that are available online but also activities reports that involves stakeholders. Stakeholders tend to have a great interest in causes which are related to them. Social media provides an overall merged experience with the specific stakeholders. By throwing in names, faces and compelling captions or stories to photo-sharing sites such as Instagram, Pinterest, Flickr, etc., can exhibit the obvious impact of stakeholders' contributions and can convince them that their contributions are being put to good use.

Availability of information in the website also might interest potential partner or sponsors because there is nothing that donors and supporters prefer more than witnessing exactly where and how their donations are being used. When everything is available in the website and it is friendly user meaning accessible for everyone then the Organization will have one less problem to be concern about.

## Financial Transparency

As discussed in the first section, KOI's Stakeholders – Government, it is clearly stated that government only responsible to provide funds for events in which have to be registered one fiscal year before the exact fund distribution. All financial request to government needs to be approved by the People's Representative Council and the meeting is usually open for public, meaning the media can published the amount of money received by KOI for events.

The usage report for this fund must comply with the format used by government, this include tax payments. Role of the Organization in this matter is simply an arm extension of government. Hence all financial report goes directly to the Ministry right after the event finishes but every year the Organization is subjected to an audit by the government. KOI is not entitled to publish any report of government funds to the public.

Other financial source is OS. There are four programs that the Organization can apply: World Programs which cover and reinforce all areas of sports development; Continental Programs which designed to meet some of the specific needs of each continent; Olympic Games subsidies which complement the range of programs and offer financial support to NOCs before, during and after the Games; Complementary Programs which extend the

assistance offered by Olympic Solidarity in the framework of targeted project. These funds are reported and open to public using the OS report requirement and format.

## 2. Stakeholders' Representation

Every sport organization has various stakeholders depending on particular range of participants and interested parties, in the case of KOI, athletes, managers, coaches, administrators, etc. For media partners, KOI does not have official media partner yet. There is never a situation appear where KOI and a media agency working together in a partnership. KOI has no commodity that can be used as an offering in a partnership. In this case, a Games cannot be used by KOI as a commodity since IOC holds the broadcasting rights for Olympic Games, OCA for Asian Games and SEAGF for SEA Games.

The Organization does have commercial partners but often not long term. The partnerships are only effective for a period of time, for example during a Games, both participating or hosting. During that period of time, government too is involved and the arrangement often belittles the role of private companies which for a commercial entity is not the publication they are looking for.

A commercial partner is considered as untapped potential, in which the Organization knows about the benefits but has not yet had a successful attempt in having one. It is not like the Organization has any assets to sell, it has. It's just need to do a better packaging and take a step further from government dependency which makes most of the private companies hesitate to involve on the first place.

### 3. Democratic Process

Democratic process can also be used to measure accountability, besides it is one of the pillar for governance. If democratic process focuses more on the procedures and mechanisms, then accountability focuses more on the individual who practices the authority. NOC is a membership based organization. In a way, NFs waived their sovereignty to the NOC in expectance that it will behave on its member's best interest; this means they can hold the NOC accountability through constitution which means individuals elected to lead the organization and also the processes. If the processes are not execute according to democratic values then the results are questionable and it may constitute uneven power distribution, lack of democracy, not effective, and worst may lead to corruption.

The democracy applied within KOI tends to lean more on bureaucratic manners. EC is so focus on having everything done in accordance with the

S&BL. As Chelladurai (2003) compared the difference of Democracy and Bureaucracy is in how to reach goals. Democracy is by identifying the organization with freedom of expression, discussion & dissent. On the other hands, Bureaucracy specified with the concerns of implementing the efficient way to reach the goals by obeying, complying with procedures and authority.

As the Bureaucracy is more pronounce, efficiency in the Organization is going the opposite way. EC rather than individuals often take charge on decision-making causing frustration among the staffs members and confusion for the Members since decision and policy making have a significant procedures and mechanisms in which have to be follow accordingly. EC don't have any measurement regarding what level of importance a decision needs to be made, they basically used the EC Meeting to decide everything even the small and little thing that actually don't need such intricate and time consuming process. This resulted on the efficiency level of the Organization to be very low because not all matter needs to solve through elaborate and time consuming method. This practice is not suitable for emergency decision making, yet this is often the case especially when dealing with government. Therefore, this situation is always considered as the source of conflict among EC Members.

The aforementioned problems might be solved by employing a chief executive. A chief executive is a professional staff employed by an

organization to manage daily operations, this includes organizing the necessary information for the EC to take decisions and make policies. However, the EC will carry the accountability for the aforementioned actions. Chief executive is demand to take a leadership role for the organization and even to the EC at certain times. Still the EC is the ultimate body which is responsible for leadership. In summary, chief executive has the ability to make things happen but the ultimate authority is in the EC hand. This contradiction can actually be minimized by working together as a team. Not everyone find it easy to do. The other way would be to distinguish functions and roles of the EC Members, between the directors (office bearer) and board members.

#### 4. Control Mechanisms

The used of National Sport System Act, IOC Charter, OCA Constitution and its S&BL as code or governance principles indeed are necessary but it is not enough as the areas cover by the aforementioned codes or principles are vague and not binding enough. A set of control mechanism needs to be developed by including all the above basic values and put more effort into details, supposing the control mechanism is divided into categories based on stakeholders:

a. Internal – where it monitors progress and activities of the Organization and takes corrective actions when it goes off track. The human

resources responsible in this category would be EC Members, staffs and the Members. The objectives includes: smooth administration, transparent and accountable reports, and performance measurement system. The procedures will include management supervision, independent internal audits, specified the board structure into levels of responsibility, control segregation policy development.

b. External mechanism is controlled by elements outside the organization. It serves the objectives of regulation makers: government and private companies (partnership). These objectives include proper debt management and legal compliance. External mechanisms are often enforced on organizations by external stakeholders in binding forms such as contracts or regulatory guidelines.

c. An independent external audit of an organization's financial statements is part of the overall governance structure. This function will act as internal and external stakeholders at the same time. An audited financial statement accompanied by auditor's report helps government, employees and NFs determine the financial performance of the Organization. This step gives a wide but limited view of the Organization's internal working procedures and future expectation.

Internal mechanisms of governance may not be implemented on a noticeable scale by a small organization but the functions are applicable. EC

makes strategic decisions about how workers will do their duties, and they monitor their performance; this is an internal control mechanism. Likewise, if the organization receives support from government, it must respond to the government's demands to comply with terms and conditions -- an external control mechanism. If the interaction between Organization and NFs is considered as a partnership, and then a partner might demand an audit to place reliance on the profit figures provided -- another form of external control.

## 5. Sport Integrity

To have Ethics and / or Integrity Codes is not a guarantee that it will help the Organization. It will only be another requirement that needs to be fulfilled. It needs individuals who have self-consciousness to adopt and implement them, translated the codes into action. This requires determination.

The double position rule has the purpose to avoid conflict of interest and other potential complications. This article is unique and only exists within the NOC's S&BL; there is no known similar rule within the National Sport System. Most NFs have individuals that serve in double position. The double position rule has the purpose to avoid conflict of interest and other potential complications. This article is unique and only exists within the NOC's S&BL; there is no known similar rule within the National Sport System. Most NFs have individuals that serve in double position. In order to be taken seriously as

an International Organization, this article needs to drop out of the S&BL or the Organization needs to take this article seriously and implement it with no consideration. This is to avoid Members perception of the Organization being only have a halfway in implementing the S&BL and a moderate level of commitment.

In reality, there is a few member of EC who also hold another position in NF and it is not as honorary position. This is an obvious violation of the constitution yet this matter is rarely brought up in the EC Meetings. Even when mentioned, once or twice, it was never a deep discussion and most of the EC Members showed less interest and resort to the next topic of discussion. Even at Session or Congress. Keep in mind that national sport system is a small kind of close community, everyone knows everyone yet this issue never been addressed by the Members.

## 6. Solidarity.

It has no financial resource other than government support and Olympic Solidarity. However, for human resources, KOI have adequate experts with academic background and sport skills, not to mention the years of organizational experience. Solidarity in KOI usually takes form after an educational program plan, either sport technicality and administration practicality, using its international network to bring in top experts from international federations. Most principles of solidarity cannot be applied in

KOI yet. Indicators in the Solidarity dimensions are not priority in the current governance system.

## 7. Accountability

Accountability in sport organizations is the responsibility carried out on financial area through financial reporting procedures but also administrative dimension in which the stakeholders are those who invest other resources in the Organization, and they are athletes, coaches, parents, supporters, sponsors and so on. The investments are in material and emotional but the latter has bigger portion compare than the other.

Transparency will not always lead to accountability, Fox (2007) stated. Even though the process of decision and policy making is on the right democratic path but there are no guarantee that it is accountable. The Organization has no independent body that monitor the EC Members. The decision and policy made indeed through a transparent and democratic process but they are often left with no follow-up because the EC most of the time fails to specified the individual who is responsible for execution and reporting. This condition continues until the concerning matter grows urgent and then when decision need to be taken, it is done in a hasten manner. At this moment, most of the EC Members don't want to be associated with the unprepared and not

well thought of decision that might reflect the unprofessionalism of the Organization.

The Organization needs to have a crystal clear understanding on the concept of public trust. Public trust basically put EC watch to guarantee the Organization's performance appertain in public domain to benefit both short and long term for future generations. It is also significant to respect and apprehend that partners, sponsors and stakeholders witness how the Organization carries out its mission and serving the public assets. Even when the Organizations receives a little to no any public supports, they are ought to exercise the same effective control in implementing their vision and mission in order to be benefited and also for future generations.

EC has the obligation to set the Organization's direction and what it wants to accomplish over its tenure, what effects and difference the Organizations wants to make and developing indicators on how to measure these differences and effects. With this, the Organization is equipped with a measuring tool that can be used as report on performance. A comprehensive annual report on how the processes undergone in relations to fulfilling governance roles and what steps taken in order for the Organization to progress in fulfilling its vision and strategic plans, have to be provided by the EC. This includes the end results, meaning achievements and aspirations. The Organization and its constituent can have a better atmosphere of respect and

trust by having a clear, open, honest and transparent communication for processes, challenges faced and outcomes produced.

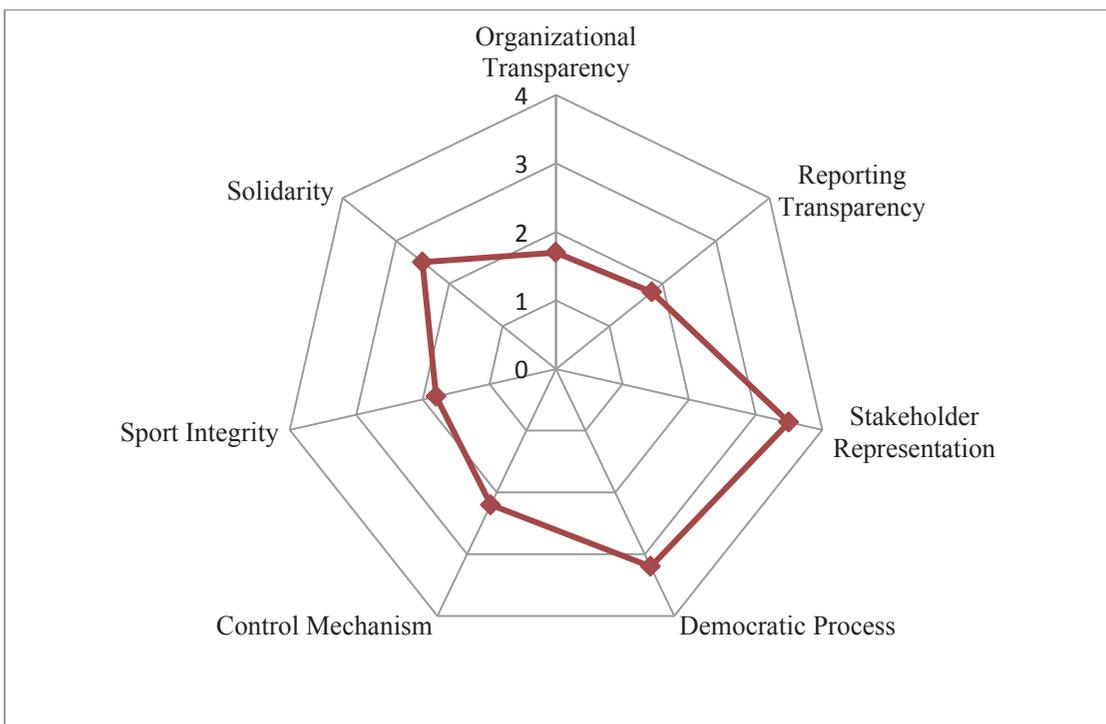
Even though openness is one of the key feature, EC also required to maintain a level of secrecy on many issues but again this should be a consensus decision and have to be reinforced particularly during sensitive discussions. Other thing that needs to be remembered is that regardless the discussion and position of individuals, when a decision is made then everyone has to give their support and speaks with a uniform voice outside the EC meeting and the most important is outside the Organization. Thus for this to be more effective, a set of conflict of interest policy should be placed, accompanied with declarations of interest should be always updated – at the least once a year – and declared concerning agenda items at each EC meeting. This is a simple measurement action but significant in today's era of perceived conflicts of interest.

### 3. Summary

Assessed from analyzed results of previous section, it can be conclude that not all indicators on BIBGIS dimensions can be used to appraise good governance level in KOI since there is an organizational culture and position of the Organization in its national sport system that needs to be taken into account. Consequently, there is a number of indicators underwent an

adjustment according to the culture prevail. Nevertheless, to show the current level of good governance KOI has now and which dimension needs to be improved and maintain; all data from previous section is translated into BIBGIS assessment tool with the result as shown in figure 2.

Figure2.



As seen in figure 2, Organizational Transparency, Reporting Transparency and Sport Integrity scored lower than two, meaning the Organization needs to take extra measure to improve these areas but not to be careless and ignore areas with better score. The idea is to increase the numbers

and maintain –if possible– improve the ones scored higher than two. On the whole, all dimensions in BIBGIS are priority and influence each other.

Score Breakdown:

Organizational Transparency	1.7
Reporting Transparency	1.8
Stakeholder Representation	3.5
Democratic Process	3.2
Control Mechanism	2.2
Sport Integrity	1.8
Solidarity	2.5

#### 4. Recommendations

According to Tricker (2000) “if management is about running an organization, good governance is about ensuring and demonstrating that it is properly run”. Governance faces with matters of policy and direction of organizational performance development as well as ensuring statutory and fiduciary compliance. The followings are principles of good governance which can be used as basic formula for a good governance framework:

### 1) Clarity of purpose/objectives

An organization needs to have a clear description on the appropriate function, precise role, objectives and responsibilities of the organization. Purpose has to be distinct in order to establish the appropriate governance arrangements.

Goals and principles, objectives of a sport organization will be vary and may be influence by the affiliated parent organization. Common objectives are to be expanded in participation, promotion, developing and improving area. The more visceral objectives are fight against doping and discrimination; uphold sport integrity and ethical practices.

An organization should adopt and publish a vision and mission statement that will aligned with the organization's long term objectives and also reflects the ever evolving short term priorities. It will also promote accountability and transparency.

The organization's strategic plans should be develop in a collective way by relevant decision making entity within the organization. The approved plans should be distributed to members, stakeholders and open for public.

Monitoring and oversight, to have a fitting effort of monitoring and oversight to supervise the implementation of strategic plans, using key performance indicators which can be measure in order to guarantee values are achieved and the plan is working effectively.

## 2) Code of ethics

Development of a code of ethics, the code of ethics needs to bind all members, stakeholders, staffs and other entities with the ties to the organization. Basic rules on the content and mandatory implementation of the code.

## 3) Stakeholder identification and roles

Stakeholder involvement, the organization is advised to evaluate the best way to utilize the stakeholders input and skills within its activities, consulting and decision making procedures. A minimum standard for stakeholders' representation is a minimum requirement that has to be fulfilled by stakeholders in order to participate in policy and decision making process. They also need to confirm their support towards the organization's objectives and vision. Roles, responsibilities and objectives of organization in relations to the stakeholders need to be acknowledged in the organization's constitution.

## 4) Democracy and minimum standards

Clear organizational framework, to have a refine framework for membership and organizational system and procedures. The framework should identify the organs responsible on decision making processes within the

organization and their interactions. Identification of mechanism, the system and procedures of decision making processes. To have the roles and rights of members and stakeholders and minimum democratic principles for selection and elections are also an essential.

#### 5) Delegation and committees

A clear description of duties and obligations for each organ will make decision making process efficient and effective. Delegating tasks to members and stakeholders with sufficient monitoring and supervision, Appointment of technical and/or expert committees to handle relevant issues, Committees composition – gender equality and diversity.

#### 6) Management

Executive body is responsible to supervise and monitor the daily operational and management of the organization. It is one of the most crucial components of good governance in sport. The executive body should promote the good governance culture for and to the organization.

#### 7) Judicial/disciplinary procedures

Need for an appropriate judicial/disciplinary framework. Need for a separate judicial/disciplinary code, Members, stakeholders, staffs and other

entities in relation with the organization. It should be educated on key rules and obligations under the code so they are aware of what is expected and what are the consequences of non-compliance. Impartiality of adjudicators. Skills and expertise of adjudicators. Fair trial as the basic procedures to ensure the right of the defense in accordance with general principles of law. Appropriate appeal framework – as another form of risk management.

#### 8) Statutes, rules and regulations

The statutes, constitutions, rules and regulations should be available; also consultation for amending statutes, rules and regulations should be accessible. The organization needs to have an appropriate and proportionate consultation process in place when amendments towards statutes, constitutions, rules, regulations or key policies are being contemplated. The consultation process needs to be put in place with the relevant members and stakeholders with a suitable timeframe.

#### 9) Accountability and transparency

Organization should have clear levels of supervision and accountability in the decision making process as a step to guarantee the appropriate power exercised which also consistent with the objectives and functions of the

relevant body. Appropriate checks and balances mechanism is an obligation for an organization to have.

Organizations' performance indicators, key performance indicators and evaluation mechanisms have to be compatible with the size of the organization and it should become a standardized regulation at every levels of the organization to promote efficiency and good management.

Internal control measures have to be adopted in the form of fit for significance of internal controls, reporting necessities, minimum standard on data protection policies and financial management strategies. Not to mention a clear financial authorization limits and minimum requirement for agreement formalization where the law is applicable.

Financial information should be produced in parallel with the prevail laws and accordingly to the proper auditing standards. The information also needs to accessible by the members, stakeholders and open for public, in a form of annual reports along with the activities reports.

Distribution of funds to members or stakeholders is need to be documented and is subjected to financial audit by independent accounting agency or government.

Risk management needs to be in place within the organization's policy to identify, manage, control, assess and mitigate the risk for all activities for appropriate insurance arrangements.

The organization needs to have an a proper confidentiality protocols and codes in which are in place with rigorous enforcement, a clear policy on who may speak on behalf of the organization with the media and under what circumstances. In parallel with a response strategy also needs to be in place for responding certain scenarios.

A transparent way of communicating both external and internally should be develop so that all stakeholders are mindful of the significant developments, events, meetings, decisions taken, policy changes and opportunities.

A sustainable professional development for employees: staff and volunteers, should be promoted with a clear guidelines code of conduct.

## 5. Further Research

This research has explored KOI's organizational performance in conjunction with good governance practices. In the effort to answer the research questions, the process evokes a number of further questions that require further research. In particular, the role of chairman in board and overlapping responsibilities of board members with directors. In spite of that, the depth and complexity of the research, also the practical limitations of the research in relation with size signify that for a further research and

consultation to be considered pertaining to the need of finalizing any recommendations for further development of any Good Governance Code.

Through this study, a research has been conducted and the results highlighted nine areas to focus on (refer to Recommendations above). If it deemed fit, the study may assist to fashion the basic need for developing a Good Governance Code that is practical to use not only for the Organization and also its members and stakeholders.

In addition to the implementation issues, most good governance codes are implemented on a voluntary basis. The real challenge would be the commitments from sport organization since they are often will gladly signing up to principles but then may alter their opinion when faced with the reality of implementation. Moreover, the range of recommendations of IOC's Good Governance Principles is too ambitious it may result in no or few principles being implemented, thus implying that a focus on core areas, and/or a phased implementation, is accepted.

If any Good Governance Code managed to be agreed upon, then the logical next step would be implementation. It is hope that once the organization managed to up holds the practice of good governance, the effect and enthusiasm could be spread to its members and they too will finally adopt the Good Governance Code. In this case, there would be another adjustment

and further research with the Code according to each members of NFs since they different structure, different size of organization and different culture.

## 6. Conclusion

Komite Olimpiade Indonesia needs to adopt a Good Governance Code for the Organization to increase its governance standards and to be seen to have high standard of governance by its members and stakeholders. The above statement is validated by empirical data collected and analyzed using good governance literatures and theoretical frameworks.

This study demonstrates that the current level of good governance practice in KOI indeed needs improvement. The extent of good governance practice within KOI is not disappointing yet it is also not satisfying and it has plenty room for improvement also the Organization does have the ability to be better.

To conclude one can state that Komite Olimpiade Indonesia needs to define and implement good governance practices: not just because it is the quid pro quo for autonomy from the political world; not just because it is a trend to follow; and not just because it is morally and ethically the right thing to do. KOI should do it because it will help the Organization to focus more on its core tasks and help doing those tasks better: namely developing, running and promoting national sport.

## 7. Constraints

The findings rely on the sample selection and analysis. The sample was selected from senior staff member of the Organization, preferably those who have been working in the Organization for more than four years. There is no way to measure level of familiarity of the sample towards the good governance concept and theoretical frameworks. Almost the entire sample never heard of the term good governance.

Some of the good governance literature itself have ambiguous wording, especially regarding codes applied across many countries or jurisdictions. However, flexible implementation is often cost by the ambiguity and it is consider as a benefit. There were limited specialized sports governance theory; the literature review used literature that was not aimed directly at National Sporting Organizations (NSOs). In some cases a corporate analogy is used and it is not appropriate for NSOs but in some cases what is relevant for a company is also relevant for a sports federation and any references used in this thesis are judged to be applicable to the context of NSOs. Different terminology is used throughout official sport organization's documents, for example, the term "Board" is used throughout – irrespective of the fact that at UEFA the term is "Executive Committee", it is "Executive Board" at the IOC, etc. Basic knowledge about the aforementioned

organizations would definitely help in understanding which terminology refers to what.

With the interview data there is a possibility that the participant is biased and the data is not representative of the actual position of the organization. In order to overcome this issue, the data was triangulated with archival documentary data with the purpose to seek supporting evidence or differences between data expressed in interviews and relevant documents. Interviews with the participants and writing up the results took place over a long time period and there was a possibility that some of the data would be dated or that something may have changed in the governance of the organizations during the course of this research. In order to ensure the data was still relevant, participants were given copies of the original transcripts to check for accuracy and then contacted again to ensure nothing had changed with their governance structures and practices. Emails and telephone interviews were used for this purpose.

Despite of the constraints, the research has rigorous effort to minimize validity issues. Qualitative methods of analysis coupled with data triangulation and followed up with the interviewees ensured subjectivity of the researcher was minimized and the data was a fair reflection of the interviewees' perspective.

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## 국문 초록

# 인도네시아 굿 거버넌스 사례 평가: 인도네시아 올림픽협회를 중심으로

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체육교육과

본 연구는 인도네시아 올림픽 협회(KOI; Komite Olimpiade Indonesia)의 굿 거버넌스 수준을 평가하려는 목적으로 설계되었다. 연구목적 달성을 위해 국가 올림픽 위원회로서의 굿 거버넌스 사례들을 분석함으로써 현 체제에서 기관의 수행력을 평가하였다.

본 연구에서는 첫 번째로 KOI의 현재 굿 거버넌스 수준에 대해 측정하였으며, 두 번째로 이를 토대로 굿 거버넌스에 대한 이론적 체제 향상을 위해 KOI에게 요구되는 사항이 무엇인지 조사하였다. 마지막으로 협회나 관련 이해관계자

들에 의해 굿 거버넌스가 발전된 사례들을 통해 몇 가지 기본적인 권고를 하고자 하였다.

연구 목적 달성을 위해 질적 연구 방법을 사용하였다. KOI의 굿 거버넌스 수준 파악을 위해 문헌분석을 실시하였으며, 굿 거버넌스 시행을 위해 KOI 내에서 확대되어야 하는 영역이 무엇인지 파악하기 위해 반 구조화 면접을 실시하였다. 마지막으로 기관 내 굿 거버넌스의 발전을 위해 실시되어야 할 행동이 무엇인지 파악하기 위해서 심층면접을 실시하였다.

KOI의 굿 거버넌스 수준에 대한 분석 결과 연구자가 예상한 수준보다는 양호하였다. 굿 거버넌스 평가 도구인 Basic Indicators for Better Governance in Sport(BIBGIS)의 7개 영역 중 4개 영역에서 양호한 수준이었으며, 나머지 3개 영역에서는 개선 노력이 필요한 수준으로 나타났다.

본 연구에서는 국가 스포츠 시스템 내 굿 거버넌스의 발전 및 향상을 위해서 다음과 같은 노력이 요구된다고 제안한다. 1. 목표의 명확성 2. 윤리 강령 선포 3. 이해관계자의 역할 투명화 4. 민주화 5. 최저 기준 설정 6. 업무의 위임 및 위원회 활용 7. 관리 시스템과 절차의 투명화 8. 징계 절차 설정 8. 법령, 규칙, 규범 설정 9. 책임과 투명성에 대한 이해와 실천

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**주요어:** 굿 거버넌스, 스포츠 조직, 비영리 단체, 인도네시아 스포츠 조직 굿 거버넌스

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