



Sports Governance Observer 2015 report

The legitimacy crisis in international sports governance

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How can we improve sports governance?



SPORTS GOVERNANCE
OBSERVER 2015

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 Play the Game

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The autonomy of international sports federations

- International context
- Switzerland
- Autonomy as a sacred principle
- Sport as cultural and leisure activity

Who can hold international sports federations to account?

- National public authorities?
- Commercial partners?
- The IOC?
- Sport fans?
- News media and journalists?
- Non-Governmental Organisations?
- The EU? The Council of Europe?

The European Union (1)



Journal of European Public Policy, 2015
<http://dx.doi.org/10.1080/13501763.2015.1022206>

 Routledge
Taylor & Francis Group

The EU controls FIFA and UEFA: a principal–agent perspective

Arnout Geeraert and Edith Drieskens

ABSTRACT This article demonstrates that the European Union (EU) can curtail the autonomy of the Fédération Internationale de Football Association (FIFA) and the Union of European Football Associations (UEFA) by building upon insights from the principal-agent model. It explores and explains the EU's control over these organizations by mapping the actors and instruments that define EU control of FIFA and UEFA and discussing their activation and mitigation. In this light, it introduces a new perspective (exogenous control) and instrument (steering). Whether or not the EU deploys the control instruments at its disposal is defined by a constant interplay between FIFA and UEFA, their political and football principals and their EU supervisors. Activating and mitigating control within this triangular set-up will dictate whether or not FIFA and UEFA can expect their autonomy to be curtailed if and when they break from good governance practices.

KEY WORDS Control; exogenous control; football governance; mitigation; principal–agent; steering.

1. INTRODUCTION

Good governance in sport is a condition for the autonomy and self-regulation of sport organisations. (European Commission 2011: 10)

[S]ports bodies that do not have in place good governance procedures and practices can expect their autonomy and self-regulatory practices to be cur-

The European Union (2)

- EU law
- EU sports policy

Opportunities

- ✓ EU can steer FIFA and UEFA because they fear its regulatory powers
- ✓ EU can use sports policy to induce better governance in international sport

Challenges

- ✓ Mitigation of EU control by FIFA and UEFA
- ✓ Member states generally want to keep sports policy at the national level and they have diverging views on the appropriateness of public intervention in sport



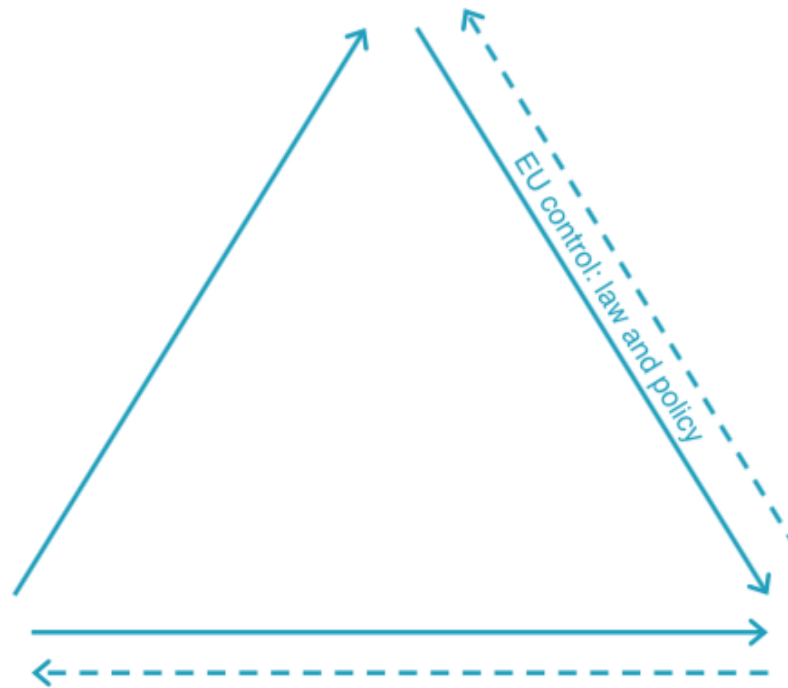
Supervisors



Principals



Agents



—————> Delegation/ control

- - - - -> Mitigation

Questions

- Can and will the EU do more?
- What can the Council of Europe do?