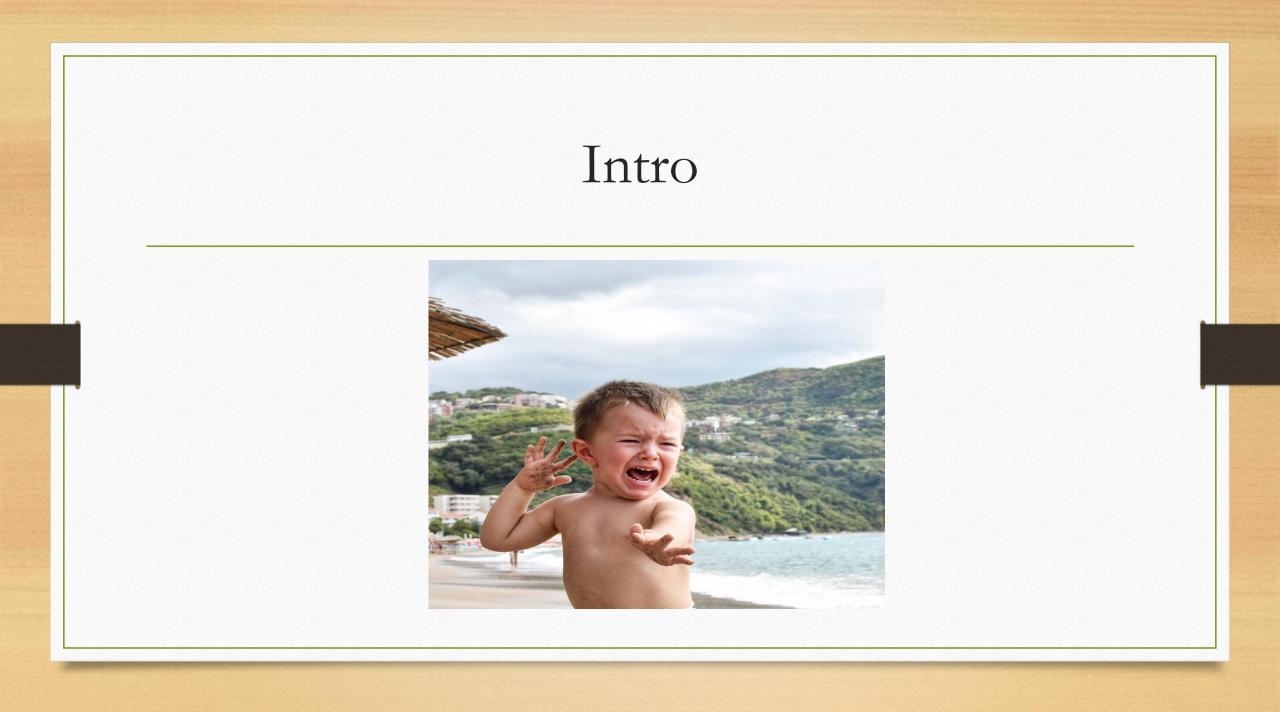
# Rethinking the pyramidal structure of sport

-An insight from the national perspective-

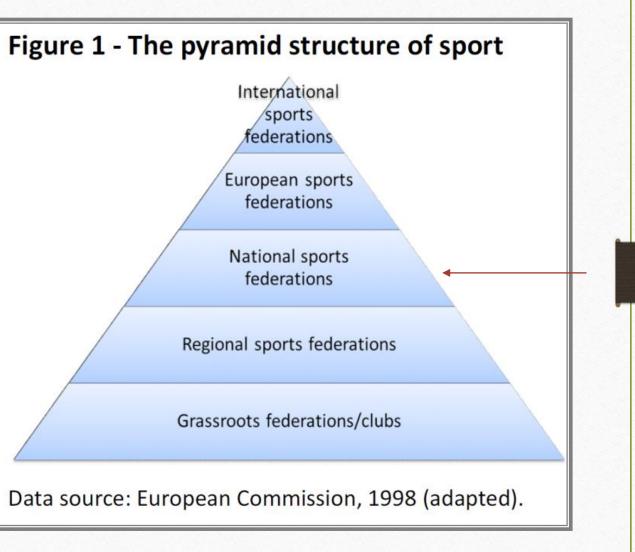
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### What we are talking about?

- Natural entities?
- Athletes?
- Coaches?
- Referees/Delegates/Officials?
- Managers?
- Entourage?



#### Dilemmas in methodological setting

- Jurisprudence
- Governance related theories
- Analytic method

### Methodology

- Directions for research design
- a) Formalistic
- b) Structural
- c) Functional

#### Fields of interest

- Position of stakeholders
- Governance
- Administration
- Dispute resolution mechanisms
- Control mechanism

#### Synthetic method

- Historical method
- Doctrinal research approach
- Desk research using HTA
- Focus groups with athletes



1. Normative setting and governance structure

- None of the NSFs adopted rules that limit terms of office.
- Only 1 NSF (6.7%) has no active politicians or decision-makers within public administration, while for 4 NSFs (26.7%) there is no available data.
- None of the NSFs publish the statement/report on remuneration or remuneration policy.

## 2. Administrative and organizational procedure

- None of the NSFs publish the Act on job classification and systematization of posts.
- Only 2 NSFs (13.3%) have strategy in place.
- Only 1 NSF (6.7%) has action plan in place.
- None of the NSFs adopted social responsibility, environmental protection, gender mainstreaming and anti-discrimination policies.

## 3. Dispute resolution and control mechanisms

- Only 3 NSFs (20%) have Ethics code in place.
- None of the NSFs adopted provisions that applies to decision-makers in regard to integrity, rules on expenses or conflict of interest.
- Only 1 NSF (6.7%) has an external audit procedure in place.
- None of the NSFs adopted integrated risk management and control system.

Legal aspect

- Adoption and enforceability of internal regulations
- Registration procedures
- Dispute resolution/arbitration proceedings
- Constitutionality of the Law on Sport?

#### 4. Institutional position of athletes

- Only 2 NSFs (13.3%) envisaged within the statute that athletes could be represented within governance bodies.
- None of the NSFs foresees procedures to file an anonymous complaint.
- None of the NSFs foresees legal aid for athletes within dispute resolution processes.
- None of the NSFs foresees a procedure to choose arbitrator in arbitration proceedings.

#### Historical overview

- 1974 Constitution
- RSIZ
- SOFK

Analysis of the Sport Movement functionality 1980 – Socialist Republic of Montenegro

- Nepotism/cronyism
- Lack of implementation of delegate system
- Inability for association of natural entities
- Inadequate organizational culture
- The absence of selection procedure

## Introduction of the good governance principles

• RSIZ Program from 1980

• "Program of activities on implementation and improvement of collective work and responsibility of one-year presidential mandate" - set of good governance principles

### GG principles

- Enabling direct representation through appropriate delegate system
- Term limits
- Self-management control
- Transparency

## Additional good governance principles for organization of competitions

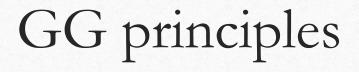
- Representation/openness
- Amateurism
- Compliance
- Consistency
- Sustainability

#### Has anything change from 80s?

- Nepotism/cronyism
- Lack of implementation of delegate system
- Inability for association of natural entities
- Inadequate organizational culture
- The absence of selection procedure

#### Conclusion – way to go

- importance of critical thinking
- the need to develop and consolidate structure
- to anticipate and to define positions



- Representation as a prerequisites direct representation
- Balance in governance based on separation of powers
- Accountability introduction of collegial decision-making system

### Thank you for your patience

