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1 State-of– the-art and best practices



1.1 Introduction

Sport plays a vital role, not only in individual health and fitness, but also in shaping wider society. It can improve general wellbeing and help overcome wider societal issues such as racism, social exclusion and gender inequality. Crucially, sport provides significant economic benefits across the European Union (EU) and is an important tool in the EU's external relations. Over 7 million people work in sport-related jobs (equivalent to 3.5 % of total EU employment), and sport-related goods and services amount to €294 billion (or nearly 3 % of total EU gross value added).

The EU's definition of sport was originally developed by the Council of Europe in its Sports Charter. It encompasses 'all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental wellbeing, forming social relationships or obtaining results in competition at all levels'. Before the entry into force of the Lisbon Treaty in 2009, the EU had no direct responsibility for sport, meaning that it could not conduct or finance a specific EU policy in this area. This is not to say, however, that there was no interaction between the EU and the sports world, quite the contrary. For one thing, EU competences in areas such as the single market and competition policy, and its policies and programs in fields closely related to sport, such as education, health, youth or social inclusion, have had, and continue to have a significant impact on sport. In addition, the EU approach to sport has been shaped by various European Court of Justice (ECJ) rulings, which, as a result of the growing economic significance of professional sport, has increasingly had to deal with sports-related cases. Experts argue that the most emblematic of these, the Bosman case, pushed sport higher up the EU agenda by clarifying EU involvement in sports regulation. The broader policy context for sport at EU level was framed by the Lisbon Treaty, through which the EU first obtained a specific competence allowing it to build up and implement a coordinated sports policy and provide a dedicated budget for sport. In practice, this means that the EU can only act through 'soft' policies— Such as dialogue, policy cooperation, the development of guidelines and recommendations – as opposed to using its legislative powers. The task assigned to the EU by the Treaty is to 'contribute to the promotion of European sporting issues' and to 'develop the European dimension in sport', in particular through the promotion of fairness and openness in sporting competitions and cooperation between bodies responsible for sports, and the protection of the Bosman case.

Across the countries, the most often provided sport by European sports clubs is football. On average, every fifth club in Europe offers football. Looking at the different countries, around 30% of the clubs in Norway, Poland and Germany stated that they offered football to their members. In the Netherlands, every fourth club offers football, whereas in Denmark, Spain, and Switzerland, less than 20% of the clubs offer football. Apart from football, gymnastics is often provided by European sports clubs, with Germany having the highest proportion (around 23%). Moreover, a mixture of individual sports, such as swimming, track and field, cycling, tennis and table tennis,



and team sports like volleyball, handball and basketball are found among the 15 most often provided sports across sports clubs in Europe. There are country-specific sports offered by the clubs in the different countries. For example, in Norway, Nordic skiing is a popular sport, with around 18% of the Norwegian clubs stating that they offer Nordic skiing. In Poland, around 9% of the clubs offer fighting and combat sports and in Hungary, nearly 7% of the clubs offer karate. In Belgium (Flanders), nearly 8% of the clubs offer fighting and combat sports. In Switzerland, nearly every tenth club offers floorball, which is provided by 4% of Norwegian sports clubs. Cricket is provided by 4% of the English sports clubs. In Hungary and Spain, Futsal is a sport offered by around 4% of the clubs. Korfball is provided in particular by Dutch sports clubs (around 6%). In Spain, 5% of the clubs offer roller skating.

Table 1. Most often provided sports by the sports clubs across the countries (*Christoph Breuer, 2017*).

| Sports | TOTAL | Belgium (Flanders) | Denmark | England | Germany | Hungary |
|------------------------|-------|--------------------|---------|---------|---------|---------|
| Football | 20.3 | 18.1 | 15.4 | 5.9 | 29.5 | 21.2 |
| Gymnastics (all sorts) | 8.6 | 7.3 | 14.7 | 7.9 | 23.4 | 1.8 |
| Volleyball | 7.2 | 6.6 | 4.5 | 2.4 | 15.8 | 6.2 |
| Track & Field | 7.1 | 4.4 | 2.3 | 1.2 | 11.5 | 8.6 |
| Shooting sports | 6.8 | 3.3 | 8.6 | 2.4 | 9.7 | 6.2 |
| Swimming | 6.7 | 5.2 | 5.9 | 8.4 | 6.6 | 9.0 |
| Cycling | 6.2 | 12.4 | 5.5 | 1.7 | 5.6 | 9.4 |
| Tennis | 5.9 | 4.4 | 5.9 | 2.8 | 14.0 | 5.3 |
| Fitness/Aerobic | 5.8 | 3.4 | 4.5 | 3.8 | 15.0 | 4.8 |
| Handball | 5.6 | 0.7 | 8.0 | 0.9 | 7.4 | 8.3 |
| Basketball | 5.5 | 3.3 | 1.4 | 11.6 | 4.7 | 6.5 |
| Table tennis | 5.3 | 3.5 | 3.3 | 5 | 17.0 | 9.5 |
| Walking/Nordic Walking | 4.7 | 6.8 | 2.6 | 0.3 | 11.1 | 3.3 |
| Badminton | 4.6 | 5.0 | 12.5 | 2.8 | 10.0 | 2.3 |
| Dancing | 4.0 | 7.2 | 6.9 | 2.8 | 9.6 | 3.8 |

| Sports | Netherlands | Norway | Poland | Spain | Switzerland |
|------------------------|-------------|--------|--------|-------|-------------|
| Football | 24.5 | 30.9 | 30.0 | 12.3 | 14.7 |
| Gymnastics (all sorts) | 4.0 | 7.6 | 4.5 | 5.2 | 9.1 |
| Volleyball | 5.7 | 5.6 | 12.3 | 3.4 | 9.7 |
| Track and Field | 4.5 | 13.2 | 7.0 | 9.3 | 8.9 |
| Shooting sports | 1.4 | 7.8 | 7.4 | 3.2 | 18.3 |
| Swimming | 4.5 | 9.0 | 8.9 | 5.8 | 3.6 |
| Cycling | 2.2 | 5.8 | 3.5 | 11.2 | 5.0 |
| Tennis | 13.2 | 2.8 | 4.1 | 2.1 | 4.0 |
| Fitness/Aerobic | 2.1 | 6.8 | 2.7 | 3.9 | 11.2 |
| Handball | 4.2 | 16.2 | 3.7 | 3.4 | 3.0 |
| Basketball | 3.6 | 5.2 | 5.6 | 8.4 | 4.3 |
| Table tennis | 2.4 | 3.6 | 4.5 | 1.3 | 2.8 |
| Walking/Nordic Walking | 2.0 | 6.8 | 1.4 | 9.3 | 3.4 |
| Badminton | 2.0 | 2.8 | 2.1 | 1.3 | 5.5 |
| Dancing | 2.1 | 3.0 | 0.6 | 1.8 | 2.1 |



Most European sports clubs are small. In fact, more than half have 100 members or fewer, whereas only one in ten sports clubs has more than 500 members. Most small clubs (with 100 members or fewer) are found in Spain (77%), Hungary (74%), Poland (72%) and Switzerland (68%), whereas most large clubs (with more than 500 members) are found in the Netherlands (30%) and Germany (19%). In that connection, it is worth mentioning that more sports clubs have experienced an increase in total membership within the last five years (36%) than have experienced a decrease (20%). The highest proportion of clubs with increasing membership numbers are found in Poland (49%), Spain (46%), Hungary (45%) and England (44%). Germany is the only country in which slightly more clubs report a decrease (26%) than an increase (25%) in membership numbers. Two thirds of the sports clubs are single sport clubs in the sense that they provide only one sport for their members. Most single sport clubs are found in the Netherlands (91%), Belgium (Flanders) (87%) and England (85%), whereas these clubs make up a smaller proportion of clubs in Germany (58%) and Norway (66%). The most commonly offered sport is football. Besides football, a mixture of team ballgames and (semi-)individual sports are popular in all or most countries, but there are also examples of sports that are only popular in one country – e.g., Nordic skiing, which one in five Norwegian clubs offer to its members. The population of European sports clubs contains a mixture of (very) old and young clubs. One in five sports clubs were founded before 1945, and almost one in three have been founded since the turn of the millennium. A lot of young clubs (founded since 2000) can be found in Spain (73%), Poland (64%) and Hungary (48%). With regard to facility usage, two thirds of the clubs use public facilities for their activities, while one third use their own facilities. The highest proportion of clubs that use public facilities can be found in Poland (91%), whereas the lowest proportion can be found in the Netherlands (55%).

Table 2. Number of members and proportion of members by gender (*Christoph Breuer, 2017*).

| Country | Number of members | | | Gender (share in %) | |
|---------------------------------|-------------------|-----------|--------|---------------------|--------|
| | mean ¹ | std. dev. | median | Male | Female |
| TOTAL ² | 239.3 | - | - | 65.2 | 34.8 |
| Belgium (Flanders) ³ | 145.8 | 184.2 | 76.0 | 66.6 | 33.4 |
| Denmark | 320.3 | 1,446.0 | 112.0 | 60.6 | 39.4 |
| England | 246.2 | 447.4 | 112.0 | 65.9 | 34.1 |
| Germany | 364.5 | 1,023.7 | 163.0 | 62.5 | 37.5 |
| Hungary | 127.7 | 318.5 | 50.0 | 68.5 | 31.5 |
| Netherlands | 409.5 | 403.0 | 270.0 | 62.0 | 38.0 |
| Norway | 377.6 | 842.6 | 199.0 | 60.2 | 39.8 |
| Poland | 111.8 | 218.2 | 60.0 | 72.4 | 27.6 |
| Spain | 168.8 | 1,520.1 | 45.0 | 70.0 | 30.0 |
| Switzerland | 121.1 | 348.2 | 58.0 | 63.6 | 36.4 |



The majority of European sports clubs tend to be single sport clubs with one main sports activity. For all included countries, the split between single sport and multisport clubs is roughly three quarters single sport clubs to one quarter multisport clubs. However, in the Netherlands more than 90% of Dutch sports clubs are single sport clubs. In Belgium (Flanders) and England, this share amounts to 87% and 85%, respectively, while in Poland and Denmark, around three out of four clubs are single sport clubs. In Switzerland and Spain, nearly 80% of all clubs are run as single sport clubs. Around one third of Hungarian and Norwegian sports clubs are multisport clubs, meaning that they are divided into sections that cover different sports. In Germany, more than 40% of the clubs are multisport clubs that offer more than one particular sport (See Figure.1).

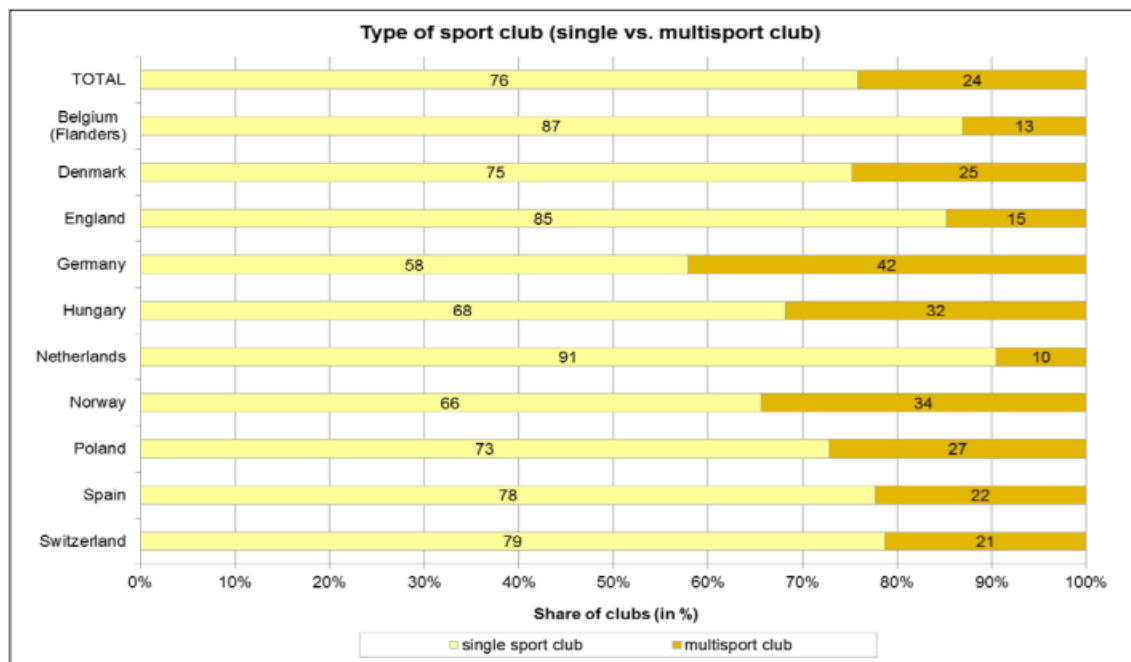


Figure 1. Single sport vs. multisport clubs (*Christoph Breuer, 2017*).

1.1.1 Sport Governing in Europe

How sport is governed in Europe It is not possible to define a single model of governance in European sport. Sport is characterized by a variety of structures which enjoy different types of legal status and levels of autonomy in Member States. In addition, differences exist across disciplines. That said, many European sports are organised on a hierarchical pyramid model, whereby sports clubs are affiliated to national federations, which are themselves members of European and international federations (IFs). While these organizations all bear some responsibilities as regards the regulation of their sport in their sphere of competence, they are however subordinate to the organizations above them. Put differently, the stance adopted by a



sport's governing body influences decisions taken in any organization operating under that body's umbrella. International federations (and all subordinate bodies and actors) are themselves subject to the rules and policies of other international bodies entrusted with special tasks, including the World Anti-Doping Agency (WADA); the Court of Arbitration for Sport (CAS); and the International Olympic Committee (IOC). For instance, international federations that are part of the Olympic movement must ensure that their statutes, practice and activities are in conformity with the Olympic charter, a document comparable to a 'constitution', codifying the fundamental principles of Olympism and the rules and byelaws adopted by the IOC.



Figure 2. The Pyramid Structure of sport (*Parliament, 2019*).

1.1.2 Policies for integrity

The goal of the European Commission is to ensure proper governance is in place, to maintain transparency and fairness for all sports people and athletic organizations. Cross-border concerns, such as doping and match-fixing, are addressed alongside policies regulating athletes transfers, which must adhere to EU principles of equal treatment and free movement. The objectives in this area are to:

- Raise the standards of governance in the sports sector to promote democracy, transparency and accountability
- Combat match-fixing and promote the fair regulation of sport at all levels
- Combat doping in sport to ensure an even playing-field for all participants
- Ensure the free movement of amateur and professional sportspeople in line with internal market principles
- Develop rules on the transfer of players that preserve integrity and prevent exploitation



These priorities are broken down into the following fields of action:

- good governance
- match-fixing
- free movement of sports people
- combatting violence
- discrimination
- corruption
- safeguarding minors

1.1.3 Promoting integrity

The Erasmus+ program focuses on the principles of fair play. It addresses threats to the integrity of European and global sport and promotes good governance. Cooperation between the EU and international bodies such as the International Olympic Committee (IOC) and the Council of Europe is essential to tackle cross-border issues such as gambling, corruption and match-fixing.

1.1.4 Good governance

Good governance is a condition for the self-regulation and autonomy of the sports sector. The European Commission promotes positive values through good governance in sport. In particular, the EC advances policies with a view to integrate best practices across Member States' programs and events. These policies are aimed at combating doping, violence, corruption and discrimination in all its forms.

1.1.5 EU action for good governance in sport EU competence

Since the entry into force of the Lisbon Treaty in December 2009, the European Union has supporting competence in the field of sport (Article 6 of the Treaty on the Functioning of the EU – TFEU), which means that it can carry out actions to support, coordinate or supplement measures taken by its Member States. The EU has no legislative power in sports matters. Article 165 TFEU explicitly rules out any harmonisation of the laws and regulations of the Member States. Policy tools at the EU's disposal are limited to incentive measures and recommendations. The EU has, however, the ability to intervene in sport regulation on the basis of its internal market powers. Indeed, as established in European Court of Justice case-law, sport, when it constitutes an economic activity, is subject to EU law, including most prominently, internal market freedoms and competition rules. On this basis, the Court and the European Commission as the EU competition authority, have increasingly been called upon to handle disputes about rules set by sports



organizations, brought before them by sports stakeholders, notably athletes. In certain cases, the rules at issue had to be modified in order to make them compatible with EU law. Concrete outcomes of EU sports policy the promotion of good governance in sport is high on the EU sport policy agenda. It is among the top priorities of the European Union work plan for sport for the periods 2011- 2014 and 2014-2017, and a specific EU Expert Group is dedicated to this issue. The group is made up of experts nominated by Member States and supported and attended by the European Commission. Sport stakeholders can request observer status. So far, the Expert Group on Good governance has delivered various recommendations, including the principles of good governance in sport; the guiding principles relating to democracy, human and labor rights, in particular in the context of the awarding of major sport events, which fed into specific conclusions adopted by the Council last May; and recommendations on gender equality, notably in the sport decision-making process. EU action to promote good governance also entails financial support to specific initiatives. Between 2011 and 2013, eight projects benefited from EU funding as preparatory actions. These included, besides the AGGIS project which evolved into a benchmarking tool designed to enable national and international sports leaders to improve their federations' governance, an initiative tailored to the needs of grassroots sport organizations – the ‘good governance in grassroots sport’ project. Since 2014, funding for projects on good governance has been available under the sport strand of the Erasmus+ program, which has a budget of some €265 million over seven years. Since 2009, upon an initiative of the European Parliament, funds were allocated for sports policy under what are known as preparatory actions. Preparatory actions are designed to prepare for the further adoption of legislation or programs. From 2009 to 2013, 88 such actions were funded, with a budget of €37 million. Preparatory actions paved the way for a broader funding stream under the seven-year Erasmus+ program – the EU program for education, training, youth and sport for the 2014-2020 period. In 2017, the Council adopted a new three-year EU work plan for sport. With the support of the European Parliament, funding for sport is now available for the first time in the form of a specific chapter in Erasmus+. The allocation – corresponding to less than 2 % of its global budget – amounts to some €266 million over the entire period and serves to fund a range of projects.

Figure 4 – EU financial support for sport Data source: These funds are intended to support collaborative partnerships, not-for-profit European sports events involving several countries, dialogue with relevant European stakeholders, studies, surveys or other forms of data collection to feed decision- and policymaking.

In the following parts of this report, details information about popular sports, participation in sport, organizations and Sport governance of 6 countries: Germany, Hungary, Spain, Italy, Macedonia and Serbia are gathered.



Figure 3. Erasmus + funded sport projects (*Parliament, 2019*).

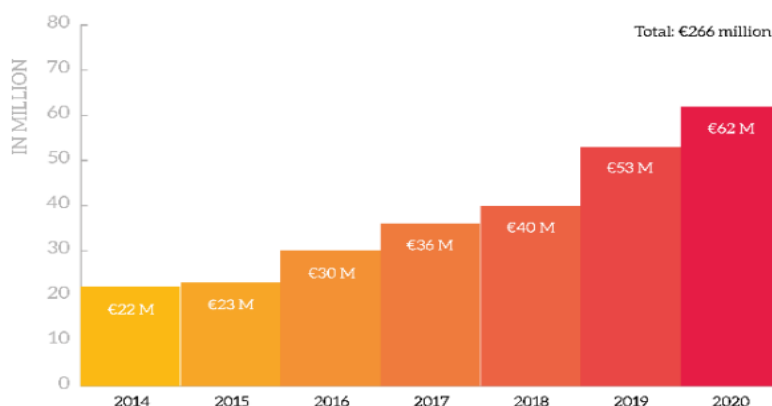


Figure 4. EU financial support for sport (*Parliament, 2019*)

1.2 Variety of Sports in Germany, Spain, Hungary, Italy and Serbia

1.2.1 Germany

Germany has a rich sports tradition, and many popular sports are played there and has a wide variety of sports that people of all ages play. The most popular sports in Germany include basketball, soccer, tennis, golf, auto racing, boxing, cycling, field hockey, figure skating, and skiing (Joseph, 2022). But one of the most prevalent sports in Germany is soccer, so according to the data from the German Football Association, there are over 6.3 million registered players in Germany, with 26,000 clubs and 178,000 teams. The most popular sports in Germany are introduced in detail in the Table 3.



Table 3. Overview of the he most popular sports in Germany (Joseph, 2022).

| Name of the Sport | Description of the spot |
|-------------------|--|
| Soccer | <ul style="list-style-type: none"> • The most prevalent sport • Not only a popular sport to watch, but also to play • There are over 6.3 million registered players in Germany • It is often considered a national pastime |
| Tennis | <ul style="list-style-type: none"> • It is a hugely popular sport in Germany • The biggest stars in the game, such as Boris Becker and Steffi Graf • The oldest tennis organizations in the world which is German Tennis Association (DTB) and founded in 1900 • There are around 1.5 million members of tennis clubs and nearly 5,000 courts across the Germany |
| Basketball | <ul style="list-style-type: none"> • It is a popular sport in Germany • Its top league is the Bundesliga, which was founded in 1966 • The German national team has won several medals at the FIBA World Cup • Recently a silver medal in 2002 |
| Golf | <ul style="list-style-type: none"> • It is a popular sport in Germany • There are 700 golf courses located throughout the Germany • Won numerous major championships, including the Masters and the U.S. Open |
| Auto racing | <ul style="list-style-type: none"> • It is a popular sport in Germany, with many Germans participating in and watching races • The German Grand Prix is a major annual event |
| Boxing | <ul style="list-style-type: none"> • It is a very popular sport in Germany with a long and storied history • Won numerous world championships and Olympic medals • There are many different boxing organizations and clubs across Germany |
| Cycling | <ul style="list-style-type: none"> • It is a very popular sport in Germany, with both professional and amateur riders • The German National Cycling team has enjoyed considerable success in recent years |
| Field hockey | <ul style="list-style-type: none"> • It is a popular sport in Germany • It is played at the club, school, and international levels • The German Field Hockey Association (GFH) is the governing body for field hockey in Germany |



| Name of the Sport | Description of the spot |
|-------------------|--|
| | <ul style="list-style-type: none"> The German men's national team has won the EuroHockey Nations Championship eight times The women's national team has won the EuroHockey Nations Championship three times |
| Figure skating | <ul style="list-style-type: none"> It is one of the most popular sports in Germany Germany has some world-class figure skaters |
| Skiing | <ul style="list-style-type: none"> It is one of the most popular sports in Germany, especially in the winter months There are many ski resorts scattered throughout the country Snowboarding is also a popular activity, especially among younger Germans |

The data show that members of sports clubs in 2021-2022 were active in various sports in their clubs. And among the all sorts, dance, tennis, apparatus gymnastics, swimming, soccer, gymnastics, fitness/aerobics, athletics, volleyball, and shooting sports were attended more frequently. Table 4 provides an overview of further participation in the most frequently practiced in Germany.

Table 4. Overview of the most popular sports in Germany in 2022, based on the population's interest in sport (Statista, 2023).

| Sport | Interest (in %) | Sport | Interest (in %) | Sport | Interest (in %) |
|-------------|-----------------|--------------|-----------------|------------------|-----------------|
| Football | 29.8 | Tennis | 8.7 | Tobogganing | 3.9 |
| Ski Jumping | 13.3 | Swimming | 8.4 | Table tennis | 3.8 |
| Biathlon | 11.6 | Ice hockey | 7.7 | Snowboard | 3.6 |
| Athletics | 11.6 | Cycling | 7.4 | Volleyball | 3.5 |
| Handball | 11.3 | Triathlon | 6.1 | Beach volleyball | 3.3 |
| Auto racing | 10.6 | Gymnastic | 5.1 | E-sport | 3.1 |
| Ski alpine | 9.2 | basketball | 4.8 | Sail | 2.4 |
| Boxing | 9 | Motorcycling | 4.6 | Golf | 1.9 |

The data from Table 4 shows that Football is the most interesting and popular sport with the significant difference compared to other sports in Germany.



1.2.2 Spain

In Spain, lots of sports are practiced. The most common for amateurs according to the latest data from 2021 are hiking and mountaineering 30,8%, cycling 28,4%, intense gymnastics 28% and running 19%. 23.8% of the population practices sport daily and 52.5% at least once a week. 56.2% of the population practices at least once a month and 56.7% at least once a quarter. Among men, football, cycling, paddle tennis, weight training and weightlifting, basketball, tennis, or fishing are much more frequent, while higher rates are observed among women in swimming or any type of gymnastics.

According to the Supreme Council of Sports, the different types of sports practiced in Spain are: Submarine sports (underwater hockey, underwater rugby, freediving, etc.), Aeronautic sports (parachuting, paragliding, etc.), Chess, Athletics, motor racing, badminton, sport dancing, basketball, handball, baseball and softball, pool, bowling, boxing, hunting, cycling (bmx, road, Cyclocross, track, mtb), pigeon-breeding, ice sports (curling, hockey, figure skating, etc.), winter sports (cross country skiing, snowboard, freestyle, etc.), fencing, caving, water ski, football, American football, greyhound races, gymnastics, golf, weight-lifting, equestrianism (dressage, show jumping, etc.), hockey, judo, karate, kickboxing and muay thai, olympic wrestling (freestyle, Greco-Roman, etc.), climbing and mountaineering, motorcycling, speedboat racing, swimming (artistic, water polo, diving, etc.), orienteering, paddle tennis, skating (figure skating, skateboard, etc.), ball games (like basque pelota), pentathlon (triathlon, tetrathlon, etc.), fishing, petanque, kayaking and canoeing (wild water, canoe sprint, etc.), polo, rowing, rugby, lifesaving, squash, surf, taekwondo, tennis, table tennis, shooting (clay target, skeet, etc.), archery, triathlon, sailing, and volleyball.

1.2.3 Hungary

Some of the most popular team sports in Hungary include football (soccer), handball, basketball, water polo, and ice hockey. These sports have a large following, and many people play them at both amateur and professional levels. Hungary has a strong tradition in water polo, having won multiple Olympic gold medals in this sport.

1.2.4 Italy

The most popular sport among children up to the age of 10 (43.1%), football among those under 35 (33.6%), gymnastics, aerobics, fitness and physical culture among adults up to 59 and over 60 (27.4%). In 2015, among the most practiced sports were gymnastics, aerobics and fitness (25.2% of sportsmen and women), football (23%) and water sports (21.1%).



1.2.5 Serbia

Ball sports such as football, water polo, basketball, volleyball, handball and tennis are especially popular. There is almost no sport that does not have its foothold in Serbia, regardless of its current popularity at the world level. If we focus only on individual sports, the most popular are athletics, archery, taekwondo.

1.3 Participation in sports in Germany, Spain, Italy, Macedonia and Serbia

1.3.1 Germany

Germany has nearly 90,000 sports clubs or associations (both expressions are used here synonymously here) organized under the German Olympic Sports Confederation (Deutscher Olympischer Sportbund, DOSB) with more than 27 million members¹. The type, value, and gender differences of membership in sport clubs in Germany are shown in Table 5.

Table 5. The information of clubs' membership in Germany (Breuer, C., & Feiler, S., 2023).

| Type of membership | Subscription (in %) | Gender (in %) | | | Age |
|---|------------------------|---------------|------|---------|------|
| | | Female | Male | Diverse | |
| Active member | 89.0 | 42.3 | 57.4 | 0.3 | 33.7 |
| Passive member | 8.9 | 42.4 | 57.0 | 0.5 | 44.2 |
| Supporting member | 1.0 | 39.4 | 60.6 | 0.0 | 45.3 |
| Former member (recently resigned from the club) | 1.1 | 64.1 | 35.9 | 0.0 | 32.9 |

The majority of the active, passive, and supporting members surveyed are male. In contrast to the other three membership types, it is also noticeable that former members were predominantly female, i.e., proportionately more women than men recently left their respective clubs.

1.3.2 Spain

In Spain, lots of sports are practiced. The most common for amateurs according to the latest data from 2021 are hiking and mountaineering 30,8%, cycling 28,4%, intense gymnastics 28% and

¹ This results from the annual statistics 2017 by the German Olympic Sports Confederation (DOSB)



running 19%. 23.8% of the population practices sport daily and 52.5% at least once a week. 56.2% of the population practices at least once a month and 56.7% at least once a quarter. According to the latest Survey of Sports Habits, from 2022, about 6 out of 10 people aged 15 and over have played sport in the past year, 57.3%, either regularly or occasionally (52.5% at least once a week). Out of the people that play sports, 63.1% are male and 51.8% women. In 2021 there were 3,628,200 sport licenses in Spain, out of which 75,4% belonged to males and 24,6% to females. There was a year-on-year decrease of 5,1%. The system of these licenses is explained further in this document.

The majority (78,8%) of the sport licenses were for the 15 following sports: football, hunting, golf, mountain and climbing, basketball, paddle tennis, handball, athletics, tennis, volleyball, cycling, horse riding, surfing, skating, and swimming. 9,6% of the surveyed population holds at least one valid sports license (14,9% males and 4,6% females). The highest values are in the youngest population, 15 to 24 years old, 20,2%.

1.3.3 Italy

Italy is one of the countries of the European Union, with a population of 59.2 million, of which 30.4 million are women and 28.9 million are men). Less than 10.4 million Italians are under 20 years of age, suggesting an increasingly ageing population. Indeed, the 50–59-year-olds are the most demographically represented, followed by the 40–49-year-olds. As far as sport is concerned, in 2021, there will be 38 million Italians practicing a physical activity in their free time. This figure is clearly on the rise since in 2000 it was only 34 million. It should be noted, however, that COVID-19 has had a strong impact on the practice of sports (especially those supervised by sports organizations) and the rates in 2021 have not yet exceeded those of 2019. The epidemic has also changed the very structure of sports practice, as "regular sports activity" decreases from 27.1% to 23.6%. The "occasional sports activity" increases with the practice of a physical activity (from 28.1% to 31.7%). This "physical activity" can be carried out more individually, such as long walks for example. It is one of the markers of the re-composition of sports practice after COVID, which has resulted in a slight decrease in sports practice in clubs and closed places. Despite policies to promote sport, more than a third of Italians (33.7%) declared that they did not practise sport or physical activity in their free time (30.3% of men and 36.9% of women).

Finally, it is important to address age. Sport is generally practised by young people: 58% of 6–10-year-olds practise sport regularly, 60.6% of 11–14-year-olds and 50% of 15–17-year-olds. These figures are also higher for boys than for girls. The transition to high school, higher education and the world of work marks a turning point in sports participation which is reflected in a decline in participation. This drop may be due to a change of pace and therefore a drop in free time, a drop in consideration for sporting activities, a change of region following a move, etc. Here again we



can observe a horizontal division. In fact, people over 66 years of age mostly practice physical activities and not sports. Moreover, they represent 41% of those who swim and 40% of those who ski. The practice is therefore more individual, contrary to the younger people who are mainly involved in team sports (volleyball at 44%, football at 35%, basketball at 41% and rugby at 42%).

1.3.4 Macedonia

Sport in Macedonia is popular like in many countries in the world. Whether you are individual sportsperson, participant in team sports, amateur or a fan, sport is really important for a variety of reasons. First, because it brings the sense of community, while different people gather and cheer for their team or play professional or amateur sport, second, if you are individual sportsperson from young age, it develops your discipline and independence and third, if you are participant in team sports you improve your communication skills, patience, mutual support.

According to the last available data Program for the development of sports in Macedonia for the period 2013-2017, in Macedonia, only 1% of young people are professionally involved in sports, 7% are into amateur sports. These are low numbers, all the involved stakeholders, sports managers, athletes need to work on improving this. There are various types of athletes in Macedonia as follows:

On the basis of the achieved results in a certain period of time, the athletes in the Republic of Macedonia acquire sports categories status - world category athlete, international category athlete and state category athlete, in the 38 different sports.

World Class Athletes: The Agency for Youth and Sports, in accordance with Article 50 of the Law on Sports ("Official Gazette of the Republic of Macedonia" no. 29/02, 66/04, 81/08, 18/11, 51/11 and 64/12), performs verification of world-class athletes. Senior athletes, citizens of the Republic of Macedonia, on the basis of results achieved in a certain period of time, acquire the sports category: athlete of the World class category, athlete of international category and athlete of state category. Once obtained, the sports category has a permanent character and belongs to the athlete as a title for life. The sports category is acquired by the athletes based on the results achieved in the official competitions, state championships, European and world championships, world university championship and summer and winter Olympic games. When determining the sports category, only the results achieved at official international competitions that are in the calendar of European, World associations and state championships are valued. The sports results achieved by the athletes in the senior competition, or rather the standards and criteria, are determined in the Regulations for the categorization of athletes from the Republic of Macedonia. For world class athletes there are certain results the athlete has to achieve, among others: to be in the top 8 at the Olympics, top 6 at European championship, to break world or European record.

- Athlete from international category



Athletes from international category can be someone who finish ranked 9th to 16th at the Olympics or World Championship, 7th or 8th at European championship, 4th to 8th at the World Cup for some sports.

- Athlete from state category

An athlete from state category is an athlete who finishes champion in most of sports, in some of the sports like athletics they have to achieve a certain result, which gives IAAF points.

1.3.5 Serbia

Serbia is making efforts to improve gender equality in sports, respecting the fact that women are active and very successful at the world level in various sports such as basketball, volleyball, handball. Also, Serbia is active in popularizing sports for children through the organization of competitions in primary and secondary schools, as well as through recreational activities for children of preschool and school age. If you look at the ratio of professional athletes in relation to amateurs, it can be said that Serbia is a country with predominantly amateur athletes who play sports for pleasure, while a smaller part doing it professionally, and thus earn a living. This especially applies to non-Olympic sports and lower-level competitions. According to existing official data, there are about 250,000 athletes in Serbia, where only 3,960 athletes can be considered professionals.

If we look at the structure of sports in Serbia and the number of players and organizations at the national level, we can highlight the following numbers:

The total number of top athletes in the Republic is 3960, of which 2915 in Olympic sports and the rest of 1045 in non-Olympic sports. The total number of categorized athletes is 732 in Olympic sports and 361 in non-Olympic sports.

The total number of children who are involved in sports activities at any level is 30%, i.e., out of 751,860 children in the Republic of Serbia, 233,069 are involved in sports.

According to the data of the School Sports of Serbia, the organization responsible for monitoring and leading sports in primary and secondary schools in Serbia, 70,000 children participate in school sports competitions and 123,000 children participate in the sports activities of their clubs. It is important to note that most children who play sports at their school also play sports in their clubs in the sport they choose.

In recreational sports, the data shows that 11,670 children or 1.5% participate in certain activities, and 25,000 individuals, male and female, are involved in sports at colleges in Serbia, which is about 4.5% of students.



1.4 Team sport and individual sport in Spain, Hungary, Macedonia, and Serbia

1.4.1 Spain

60.9% of the population surveyed expressed their preference for individual sports, while 11.7% preferred team sports and 27.4% did not show any preference. Regarding genders, women's preference for individual sport reached 66.9%, compared to 55.7% for men.

1.4.2 Hungary

Individual sports are also popular in Hungary, and many athletes have achieved international success in sports such as fencing, swimming, gymnastics, tennis, and athletics (track and field). Hungary has produced many world champions and Olympic medalists in these sports, and they are widely followed by fans. Overall, Hungary has a balanced distribution of team and individual sports, and both types of sports have a significant following in the country.

1.4.3 Macedonia

Team Sports – Popularity and Success:

Regarding popularity, in professional sport, team sports are more popular than individual. Handball is the most popular and successful sport in the history of Macedonia.

- In the women's competition, women's handball club Kometal Gjorche Petrov won the EHF Champions League in handball in 2002 and was second in 2000 and 2005.
- RK Vardar was second on European level in 2017 and 2018 and third in 2014, 2015 and 2016.
- In the men's competition, RK Vardar was European champion in 2017 and 2019. They played in the final four of the EHF Champions League two more times from 2017 to 2022.
- The men's national team is a regular participant in European and World Championships with the highest ranked 5th in 2012 EC. Since 2011 they haven't missed a big competition.

Football is the 2nd most popular sport, not as successful as handball though.

- In 2017 the young football national team (U 21) qualified for their first European Championship
- Macedonian national team qualified for the first time at a big competition for 2020 European Championship which was historic success for a small country, before knocking out Italy in 2022 on the way to World Cup play-off round.



- In 2017, FK Vardar qualified for Europa League group stage marking the first time that any Macedonian club qualified for the group stage of any European competition.
- In 2017, Macedonia hosted the UEFA Super Cup between Real Madrid and Manchester United, two of the biggest football clubs in the world.

Basketball is the 3rd most popular sport, most notably in the last decade. The Macedonian national basketball team played in 4 straight European Championship and finished 4th in 2011 which is the highest rank for a team sport in the history of Macedonian sport.

Volleyball – In 2023 Macedonia will be the co-host of European Championship. Macedonia is constant participant in European League which is a different, less prestigious competition and serves as a qualifying tournament for World League until 2017, and its successor the FIVB Nations League from 2018.

- New team sport associations, clubs, and numbers in sport:

Introduction of new sports is essential for every country, for the physical and mental health of everyone who practices sport as a recreation or amateur and as a national representation for the ones that become professional. Some new sports were introduced and recognized in Macedonia; also new sport association were registered in other sports.

In 2021, e sport was recognized as sport by the Agency of Youth and Sport and it is one of the first five formed federations in the world, but officially recognized globally as 66th. In 2020, in Macedonia was formed the first baseball club, Association Baseball Club “Sluggers Skopje”. At first it started as extracurricular activity in 2015 of a few American citizens who worked in Skopje, it continued as initiative in 2018, which offered trainings for girls and boys from 8 to 18 years old and now it is officially a club.

In 2022, first American flag football association was formed, Kumanovo Skeletons, the founders followed the NFL league and decided to form an association and train the sport. Their goal is to popularize the sport, more clubs to be formed, national league, national team, because flag football is one of the main candidates to be in the Olympics in 2028.

Regarding numbers, the information that was received from Agency of Youth and Sport, there is no official register for athletes in Macedonia, but the data from the National Sports Federations is that there are 124 699 athletes in total. In handball, the situation is improving, and the club's number is in continuous growth, from 101 club in 2015 to 156 in 2020 and more than 10 000 registered handball players.

- Individual Sports – Popularity and Success:

Regarding the popularity of individual sports, running has become more popular in the last years, which can be seen by the amount of new running events in different cities every year.

Like running, cycling is also very popular both as a competitive sport and amateur level for people who want to relax in their free time. Among the younger generation, martial arts are gaining popularity, from which the more common are karate, kick boxing and taekwondo.



In individual sports, since the independence two athletes won medals in the Olympics. Mogamed Ibragimov was 3rd in wrestling in the 2000 Sydney Olympics and Dejan Georgievski was 2nd in taekwondo in the 2020 Summer Olympics in Tokyo.

Since the independence, two athletes won medals at the Summer Paralympics, Vancho Karanfilov in 2004 Athens Olympics and Olivera Nakovska-Bikova in 2012 London Summer Olympics in the discipline Shooting – SH1 – Shooters able to support a firearm without a stand.

1.4.4 Serbia

As for success, Serbia is very successful in team sports, such as basketball, volleyball and water polo, winning a large number of Olympic medals, as well as medals at world and European championships. In individual sports, the greatest success is achieved in tennis through the results of Novak Đoković and Ana Ivanović and Jelena Janković, who were all in first place in the world rankings. Serbia also achieves good results in taekwondo, wrestling, rowing, archery and individual athletic disciplines, such as long jump or shot put.

In general, Serbia achieves better results in group sports, and the popularity of these sports can be seen in the number of clubs founded in Serbia at all levels. Serbia has a culture of working together, and this is reflected in team sports, where responsibility and potential success are shared through joint work.

1.5 Genders in sports in Spain, Hungary, Italy, Macedonia, and Serbia

1.5.1 Spain

Among men, football, cycling, paddle tennis, weight training and weightlifting, basketball, tennis, or fishing are much more frequent, while higher rates are observed among women in swimming or any type of gymnastics.

1.5.2 Hungary

In Hungary, the political leadership tends to favor traditional - male-dominated - gender roles in society, which is reflected in all areas of life, including sports. This can be seen in the relatively low number of women active in sports and the nature of the crimes/assaults committed against them within sports.

A 2017 study found the following:



Out of 59 sport federations, only one is led by a woman. Looking at all Hungarian sport federations, there are only five women presidents. Women account for 28 percent - less than a third - of the certified athletes in the 59 Hungarian sports federations. No official national data is available on the distribution of recreational and competitive sports. However, according to a Eurobarometer survey from 2018, approximately 56% of Hungarian respondents reported participating in sports or physical activity at least once a week. The same survey showed that 36% of Hungarian respondents reported participating in sports or physical activity at least 3-4 times a week, while 20% reported doing so once or twice a week.

Regarding the distribution of competitive and recreational sport users in Hungary, it would depend on the specific sport in question. Some sports may have a larger competitive following, while others may be more popular for recreational use. Additionally, there may be variations based on age group, gender, and other factors.

1.5.3 Italy

As far as sport is concerned, it is subject to various segregations. The most important is that of gender. While 63% of men practice a sport, only 37% of women do so. The difference in the practice of sport is even more important when it's a regular practice. Moreover, there is a horizontal segregation in the sports practiced by women and men. We can see that the gender gap is present both in club sports and in the sports chosen. Thus, although football is the most practised sport in Italy (for all age groups), female participation is barely 17%. Women are more likely to participate in swimming and volleyball, where they represent 50% of participants (53% for swimming). Similarly, the percentage of women who practice a physical activity is higher than that of men (29.7% against 26.4% for men).

The practice of sport also reveals the regional and social dynamics present in Italy. Indeed, 38% of regular sportsmen and women are concentrated in three Italian regions: Lombardy (18%), Lazio (11%) and Campania (9%). As an example, 51.7% of the inhabitants of Trentino Alto Adige declare themselves to be regular sportsmen and women. In Veneto, Emilia Romagna, Lombardia and Friuli Venezia Giulia, more than 40% of the population is a regular participant. These regions are for a large part located in the North of Italy. Overall, while in the North the average proportion of sports participation is around 31.5%, it falls to around 20% in the southern regions of Italy [ISS, 2022]. This considerable difference may be due to various factors. The first may be the presence of sports facilities, which are more prevalent in the North, but also the level of education. Indeed, sportsmen and women have, on average, a higher level of education: 39% of sportsmen and women have at least a bachelor's degree compared to 31% at national level. This characteristic also intersects with the migration of graduates who leave the South to join the North where employment opportunities are more present.



1.5.4 Macedonia

Like in many countries in the world, gender equality in sport is a challenge in Macedonia as well. Women are less present in every aspect, whether it is regarding the participation in sport, the funding of sports clubs, the scholarships awarded, the presence in the media and the leadership positions in national sports federations. According to a study conducted in 2014, the participation of girls in sports activities is significantly lower, for ages 15-29. The percentage of girls active in sport is 36.6% vs boys 63.4%. In a survey conducted by State Statistical Office it is concluded that male youngsters spend their time more into leisure activities and sport, while women are more into domestic activities.

In the Analysis on Gender Equality in Sport in North Macedonia published by UN Women is mentioned about the role of the Agency of Youth and Sport to increase the participation of women in sport. In the recent years, chess, bowling and volleyball women clubs were formed. In the previous years, it is not clear how many sports clubs are registered, due to the fact that in the Register of Sports Clubs there was no difference between male and female sport clubs.

Regarding the leadership positions in sport institutions and organizations, the last available data was in the Gender Equality Index from 2015. In this document it is written that the number of women in management positions in the National Sports Federations is the lowest of all other social spheres. Only 8.9% and 91.1% are members of sport governing bodies in North Macedonia. In all governing bodies, commissions mentioned in the analysis there are more women than men, except in the National Anti-Doping Commission, consisted of two men and two women.

Agency of Youth and Sport is awarding a scholarship called Sport Hope for male and female athletes by the age of 20. It is a scholarship program to stimulate young men and women to be more active. According to the Audit Report on the “Effectiveness of the measures of the Government of the Republic of North Macedonia for gender equality and appropriate gender budgeting initiatives”, scholarships awarded to male athletes were significantly more than those awarded to female 4405 scholarships were awarded to male athletes and only 2386 to female.

Women sports are less present in the media as well. According to the analysis Gender in the Media 2021, published by the Agency for Audio and Audio-Visual Media Services 80% of time in sports news on the national tv was devoted to men’s sport, 82% of the presenters were men and when it comes to sport experts before games, that number was 96% for men. Although the general impression is that some efforts have been done in terms of more involvement on gender equality and awareness in official documents and bodies, in Macedonia more policies, laws, recommendations and strategies are needed regarding gender equality in sport.



1.5.5 Serbia

The share of women in sports is relatively low, but this situation has been changing for the better in recent years through various forms of promotion of women and the state's desire for women to achieve equality at all levels in society.

Serbia is making efforts to improve gender equality in sports, respecting the fact that women are active and very successful at the world level in various sports such as basketball, volleyball, handball. Also, Serbia is active in popularizing sports for children through the organization of competitions in primary and secondary schools, as well as through recreational activities for children of preschool and school age.

1.6 Disability and sports in Spain, Hungary, and Serbia

1.6.1 Spain

Regarding people with disabilities, there are different sports practiced, for example in wheelchair (sports dancing, basketball, curling, fencing, paddle tennis, rugby, hockey, slalom, tennis) or other adapted sports (table tennis, archery, paddle tennis, golf, kayaking, rowing and surf). For blind people specifically there is chess, athletics, biathlon, mountain races, skiing, football and futsal, goalball, judo, swimming, tandem and archery). For deaf people there is chess, athletics, badminton, basketball, handball, pool, bowling, boxing, road, curling, skiing, football, futsal, Greco roman wrestling, ice hockey, judo, karate, mountain bike, swimming, paddle tennis, ball, modern pentathlon, fishing, petanque, snowboard, surf, taekwondo, tennis, table tennis, archery, triathlon, volleyball, beach volley and water polo. Regarding physical disabilities, the following sports are practiced: submarine activities, athletics, motor racing, badminton, basketball, biathlon, boccia, cycling (road and track), curling, fencing, cross country and Nordic skiing, hockey and ice hockey, swimming, paddle tennis, speed skating, powerlifting, rugby, slalom, snowboarding, tennis, table tennis, archery, shooting, sailing and volleyball.

In connection with intellectual disabilities, the sports practiced are athletics, basketball, handball, cycling, horse riding, alpine and Nordic skiing, football, futsal, rhythmic gymnastics, golf, swimming, paddle tennis, petanque, tennis and table tennis.

For cerebral palsy and brain damage, the sports practiced are athletics, biathlon, boccia, road and track cycling, Nordic and alpine skiing, football, futsal, weightlifting, hockey in electric chair, swimming, slalom, snowboarding, table tennis, archery and sailing.

456 national records were broken in 2021. Within those, 19,1% was in sports for blind people; 16% in sports for people with intellectual disabilities; 14,9% in swimming and 7,9% in submarine sports.



1.6.2 Hungary

In Hungary, the sport of disabled people can be traced back to 1929. For the students of the "National Home for Disabled Children" (1903), the predecessor of the "Mozgásjavító Általános Iskola és Diákothon" (Primary School and Home for the Disabled Students), the physicians and teachers working there recognized the rehabilitative value and the educational power of sport. After many organizational changes and international sporting successes, the Hungarian Paralympic Committee was established in 1997. A lengthy debate between Paralympic athletes and the sport's government preceded the decision that the financial reward Paralympians receive for Olympic points is now about one-third of the reward available to Olympians. The 2004 Sports Act extended the system of merit, annuities, and rewards for Olympians to Paralympians.

1.6.3 Serbia

In the last 10 years, Paralympic sports such as basketball, para-athletics and para-swimming have also gained popularity.

1.7 Success stories in Spain, Hungary, Italy, and Serbia

1.7.1 Spain

Spain has been successful in a variety of sports on the international stage, with some of the most notable achievements in the following disciplines:

Football: the country has a rich football tradition and is home to some of the world's most successful clubs, such as FC Barcelona and Real Madrid. The Spanish national team has also had significant success, winning the 2010 FIFA World Cup and the UEFA European Championship in 2008 and 2012.

- Basketball: the country has a strong basketball tradition, with its national team consistently being one of the top teams in international competitions. They have won numerous medals in the FIBA Basketball World Cup and the Euro Basket Championship, as well as Olympic medals.
- Tennis: Spain has several very successful tennis players, such as Rafael Nadal (who has won 22 Grand Slam singles titles), Arantxa Sánchez Vicario, and Conchita Martínez. Spanish players have won numerous Grand Slam titles and have been successful in the Davis Cup and Fed Cup team competitions.



- Cycling: Spain has a long history of success in professional cycling, particularly in road racing. Spanish cyclists have won multiple editions of the Tour de France, Giro d'Italia, and Vuelta a España. Some of the most famous Spanish cyclists include Miguel Induráin, Pedro Delgado, and Alberto Contador.
- Motorsports: there are several successful motorsports athletes from Spain, including Formula 1 drivers Fernando Alonso and Carlos Sainz Jr., and MotoGP riders Marc Márquez, Jorge Lorenzo, and Dani Pedrosa. Spanish riders, particularly in the MotoGP World Championship, have achieved world champion status in various classes, with names like Marc Márquez, Jorge Lorenzo, and Ángel Nieto making significant contributions.
- Handball: The Spanish men's national handball team has been successful in international competitions, winning multiple World Championships and European Championships, as well as Olympic medals. The women's national team got second place in IHF Women's Handball World Championship (in 2019).
- Golf: the country has a strong golf tradition, with players such as Seve Ballesteros, José María Olazábal, and Sergio García. Spanish golfers have won numerous major championships and have been successful in the Ryder Cup team competition.
- Athletics: Spain has several successful athletes in track and field, particularly in middle and long-distance running, race walking, and marathon events. Some notable Spanish athletes include Fermín Cacho, Abel Antón, and Marta Domínguez.

If we look at the number of medals in Olympic games as an indicator for success, sailing is the discipline with the most medals in the history of Spain, 19 medals. The second discipline is canoeing with 16 medals. A large part of the success of Spanish canoeing is due to David Cal, the Spaniard with the most medals in history (four silver medals and one gold), and Saúl Craviotto (two golds, two silver and a bronze). In the other position is tennis, with 12 medals over the years. A different factor we can consider as an indicator for success is the amount of people who have a license (officially registered in the federation of the sport they practice). According to this, the most successful sports are (in this order, by number of licenses) football (907.223), hunting (337.326), golf (284.776), mountaineering and climbing (273.549), basketball (272.451), paddle tennis (96.543), handball (92.539), athletics (85.539), tennis (80.318), volleyball (79.108), cycling (77.972), horse-riding (72.987), surfing (68.505), skating (66.123), swimming (65.454).

1.7.2 Hungary

For its size and population, Hungary has always been an outstanding performer on the imaginary podium of international sport. Hungary has won a total of 184 gold, 158 silver, and 183 bronze medals in the history of the modern Olympics. Excellent results have been achieved and many of our athletes are known all over the world. Football has always attracted the greatest interest,



especially since the golden age of Hungarian football - the 1950s - but many other sports - water polo, swimming, fencing, pentathlon, kayak canoeing, equestrian sports, chess, wrestling - have also traditionally been highly successful.

1.7.3 Italy

Based on the Olympic medals obtained by Italy in the various editions of the event, it is possible to identify the most awarded sports. The leading sport in terms of Olympic medals is fencing (130 Olympic medals). Italy is the Olympic champion. Then there is light athletics (65 medals and 11th in the world), cycling (39 medals and 3rd in the world), boxing (48 medals and 4th in the world). Beyond the Olympic medals it is also important to look at the world rankings. Currently Italy has the best rankings in: Fencing (1st), trap shooting (2nd), Road cycling (2nd), Karate (3rd), Mountain bike (3rd), Water Polo (3rd), Track cycling (3rd) and Sled (3rd).

In a general way, these sports are individuals with the exception of Water Polo. These sports are strongly linked to the Italian's culture. Indeed, cycling in all its forms, is practiced by about 26% of the sportsmen and women. On the other hand, nationals and regionals competitions such as "Giro d'Italia" are the major source of cycling opportunities by publicising it.

1.7.4 Serbia

The Republic of Serbia has a developed sports system and a tradition that dates back to the time of Yugoslavia, a country that was a very successful sports nation. Throughout its history, Serbia has won a large number of medals at the Olympic Games, world and European championships in various sports and in the competition of both sexes, and it can be said that it is a very successful sports nation, especially if you look at the relatively small number of inhabitants compared to the results achieved in all levels and ages. Serbia has a large number of sports played by its citizens.

1.8 Sport Organizations in Germany, Spain, Hungary, Italy, Macedonia, and Serbia

1.8.1 Germany

There are numerous sports organizations in Germany, ranging from local clubs to national governing bodies. The most notable sports organizations in Germany are include:

- German University Sports Federation: www.adh.de



The German University Sports Federation (adh) is the umbrella organization of the German University Sports Institutions. It includes more than 200 universities with around 2,500,000 million students and 550,000 employees who are members of the adh. The federation operates at the interface between sport and education and actively participates in national and international organized sports. The types of sports pursued by the German University Sports Federation (adh) are many ranges of sports, from traditional track-and-field disciplines to Ultimate Frisbee. As the umbrella organization of university sports associations in Germany, the Federation represents the interests of its members: The adh coordinates sports competitions, develops training programs, and promotes student talent in all types of sports.

- Federal Institute for Sports Science (Bundesinstitut für Sportwissenschaft, BISp):

This organization is the scientific support for sports. In fact, athletes reach the finish line by the Federal Institute for Sports Science. Moreover, it promotes research in the field of medicine, sociology, education, psychology, economics, and training studies and acts as a adviser in constructing modern sports facilities.

- German Lifeguard Association: www.dlrg.de

This is the largest water rescue organization in the world, with more than 1.8 million members and sponsors. Real challenges await these professional lifeguards daily on German beaches and lakes. This organization's most important tasks include Swimming and lifeguard training, Education about water hazards, and Water rescue service.

- German Sports Youth: www.dsj.de

Young people are the future of this organization. Because child and youth sport are much more than just sport: it is youth work, education, health, commitment, diversity, and much more. The German Sports Youth bundles the interests of:

- Over 9 million children, adolescents, and young people aged up to 26 years,
- In around 87,000 sports clubs in 16 state sports youth, 62 youth organizations of the top associations
- 10 youth organizations of the sports federations are organized with special tasks.

- German Olympic Sports Association: www.dosb.de

The German Olympic Sports Organization (DOSB) is the world's largest sports organization, and about 28 million recreational, amateur, and professional athletes train under its umbrella. On the other hand, DOSB sends the German Olympic teams to the Games, looks after them on location, and fights against doping.

- National Anti-Doping Agency Germany: www.nada-bonn.de

The National Anti-Doping Agency Germany (NADA) Foundation is the authoritative body for clean sport in Germany. Since 2002 it has been pursuing its founding purpose and is committed to fairness and equal opportunities in sports at national and international levels. This agency (NADA) focuses on doping offenders and fights against abusing medications and drugs in the world of



professional sports. The NADA conducts drug tests and provides data on the dangers of taking amphetamines, anabolic steroids, or growth hormones.

- The German Sports Aid Foundation: www.sporthilfe.de

This organization has been supporting young and top athletes on their way to great success since 1967 and is the most important private sports funding initiative in Germany. Also, it supports them both financially and with career planning and personal development.

The German Sports Aid Foundation (Sporthilfe) has an efficient management structure to guarantee financial stability and to provide the necessary funds to support the athletes directly. The members of the supervisory board are elected from among the curators. The Board of Trustees is a superordinate body but without administrative competence. A committee of experts advises the board on practical questions of funding. Around 50 full- time employees work in the office in Frankfurt am Main. In general, as there are numerous organizations at different levels and for various sports in Germany listing all the of that would be difficult. However, in Table 6 listed some of the major sports organizations in Germany.

Table 6.The overview of some of the major sports organizations in Germany. Modified by author.

| Organization name in German | Abbreviation | Organization name in English |
|----------------------------------|--------------|-------------------------------------|
| Deutscher Olympischer Sportbund | DOSB | German Olympic Sports Confederation |
| Deutscher Fußball-Bund | DFB | German Football Association |
| Deutscher Leichtathletik-Verband | DLV | German Athletics Association |
| Deutscher Tennis Bund | DTB | German Tennis Federation |
| Deutscher Handballbund | DHB | German Handball Federation |
| Deutscher Basketball Bund | DBB | German Basketball Federation |
| Deutscher Hockey-Bund | DHB | German Hockey Federation |
| Deutscher Volleyball-Verband | DVV | German Volleyball Federation |
| Deutscher Schwimm-Verband | DSV | German Swimming Federation |
| Deutscher Skiverband | DSV | German Ski Federation |
| Deutscher Ruderverband | DRV | German Rowing Federation |
| Deutscher Radsport-Verband | BDR | German Cycling Federation |
| Deutscher Golf Verband | DGV | German Golf Association |
| Deutscher Judo-Bund | DJB | German Judo Federation |
| Deutscher Segler-Verband | DSV | German Sailing Federation |
| Deutscher Fechter-Bund | DFeB | German Fencing Federation |
| Deutscher Tischtennis-Bund | DTTB | German Table Tennis Association |
| Deutscher Schützenbund | DSB | German Shooting Federation |
| Deutscher Leichtathletik-Verband | DLV | German Athletics Federation |
| Deutscher Boxsport-Verband | DBV | German Boxing Federation |



1.8.2 Spain

In general, each sport has its own national federation (private nonprofit entities), but in some sports one federation is in charge of several disciplines. According to the list from the Supreme Council of Sports, there are currently (March 2023) 66 National Sports Federations. As it is stated in the Royal Decree 1835/1991, from 20th December, these National Federations are private legal entities and are formed by regional federations, sports clubs, sportspeople, technicians, referees and judges, professional leagues (if any) and other groups that foster, practice or contribute to the development of sports.

When athletes register officially in federations (by paying the fee and filling in an application form), they get a license and their trajectory, efforts and achievements are recognized by an official sport entity. This license also allows athletes to sign up for activities and official competitions, and it also offers insurance and assistance in case of accidents and emergencies.

Usually, the federations at the national level are also part of the international federations regarding the specific sport. Regarding how the sports are covered, usually one federation is for a specific sport, but it includes all its different types (for example, the national cycling federation covers BMX, MTB, track cycling, road cycling, etc. and the gymnastics one includes rhythmic gymnastics, artistic gymnastic, etc.).

There are also cases where several sports are under the umbrella of one federation: the one for ice sports includes ice hockey, figure skating, curling, bobsleigh, luge and speed skating, while the one for winter sports includes different types of skiing, biathlon, snowboarding, etc.

Regarding sports for people with disabilities, it is organized differently, the federations are per type of disability and not per sport. There are four national federations in Spain, Sports Federation for blind people (FEDC), Sports Federation for Persons with Physical Disabilities (FEDDF), Federation of Sportspeople with Intellectual Disabilities (FEDDI) and Federation of Sportspeople with Cerebral Palsy (FEDPC).

Besides these national federations, there are more organizations on the local and regional level. Furthermore, there were 40.882 companies registered in 2021 whose main economic activity was sports (out of which 32.467, 79,4% are connected to facility management, activities from sports clubs or gyms).

1.8.3 Hungary

The exact number of sports organizations is not available on the internet. In Hungary, there were 78 national sports federations in 2016. The number of sports organizations exceeded 6,000, and 16,000 NGOs were involved in sports. With growing support for sport, these numbers are likely



to have increased significantly in recent years. The funding of sports organizations is an area that, like many other domestic funding issues, has traditionally lacked transparency. There are several para-sport organizations in Hungary that cater to athletes with physical, intellectual, and sensory impairments. Some of the para-sports that have dedicated organizations in Hungary include:

Hungarian Paralympic Committee (Magyar Paralimpiai Bizottság): responsible for promoting and developing para-sports in Hungary and selecting and sending Hungarian para-athletes to international competitions such as the Paralympic Games.

Hungarian Wheelchair Basketball Federation (Magyarországi Kerekesszékes Kosárlabda Szövetség): oversees wheelchair basketball, which is played by athletes with physical impairments affecting their lower limbs.

Hungarian Wheelchair Rugby Association (Magyarországi Kerekesszékes Rögbi Szövetség): responsible for wheelchair rugby, which is played by athletes with physical impairments affecting their upper and lower limbs.

Hungarian Blind Sports Federation (Magyar Vakok és Gyengénlátók Sportszövetsége): promotes and develops sports for athletes who are blind or partially sighted, including athletics, football, goalball, and judo.

These are only some of the prominent para-sport organizations in Hungary, but many other local and regional organizations support para-sport initiatives and provide opportunities for para-athletes to compete.

1.8.4 Italy

The first aspect to be taken into consideration is the definition of amateur and professional sport. Indeed, if a first definition based on remuneration was given, it does not allow today to take into account the plurality of situations. This remuneration implies a working relationship between the athletes and the sports federations. However, some sports, which are not very well known and paid, have difficulty guaranteeing remuneration (and therefore a working relationship), even for their top athletes. The same applies to disabled sportsmen and women. Thus, the new CONI statutes (2022) stabilise "amateur" sports practice as "non-professional" and thus allow for remuneration, sometimes in the form of reimbursement of expenses, for sportsmen and women. In short, law n°91/1981 establishes that athletes, managers and trainers who practice a sport activity for remuneration with a continuous character are professionals. The choice of the denomination as "professional" or "amateur" is also at the discretion of the Federation. From this point of view, it is quite difficult to establish clear data on the state of amateur and professional sport in Italy. As far as the structures particularly interested in amateur sport are concerned, they are managed by the Associated Sports Disciplines (DSA), the Sports Promotion Organizations (EPS). Amateur Sports Associations (ASD) and Amateur Sports Societies (SSD) are then affiliated



to these same bodies. These are the main bodies in which amateur sportsmen and women play. In contrast, professional sportsmen and women refer directly to the sports federations.

In 2018, the number of sports companies affiliated to the Sports Promotion Organizations (SPE) was 63,230. Each sports company (ASD or SSD) can be affiliated to one or more sports organizations. However, it is possible to consider that 139,917 parentage reports were made within the framework of amateur sports organizations. In terms of amateur sports organizations, there are 115,469 ASDs or SSDs listed in the national register of amateur sports activities. Although this is a partial figure (some sports organizations may promote both professional and amateur sport), it allows us to give an order of magnitude on the organizations that focus exclusively on amateur sport. As far as sportsmen and women are concerned, in 2022 there were 8,463 professional sportsmen and women, 92% of whom belonged to the Football Sports Federation. In total, there are about 4 million athletes in the various Italian sports federations and organizations. The rest of the athletes are involved in amateur sport.

1.8.5 Macedonia

Sport education in Macedonia:

Regarding education in sport, three institutions are known.

- Sport Academy in Skopje: Public secondary school established in 2015, with the goal to train students, sports talents to achieve top sports results and to prepare from an early age to become members of the national sports selections for football, handball, basketball and tennis.

The sports professionals who are employed or engaged by the Sports Academy are from the ranks of confirmed sports workers, with professional playing and coaching experience. The selection for studying in this school is in 3 stages: Scouting by experts, selection from an expert team, testing of psychophysical abilities by an expert committee.

- State School of Physical Culture Metodi Mitevski - Brico: This school is based in Skopje, has also a few classes for individual students out of Skopje with scholarships awarded. All this is in the direction of the development of sport in the country with the main aim to have great representatives in the Olympics and world championships.
- Faculty of Physical Education, Sport and Health: The Faculty of Physical Education, Sports and Health is institution for higher education within the University “St. Cyril and Methodius” in Skopje, responsible for the education in four main study programs: physical and health education, sports, sports recreation, and kinesiotherapy. Apart from this, the faculty has its departments which perform expert and advisory services according to the needs of sports clubs.
- AUE FON (American University of Europe FON): The study program of the Faculty of Sports and Sports Management at AUE-FON is made according to the set regulations and



standards of the European Framework of Qualifications (ISCO classification), which has been accepted by the country. It is compatible with certain Universities from the Shanghai list ranked in the top 100, that is, with Faculties that have programs in sports management and programs in sports and physical education and are ranked as the best in the area.

1.8.6 Serbia

In the Republic of Serbia, there are more than 13,000 registered sports organizations, as well as 102 sports associations recognized by the Ministry of Youth and Sports to perform their functions in the field of their sport. These organizations are responsible for the management and promotion of their registered sports, the organization of events and competitions and ensure that their athletes and sports clubs and organizations work in accordance with the Law on Sports (Official Gazette of RS, no 10/2016), and other sports rules that are prescribed. All these federations, which are recognized as carrying out activities established by law in the field of their sports, receive certain financial assistance from the Ministry of Youth and Sports of the Republic of Serbia, but this assistance, which is in the form of subsidies and co-financing of programs, varies from sport to sport.

1.9 Stakeholders in Germany, Spain, and Hungary

1.9.1 Germany

In Germany, there is an emphasis on involving stakeholders, including athletes, fans, sponsors, and communities, in sports organizations' governance and decision-making processes. In Table 7 some of the involved stakeholders describe in more detail.

Table 7. Description of involving of sport stockholders in Germany. Modified by author.

| Involving stakeholders | Descriptions in Germany |
|------------------------|---|
| Athletes | <ul style="list-style-type: none"> • Vital role in sports organizations' governance and decision-making processes • They have representation on sports organization boards or advisory panels • They ensure their perspectives are considered in important decisions |
| Sponsors | <ul style="list-style-type: none"> • They are important stakeholders in sports organizations, and they are involved in governance and decision-making processes |



| Involving stakeholders | Descriptions in Germany |
|------------------------|--|
| | <ul style="list-style-type: none">• They often have a say in strategic decisions, marketing initiatives, and the overall direction of the sports organization. |
| Fans | <ul style="list-style-type: none">• Their involvement is crucial in shaping the governance of sports organizations in Germany• Have a direct dialogue with clubs and governing bodies, and discussing matters such as ticket prices, match schedules, and fan experiences |
| Communities | <ul style="list-style-type: none">• Sports organizations have the significance of engaging with the local communities.• Involvement includes such as community outreach programs, grassroots development, and collaborations with local organizations. |

1.9.2 Spain

Involving stakeholders, such as athletes, fans, sponsors, and communities, in the governance and decision-making processes of sports organizations is crucial for ensuring that diverse perspectives are considered and that decisions are made in the best interest of all parties involved. Many sports organizations recognize that involving stakeholders in decision-making can lead to better outcomes and can help to build trust and credibility with these groups. In Spain, various mechanisms and platforms are used to involve stakeholders in sports governance:

- **Athletes:** Athletes often have representation within sports organizations and federations, either through dedicated athlete committees or by having athlete representatives on boards or executive committees. This ensures that the athletes' voices are heard and that their interests are considered in decision-making processes.
- **Fans:** Fans are essential stakeholders in sports organizations, as their support and enthusiasm contribute to the success and sustainability of sports. While fans may not have a direct role in decision-making, sports organizations often engage with fans through social media, surveys, and fan forums to gather their opinions and feedback on various aspects of the sport. Some clubs also have fan representatives who participate in decision-making processes, ensuring that the fans' perspectives are considered.
- **Sponsors:** Sponsors provide financial support to sports organizations and are essential for their long-term viability. Sports organizations maintain regular communication with sponsors to ensure that their needs and expectations are met. In some cases, sponsors may have a formal role in governance structures or advisory boards, allowing them to have input in decision-making processes.



- Communities: Local communities play a significant role in supporting sports organizations and hosting sports events. Sports organizations often engage with communities through public consultations, local partnerships, and community outreach programs. This engagement ensures that the needs and expectations of the community are considered when making decisions related to sports infrastructure, event organization, and other aspects of sports governance. There is also the Spanish Sport Advisory Council (CADE), an advisory body driven by ADESP, Spanish Sports Association and formed by some of Spain's most important sports figures, former Secretaries of State for Sport, Presidents of Spanish Sports Federations and Directors of some of Spain's most outstanding companies.

Sports organizations also often engage with stakeholders through regular communication and consultation. This can involve surveys, public meetings, and other forms of engagement to gather feedback and input on key issues. Many organizations also have dedicated staff or departments that are responsible for engaging with stakeholders and managing relationships with these groups. Another way that sports organizations involve stakeholders is through the establishment of social responsibility programs and initiatives. These programs often focus on issues such as sustainability, community development, and social inclusion, and they provide opportunities for stakeholders to engage with the organization and contribute to its broader mission.

Sports organizations in Spain involve various stakeholders in their governance and decision-making processes through a combination of formal representation, engagement platforms, and communication channels.

1.9.3 Hungary

In Hungary, there is a growing recognition of the importance of involving stakeholders, including athletes, fans, sponsors, and communities, in the governance and decision-making processes of sports organizations. There are several ways in which individuals can get involved in sport governance in Hungary. Athletes have the opportunity to get involved through athlete representation in governing bodies. For example, the Hungarian Olympic Committee (MOB) has an Athletes' Commission that represents the interests of athletes and ensures that their voice is heard in the decision-making processes of the MOB. The Athletes' Commission is made up of athlete representatives from various sports, and they meet regularly to discuss issues and make recommendations to the MOB.

Another way in which athletes are involved in sport governance in Hungary is through the athlete support programs. The Hungarian government provides funding for athlete support programs to help athletes with training, competition, and other expenses. These programs also provide opportunities for athletes to participate in governance processes and decision-making.



As for the fans, they have the opportunity to get involved in sport governance through supporters' trusts or fan ownership models both on an individual and group level. However, these models are not very common in the country. Instead, fans can participate in decision-making processes through fan clubs and associations. For example, the Hungarian Football Federation (MLSZ) has a fan club program that allows fans to get involved in governance processes and decision-making. Certain football clubs have semi-formal support groups, based on the core fans. This is the case in one of the most prominent football clubs, Ferencváros Torna Club (FTC). In order to maintain a good relationship with the supporters and to avoid extreme situations including violent activities, the governing body of FTC engages representatives of the support club in certain decision-making processes regarding the relationship of the club and its supporters.

Sponsors are involved in sport governance in Hungary through their funding and support of sports organizations. In return for their support, donors may have a say in decision-making processes and may have representatives on governing bodies. For example, OTP Bank, one of Hungary's largest banks, is a sponsor of the Hungarian Football Federation (MLSZ) and has a representative on the MLSZ's governing body. On a community level, there is a possibility to be involved in sport governance through the local governments' funding and support of local sports clubs and facilities. Local governments often provide funding for sports clubs and facilities, and they may also have a say in decision-making processes. In addition, some sports organizations have established community outreach programs to engage with local communities and involve them in decision-making.

The government plays a significant role in sport governance in Hungary through its funding and regulatory powers. The Ministry is responsible for sports policy and funding, and the National Sports Council advises the government on sports policy. However, as of 2022, the State Secretariat for Sport has fallen under the authority of the Ministry of Defence, which indicates the government's point of view regarding the position and role of sport and sport-related activities.

The Hungarian government provides significant funding for sports organizations and initiatives through its national sports development programs.

Overall, the involvement of stakeholders in sport governance in Hungary is evolving, and there are ways for individuals to get involved in decision-making processes. However, there is still a need for greater transparency and accountability in the governance of sports organizations in Hungary to ensure that the interests of stakeholders are represented.

1.10 Sport Governance and budget in Spain, Hungary, Italy, Macedonia, and Serbia

1.10.1 Spain



In Spain, sports activities are overseen and governed by various organizations and bodies, both at the national and regional levels. The appointment of these governing bodies usually involves a combination of public institutions and private entities, as well as the collaboration of federations and associations. Here are some key components of the sports governance structure:

- **Consejo Superior de Deportes (CSD):** The CSD, or the Supreme Council for Sports, is the main governing body for sports in Spain. It is a public institution under the Ministry of Culture and Sports and is responsible for the promotion, coordination, and management of sports activities throughout the country. This Ministry is responsible for proposing and carrying out Government policy in the area of sports and, in coordination with the Ministry for Foreign Affairs, European Union and Cooperation, international relations regarding sports. The members of the CSD are appointed by the government, with the president of the CSD being nominated by the Minister of Culture and Sports.
- **Autonomous Communities:** In addition to the national-level governance, each of the 17 autonomous communities in Spain has its own regional sport's governing body. These bodies are responsible for the organization, promotion, and development of sports within their respective regions. The leaders of these regional bodies are usually appointed by the regional governments. In Asturias, for example, there is the General Directorate of Sports.
- **Sports Federations:** Sports federations are private, non-profit organizations responsible for the governance and organization of specific sports. These federations are recognized and supported by the CSD, and they work to develop their respective sports at the national level. The leaders of sports federations are typically elected through a democratic process involving their member clubs and associations. They receive economic support from the government budget.
- **Clubs and Associations:** At the grassroots level, sports clubs and associations play a crucial role in promoting and organizing sports activities. These organizations are usually formed voluntarily by citizens and are responsible for providing training, competition, and other sports-related services to their members. The leaders of sports clubs and associations are generally elected by their members through a democratic process.

In summary, the governing bodies for sports activities in Spain are appointed through a mix of government nominations, regional government appointments, and democratic elections within federations, clubs, and associations. This combination ensures a balance of public and private involvement in the governance of sports throughout the country.

For 2023, the budget for sports coming from the national government is 375 million euros, almost a 20% increase regarding 2022. From that sum, 235 million are from the national budget and 140 million from European Funds, Next Generation EU, through the Recovery, Transformation and Resilience Plan. There are 57,8 million euros allocated for grants for sports federations and 26 million euros for programs about Equality, Women and Inclusion.



Furthermore, there are regional and local council budgets for sports as well, that depend on a variety of factors.

1.10.2 Hungary

In principle, the governance of Hungarian sport is a joint effort of several organizations, but there have been a number of doubts recently about the professional and financial autonomy of the actors listed here.

- Ministry of Human Capacities (EMMI): The Ministry of Human Capacities was traditionally responsible for overseeing sports policy and strategy in Hungary. This included developing and implementing programs to support athletes, coaches, and sports organizations, as well as promoting physical activity and healthy lifestyles. In 2022, the Ministry of Defence took over the management of sports.
- Hungarian Olympic Committee (MOB): The Hungarian Olympic Committee is responsible for organizing and managing Hungary's participation in the Olympic Games and other international sporting events. It is also responsible for supporting and developing sports in Hungary at the grassroots level. - In 2021, the chairman of the committee resigned for, among other things, irregular payments and for raising his own salary by more than three times, which was considered ethically unacceptable.
- Hungarian Paralympic Committee (MPB): The Hungarian Paralympic Committee is responsible for organizing and managing Hungary's participation in the Paralympic Games and other international sporting events for athletes with disabilities. the Hungarian Paralympic Committee was established in 1997. The period since then has been a successful one in terms of results in world competitions. However, like many sports federations headed by practicing government politicians, it has not been free from corruption scandals. In 2015, the then-chair of the committee was prosecuted for embezzlement. The chairman was forced to resign. He is still under criminal investigation - following leaks of information that he had paid his own mortgage repayments out of the committee's assets, among other things.
- National Sports Associations (NSAs): National Sports Associations are responsible for overseeing and developing specific sports disciplines in Hungary. There are over 60 NSAs in Hungary, covering a wide range of sports including football, basketball, swimming, and gymnastics. - There has also been considerable domestic and international backlash over the election of members of the government and the ruling party to head several sports federations.



- **Municipalities:** Local municipalities also play a role in public sports governance in Hungary. They are responsible for maintaining and developing sports facilities, as well as supporting local sports clubs and organizations.

thanks to the personal preferences of the Prime Minister, football in Hungary receives more state support than any other sport. Since 2010, 32 football stadiums have been built or renovated in Hungary, with the government investing 360 billion forints (around EUR 950.000.000). Given that some other important sectors (e.g., health, education, social services) are in a desperate state according to a large part of the population, this has created widespread dissatisfaction.

In 2010, at the beginning of his continuous government for 4 election cycles, Prime Minister Viktor Orbán already referred to sport as a strategic sector. The following year, a new corporate tax law was introduced, creating a new form of sports funding. The above-mentioned 2011 amendment to the Corporate Tax Law allows taxpayers subject to corporate tax to allocate part of their liability (1+1%) to support so-called spectacular sports (football, basketball, handball, water polo, ice hockey, and volleyball). Since all spectacular sports are ball games, we can assume that ball games are the most popular and subsidized sport, but no official data on this can be found in the framework of desk research. Hungary is governed by an autocratic government. The essence of it is that the prime minister decides on all important issues, strategies, and directions in one person, the ministerial apparatus is only for executing his orders.

Accordingly, the government consists of a small number of ministers, and certain areas of expertise, including sports, are supervised by state secretaries. However, state decisions regarding sports are not made at the State Secretariat, but in the immediate and often informal vicinity of the Prime Minister, in an opaque manner and under uncontrollable circumstances (e.g., at a football match in the honor box, or on the private jet of a private entrepreneur, while travelling to a football match abroad).

- **State funding**

In Hungary, the promotion of sport has been a top national strategic priority since 2010. As a result, the sport-related expenditure heading of the state budget increased from an initial 0.32% of GDP to over 0.5%. However, most of this amount hasn't been given directly to the sport associations: it also includes the costs of developing sports infrastructure and organizing global sport events (e.g., world championships, the construction of sports facilities, or Formula 1 race cup).

However, the distribution of increasing public support is extremely uneven. More than a third of the annual state sports funding amount is spent on facility maintenance and the construction of new infrastructure, a significant amount is spent on supporting elite sport and organizing prestigious world competitions, while only 0.5% of the sports budget is allocated to support student and leisure sports. The diagram below shows how the governmental sports budget is distributed among the stakeholders in 2022. (based on the database of the Hungarian Central Statistical Office).

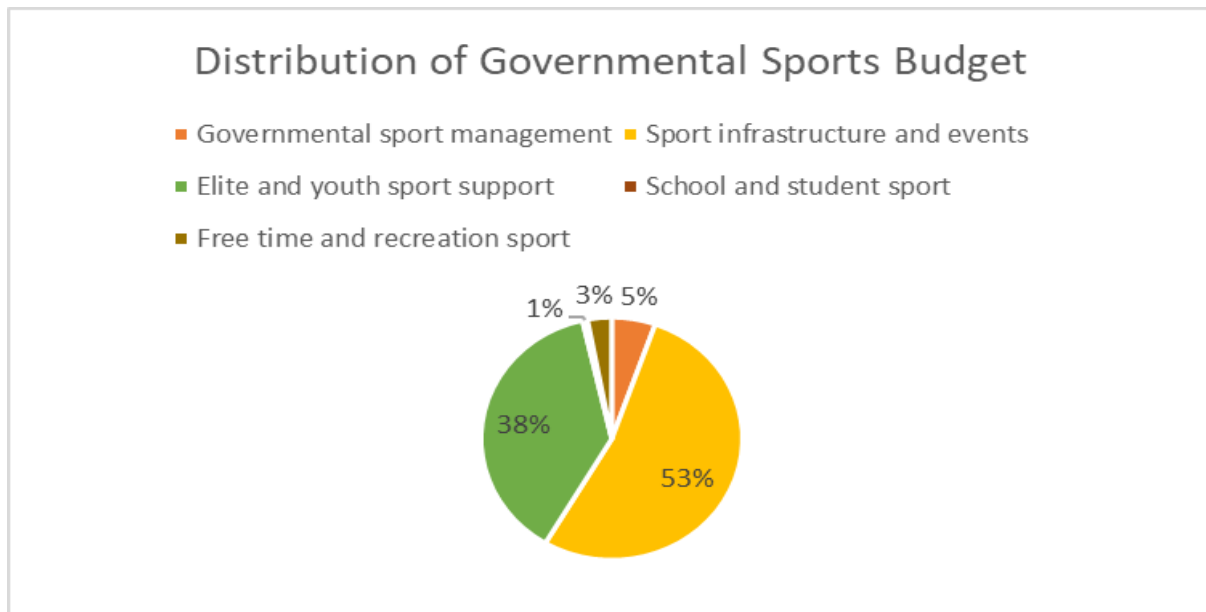


Figure 5. Distribution of Governmental Sports Budget (*A költségvetés sport kiadásai, 2023*)

- By supporting elite sports, the appropriation of athletes' achievements and thus increasing the popularity of the ruling party.
- Forcing the organization of prestigious world competitions in Hungary also in order to increase popularity and generate income for the clientele.
- Development of sports infrastructure, which provides secure state revenue for the clientele.

- Private sport financing

The autocratic government tries to control the widest possible range of activities of citizens and use everything for its own purposes. This also applies to private financing of sports activities: for its control, the government has established a special tax scheme called TAO system. The essence of this taxation scheme is that companies get the opportunity to give a significant part of their corporate tax payable to the state to a sports club of their choice in principle.

In reality, this system works in such a way that local businesses donate TAO funds to sports clubs or associations favored by the local strongman of the ruling party. A good example of the system is that the highest TAO amount in the country for years is awarded to the football club of the prime minister's home village.

In the cases of student sports and small sports associations, especially youth clubs, it can be observed that they receive TAO support from wealthier entrepreneurs as long as the CEO's child or close relative plays for them. Typically, this revenue, although it represents a significant part of the club's budget, is not linked to sponsorship, advertising value or effectiveness. The chart below shows the revenue composition of one of the popular capital ice hockey associations (FTC):

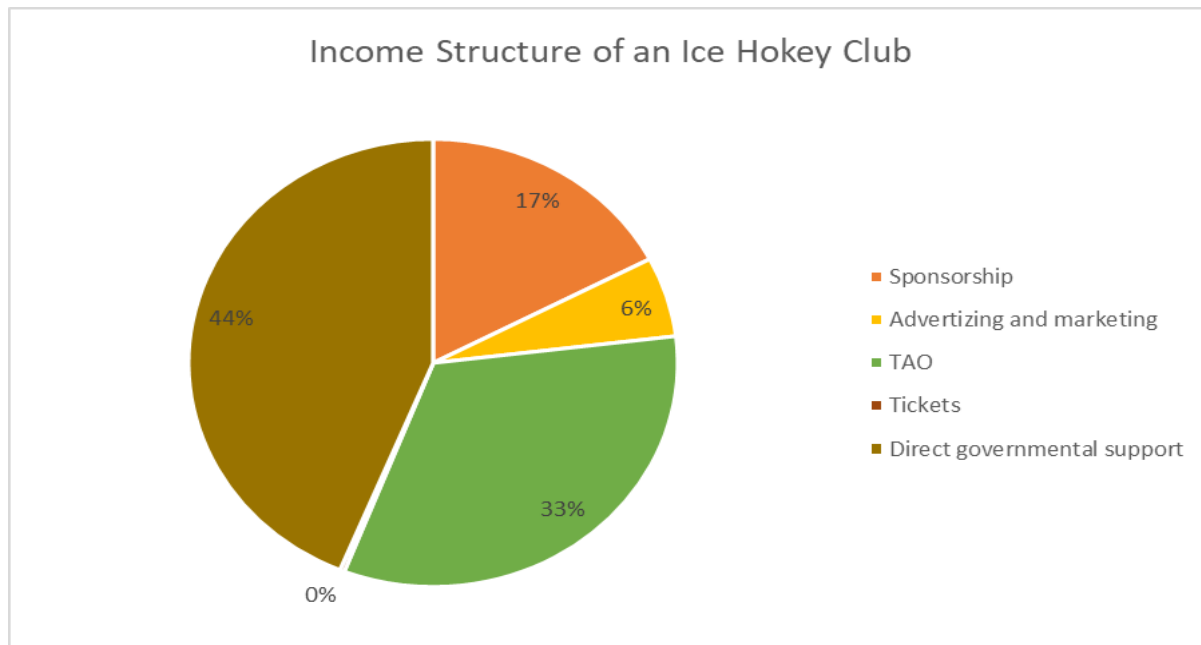


Figure 6. Income structure of an Ice Hockey Club (*A költségvetés kulturális kiadásai, 2023*)

Through sponsorship and advertising contracts with state-owned companies, significant additional hidden state funds are allocated to non-transparently selected sports clubs. Large international companies, precisely because of the non-transparent financing structure and strong political influence, avoid entering into advertising and sponsorship contracts. A significant amount of funding from them is typically linked to organization costs of major sporting events. Typically, these companies provide significant amounts of support in areas where the state has a smaller interest and influence, for example, for the organization of recreational sports events.

- Clubs' own income

In the case of elite sports, sports clubs' own income is supplemented not only by state and business support, but also by ticket revenue, but this represents a negligible share of their budget.

- Sports federations

Sports federations are usually organized on a sporting basis at national level, regional or local federations occur only in the field of amateur, mostly student sports.

The Hungarian sports strategy integrates sports into a hierarchical system, where the sports at the top receive the largest state support, and further away from it, the amount of support decreases sharply.

At the top of the hierarchy are the 6 spectator sports (football, handball, basketball, water polo, ice hockey and volleyball), with football standing out. This is followed by a group of 16 priority sports, which include the sports with the highest medal chances at the Olympics. The next group consists of all other Olympic sports. At the bottom of the hierarchy are non-Olympic sports, which can only receive significant state money if a prominent government actor has an interest in one of them



(for example, the foreign minister was a certified futsal player, so this sport receives priority state funds and special sponsorship opportunities from state-owned companies).

The legal supervision of sports federations is carried out by the prosecutor's office, who adopt the statutes of the association, and complaints can be made to them in case of violations. Although leadership elections are generally democratic, it is typical for governmental people or their relatives/friends/clients to get leadership positions. They are elected (fully democratically in most cases) by members because they know that financial support for the association depends solely on their leader's government embeddedness. As a result, the leaders of all major and spectator sports clubs are close to the government and/or hold high positions in the ruling party. For example, there is only one first-class football club run by someone independent to the government.

The sports support and governance system in Hungary is top-down and autocratic. Decision-making and decision-workout processes are not transparent. The funding structure does not ensure equal chances for associations, and the criteria for favoritism are hidden, thus clearly reinforcing corruption. The amount of state sports funding is adequate, but its distribution is uneven, basically it serves to meet the needs of elite sport both in the field of sports federation subsidies and infrastructure development.

The operation of sports federations can be considered largely democratic, but access to state funding shows pressure from the government.

There are no official public data available on the financing of Hungarian sport. However, according to an article published on the website of the Hungarian Olympic Committee (olimpia.hu), the Hungarian government allocated a budget of 127.4 billion Hungarian Forints (approximately 384 million Euros or 455 million US dollars) for sports in 2022. on the distribution of team sports - individual sports, including the participation rates of women and men and para-sport athletes, which could be obtained through desk research.

1.10.3 Italy

To begin with, one of the main sources of funding for sports activity is the state. In 2019, public spending on sport is €4.7 billion. This represents about 8.2% of sports spending in Europe but only 0.5% of the national budget (compared to a European average of 0.8%). If public spending remains fundamental, it is primarily because of the positive externalities of sport. Indeed, by promoting sport, it is estimated that public spending on health can be reduced by 52% (BancaIfis). In total, the positive externalities guaranteed by sport in Italy are estimated at around 10 billion euros. In addition, public expenditure is sometimes used as an investment. Thus, in 2019, 1 billion of public investment in sport generated almost 9 billion of private resources which, in turn, generated almost 20 billion of turnover.



If it is important for the state to finance sports activities, it is also because of its profitability. In fact, in 2019, it contributed 3.6% of Italian GDP. Whether through betting companies, sponsors, employment contracts, international events, media... sport remains one of the main economic actors of the country. As an example, the media that broadcasts the different sports events contribute (in 2019) to 0.09% of the GDP and allow to finance more or less 3% of the sports activities. As an example, we can break down the financial income of the Football Federation. On average, each year, advertising and sponsorships bring in more than 38.5 million euros. In addition, more than 15 million euros come from association memberships, 34.5 million from international events (television rights, contributions from international federations, etc.). Finally, more than 68 million euros are guaranteed by CONI, which in turn is financed by the Ministry of Economy and Finance through the public body "Sport e Salute" (Sport and Health).

In terms of internal funding, CONI has the function of redistributing the funds obtained among the various Federations. These funds come from public investments, private economic actions (clothing, sports events, branding...) but also from the affiliation of sportsmen to the different clubs. In this redistribution, football is the most practiced sport in Italy and also the one that benefits from the most public funds arrogated by the State through "Sport and Salute" and then the CONI. However, other sports enjoy good media coverage, despite the fact that they have less economic support from these bodies. Swimming, for example, is the second most popular sport in Italy, but only receives a third of the public funding that football does. The success of individual sports is therefore not directly correlated with the amount of public money invested in them.

With regard to the distribution of these funds, in 2018 it can be determined that 58% of the resources allocated were intended for the development of sports activities. Of this rate, about 80% was destined for sports events (participation in competitions, training, courses...) and about 20% for sports practice (national and international sports events, promotion, basic activity...).

Finally, it is important to mention that for some years now, the members of the European Union have been invited to measure the economic dimension of sport and its impact on society through the national "Sport Satellite Account" and the definition of statistical standards. However, Italy still does not measure this impact in sport. It is therefore private companies that produce these data, sometimes following a distinct methodology, which does not allow the creation of a coherent European corpus.

Governance model in Italy:

- The CONI, main structure of sports regulation in Italy:

The Italian sports world is structured in a pyramid. At the top is the CONI. According to the Statutes of the organization, it is placed under the vigilance of the Presidency of the Council of Ministers. CONI is the body in charge of coordinating, guiding and controlling the entire sports movement. Although maintaining an independent status vis-à-vis all political, religious and economic authorities (as set out in the Olympic Charter), the CONI can present proposals and observations relating to sports legislation to the Council of Ministers and through it to the



government and parliament. For its part, the Council of Ministers has a supervisory role over the Committee in terms of transparency and declarations.

The CONI is made up of: A National Council, the Presidency, the General Secretariat, the Audit Board. The bodies of the CONI are elected for 4 years and can be re-elected with the exception of the Presidents of the Committee, the representatives of the National Sports Federations (FSN), the Associated Sports Disciplines (DSA) and the national representatives of the Sports Promotion Organizations (EPS) and the representatives of the peripheral structures of the CONI who belong to the National Committee. The President of CONI is elected by the National Council.

In the National Council of the CONI are present athletes and sports technicians (representatives of the NSFs), representatives of the PES, DSA and other organizations recognised by the CONI. Finally, the Council also includes regional and provincial representatives of CONI. Indeed, the CONI is divided territorially into regional committees, provincial delegates and local trustees who must apply the principles and rules of the CONI in their geographical areas of competence. The local bodies are, in turn, composed of sportsmen and sportswomen and representatives of the local PES and DSA.

The CONI has also established the presence of a Sport Guarantee Board, an internal but independent body in charge of sport justice. It is composed of experts in sports law and legal professionals (lawyers, magistrates, etc.).

- The presence of athletes in decision making bodies:

The sportsmen and women elected to the different bodies of the CONI are sportsmen and women who have participated in national or international competitions. Indeed, they must have participated in the Olympic Games or in world or European championships within the 8 years preceding the election. Consequently, they are high-level athletes.

The National Council is the body representing the athletes and sports technicians. It is therefore elected by them. More specifically, it is elected by the athletes and technicians themselves who are elected to the various bodies of the National Sports Federations (NSF) and Associated Sports Disciplines (ASD)

- The governance model: between national and international framework:

As previously mentioned, the CONI is the main body responsible for the functioning, coordination and control of the sports movement. In this respect, the changes made on 31 August 2022 to the National Register of Amateur Sporting Activities ("Registro Nazionale delle attività sportive dilettantistiche") have expanded the Committee's area of competence. In fact, it is now necessary to upload on a public platform the documents relating to the various sports structures, the employment contracts and amateur collaborations, the economic and financial reports or the activity balance sheets, the minutes that bring changes to the statutes or the decision-making bodies or the legal seat. It thus has a role in reviewing methodological and control documents on all sports federations, but also in evaluating the federal internal control system and its governance. Since it is a decentralised organization, its mode of governance is hierarchical (from the most local to the



most national) and therefore questions its effectiveness. For this reason, CONI can carry out both financial and governance controls. They are carried out by the "Ufficio Vigilanza". From 2018 onwards, the missions of this "Office" will change as it will also observe and analyse the governance methodologies of the Federations but more generally of all sports organizations. Every four years (linked to the Olympic Games), CONI will ensure an audit of the governance of the Federations. It will also introduce preventive audits on the internal control system of the PES. Finally, it will be able to improve the effectiveness and efficiency of these audits. The analysis of federal governance systems refers to the principle of "good governance" recognised by the IOC (International Olympic Committee) and has led to the creation of the IPACS (International Partnership Against Corruption in Sport) platform. CONI actively participates in this platform together with the major international sports institutions and eleven national governments (including Italy).

In legislative terms, CONI is obliged to adopt and respect the fundamental values and principles of the Olympic Charter and the IOC Ethics Charter. The latter, developed by the Ethics Commission, defines a series of principles based on the values of the Olympic Charter of which it is an integral part. Among them, the respect of the values of integrity and transparency which form the basis for the development of good governance by ensuring a constructive dialogue to manage conflicts and protect the actors of the Italian sport system. The good governance applied is that described in the "Minimum Requirements for the Implementation of the Basic Principles of Good Governance for NOCs".

Other frameworks regulate the position of the CONI and therefore of sports activities. The Three-Year Corruption Prevention Plan (2022-2024) defines the strategic objectives and delineates the process and methodology of corruption risk management. The plan is based on the OECD Anti-Bribery Convention, the Civil and Criminal Law Conventions on Corruption adopted at the Council of Europe in Strasbourg in 1999, the United Nations Convention against Corruption adopted by the UN in 2003 and ratified by Italy in 2009. Finally, in 2016, CONI joined the United Nations Global Compact, a voluntary charter that was born from the desire to promote a sustainable global economy in the fields of human rights, the environment, safety at work, the fight against corruption, etc.

These different charters and conventions signed by CONI or by Italy direct the actions of the sports organization. In fact, CONI has developed its own "Code of Sports Behaviour" which includes the principles and values of the different international agreements mentioned above. Both athletes and managers are committed to respecting them. In the same way, in a concern for more enlightened and transparent governance and the fight against corruption, the governing bodies of CONI are made up of different bodies, some of which are independent (e.g. the College of Auditors, the College of Sports Guarantees and the General Prosecutor for Sport), which fight for the respect and dissemination of these values and principles. For example, we can name the ever increasing interest of CONI to represent women in the decision making bodies. Women suffer from a double



undermining: in sports practice and in decision-making bodies. To counterbalance this phenomenon, CONI adopted the D.Lgs 23/07/1999 in which it states that "the statutes of the National Sports Federations and Associated Sports Disciplines, in the election of the president and members of the governing bodies, must promote equal opportunities between men and women by guaranteeing a female presence of not less than 30%". Through this act, CONI takes the measure of the risk factors in governance and tries to respond to them as best as possible.

1.10.4 Macedonia

The highest governing body in Sport is Macedonian Olympic Committee. Members of the committee are 26 sports federations, which elect the Executive Council composed of the president and four members. It is based in the country's capital, Skopje.

The Committee aims to develop the sport activity and sport education in Macedonia. It also works to spread the Olympism and to interest the young people in the value of the sport and the Olympic Games.

The main goals and aims of the Committee are:

- The preparation and participation of athletes from the Republic of Macedonia in the Summer and Winter Olympic Games.
- The development and spreading of the Olympic Movement in North Macedonia.
- To spread the ground principles of the Olympism throughout the country using activities and programs which integrate with the educative and cultural life of the people.
- The development of the most popular sports at the highest levels.
- The development of international cooperation in the field of sports.
- Carrying out activities which combat discrimination and racism.

The National Federation for Sports and Recreation of People with Disabilities of Macedonia - Macedonian Paralympic Committee, carries out its activity in accordance with its norms and criteria as well as the norms and criteria of the International Paralympic Committee, of which it has been a member since 1994, when at the General Assembly in Tokyo with acclamation has been received as a regular member.

Within the Federation, 20 municipal unions for sports and recreation of the disabled operate and according to their geographical location, they are regionalized in three regions with regional headquarters in Skopje, Bitola and Kumanovo.

In Macedonia, there is no Ministry of Sport, but the Agency of Youth and Sport is a separate, independent sport body. Agency of Youth and Sport has 5 sectors and the sector for sport is one of the five sectors in the agency. It is the only government institution responsible for all aspects of life of the young people and for the sport as well.



The budget of the Agency was 5.7 million euros in 2020. The support for sport clubs is 10 million euros, divided as vouchers. This means that with this system, companies that donate in sports, their calculated profit tax is reduced for the amount of the donated funds, but up to 50% of the calculated tax based on a voucher issued by the Agency for Youth and Sports.

Local authorities are responsible for:

- The development of mass sport and recreation activities for citizens, development of school sport system, in the cities there are Alliances of Sport;
- The organization of sports events, organization of competition on local level for certain sports, support on traditional sport events, tournaments, etc.
- The building and maintenance of sport facilities and recreational zones; management of the sport facilities in the ownership of the Municipalities;
- Supporting local sport clubs and local sport associations;
- The adoption of the National Action Plan for implementation of the National Youth Strategy (Involvement of the Association of Local Communities in the process).

1.10.5 Serbia

In the Republic of Serbia, there are several levels of organization in terms of state responsibility in sports and its management. The most important institution for running sports in the Republic of Serbia is the Ministry of Youth and Sports.

The Ministry responsible for sports, based on the law, has the authority to define policies, draft legal acts, pass by-laws and define mandatory standards in the field of sports, as well as to develop programs to raise the level of sports. Also, according to the law, the ministry is competent to ensure the implementation of this law through special mechanisms provided by law. The Ministry of Youth and Sports aims to improve the legal and institutional framework in order to establish the basis for improving the sports environment of premises/infrastructure for children and adults, creating better opportunities for participation in physical activities and sports, as well as for health promotion, for supporting free and independent sports movement and for providing a positive experience of sports as a competition but also as entertainment through sports activities.

The Minister of Youth and Sports is a member of the Government of the Republic of Serbia, which is elected in democratic elections in the Republic of Serbia, which means that he is a representative of the citizens in a certain political party that, in a given period, has the power and authority to run certain ministries. According to the Budget Law, which is adopted every year, the Ministry of Youth and Sports has funds at its disposal in the current year.

The budget of the Ministry of Youth and Sports in 2015 was 5,038,925,000.00 RSD (0.7% of the total budget of the Republic of Serbia), which is about 427,000,000 EUR.



In addition to the Ministry of Youth and Sports, important institutions for the management and organization of sports in the Republic of Serbia are at the state level: the Olympic Committee of Serbia (OCS), the Sports Federation of Serbia, the Institute for Sports and Sports Medicine and the Anti-Doping Agency of the Republic of Serbia.

The Olympic Committee of Serbia is an organization in charge of running the Olympic sports program and has the status of a non-governmental organization founded by sports federations from Olympic sports in the Republic of Serbia. The President of the Olympic Committee of Serbia is elected at the Assembly of the OCS, where he is elected by delegates by secret ballot.

Delegates members of the Assembly are delegates from sports federations of Olympic sports that are members of the Olympic Committee of Serbia. OCS has its own budget, which consists of a subsidy from the Ministry of Youth and Sports and sponsorship and donations provided by itself. The Sports Federation of Serbia (SFS) is an organization that is in charge of running the program of non-Olympic sports and has the status of a non-governmental organization founded by sports federations from non-Olympic sports in the Republic of Serbia. The President of the Sports Federation of Serbia is elected at the SFS Assembly, where he is elected by delegates by secret ballot.

Delegates members of the Assembly are delegates from sports federations of non-Olympic sports that are members of the Sports Federation of Serbia. SFS has its own budget, consists of a subsidy from the Ministry of Youth and Sports and sponsorship and donations provided by itself.

The Institute for Sports and Sports Medicine is a national governmental institution that deals with fields from different branches of medicine, biomechanics, motor tests, psychology, with the aim of preparing athletes on the way to achieving top sports results. In addition to regular testing of athletes, the Institute of Sports and Medicine manages sports facilities that are available not only to top athletes but also to the entire citizenry with accompanying, educational, sports and health programs. The institute is led by a director chosen by the Government of Serbia on the proposal of the Ministry of Youth and Sports.

The Anti-Doping Agency (ADAS) is a national government agency whose role is to preserve clean sport, the integrity of sport and the protection of clean athletes. ADAS on the territory of the Republic of Serbia performs the following activities: doping control of athletes in competitions and out of competition, appointment of officers for doping control, cooperation with World Anti-Doping Agency (WADA) accredited laboratories, management of results and education of athletes. The anti-doping agency is headed by a director chosen by the Government of Serbia on the proposal of the Ministry of Youth and Sports.

At the level of the Republic of Serbia, there are several more levels of government that were explained in the previous paragraphs. The autonomous province of Vojvodina has its own level of government that manages sports on the territory of Vojvodina. The Provincial Secretariat for Sports is in charge of running sports. The provincial secretary for sports is a member of the Government of the Autonomous Province of Vojvodina, which is elected in democratic provincial



elections in the Republic of Serbia, which means that the citizen's representative is appointed by the political party that in a given period has the power and authority to run a certain secretariat. According to the Budget Law, which is adopted every year, the Provincial Secretariat for Sports has funds at its disposal in the current year at the level of its province.

The third level of government is local self-government in the Republic of Serbia - cities and municipalities that have their own budgets and are elected in the same way as the republican and provincial levels of government, in democratic elections for local, city and municipal parliaments. It is important to note that all the mentioned levels of government have their own separate budgets at their disposal in order to promote sports and sports activities.

Regarding the financing of sports in the Republic of Serbia, sports are financed by the state, as well as by private donors and sponsors. The most popular sports are more easily financed either by state or private donors, while most sports are financed exclusively by the state, since they are unable to find the interest of private donors.

State funding levels vary and there are several levels of funding. The first is the national level, which is provided by the Ministry of Youth and Sports of the Republic of Serbia and which finances exclusively sports federations in their sports branches, not clubs. The Ministry of Youth and Sports finances regular annual programs of the association, camps for promising athletes, as well as major international competitions held in the Republic of Serbia. The competition is renewed every year and the Associations are obliged to submit applications through the prescribed documentation and to justify the funds spent in accordance with the law.

The second level of funding is provincial, given the fact that the Republic of Serbia has the Autonomous Province of Vojvodina, which has its own budget and can finance sports associations registered on its territory in the same way as the Republic of Serbia.

The third level of financing is through local governments, cities and municipalities, which have their own budgets and finance sports associations based on their own procedures.

- Process of inclusion of individuals in sports management bodies:

In order to understand the process of inclusion of individuals in sports management bodies in the Republic of Serbia and sport in general, it is important to explain how sports clubs and organizations are formed on the territory of the Republic of Serbia. In Serbia, according to the current Law on Sports, the only form of establishing clubs is still possible through the process of association of citizens - natural persons, who, of their own free will and decision, found a club/sports organization in a specific sports branch. Two or more natural persons voluntarily form a sports club/association by their own decision, and after that they are obliged, in compliance with the norms prescribed by law, to form a club organizational structure consisting of an authorized person (club president), a board of directors and a club assembly.

It is interesting to note that the most famous Serbian sports clubs, Crvena Zvezda and Partizan, are still in the status of citizens' associations and have the same organizational structure mentioned here.



Although changes to the Law on Sports and the privatization of clubs in Serbia were hinted at several times in recent years, this still did not happen for various reasons, so that all clubs still exist and perform their activities based on the law from 1975. Based on this, it can be said that the citizens of Serbia are directly involved in the sports system and that they make decisions independently, which is a positive asset in Serbian sports. Of course, this kind of system in sports also brings certain problems, especially in terms of financing sports and responsibility for sports results, this refers to top sports in the most popular sports such as football, basketball, volleyball, and others that we mentioned in the previous paragraph.

The main difference in the involvement of people in sports in Serbia is related to the level and popularity of a particular sport.

While in the most popular sports this type of engagement is implied due to popularity and financial benefit or fan interest, in other sports it is a question of complete amateurism, where a relatively small number of "stakeholders" are involved.

This difference is best explained by an example: Crvena Zvezda Football Club is a citizens' association and the most popular club in Serbia. It won the title of European and World Champion in 1991.

Due to the enormous popularity of the club and its success, and the fact that football is the most popular sport in the world, the club's management is usually made up of well-known former famous footballers or political workers, who are elected by the club's assembly according to a certain procedure. The motive for engagement is usually of a status and financial nature, since the club's budget is measured in millions of euros. The club has an army of fans who support it, and the club's sponsors are the world's largest companies that have a marketing interest in promoting themselves. Due to its huge popularity, the club has hundreds of players in the youth selections who are looking for their chance for a successful sports and financial career if they manage to reach the senior team. Everything is organized on a professional level even though the club is a formal association of citizens without a private owner who runs and controls the club.

On the other hand, we have the Baseball Club Beograd 96, which is also an association of citizens in a sport that is not very popular in Serbia. The people/individuals who founded it for pure sports motives and love for sports are engaged in that club. As a rule, players and their family members and friends are in all organizational structures of the club. The club has no private sponsors and is usually dependent on financial assistance from the local government or some kind of state subsidy. There is a small number of fans at the games, and the participants of the club are children who will play baseball solely for the love of the sport.

Although these two clubs are legally identical legal entities, it is clear that the way and level of involvement of individuals in their examples is completely different, which also applies to all stakeholders.



1.11 Match fixing, doping, human rights and other Sports Scandals in Germany, Spain, Hungary, Italy, Macedonia, and Serbia

1.11.1 Germany

- Match-fixing

In Germany, there have been several notable instances of match-fixing, doping, human rights problems, corruption, high costs, and gender inequality in sports that have led to a loss of credibility among general fans and spectators. These instances and others have contributed to a loss of credibility in the eyes of general fans and spectators in Germany. However, it is important to note that efforts are being made to address these issues and improve transparency, integrity, and equality in German sports. Match-fixing: In 2005, the Bundesliga (Germany's top football league) was hit by a significant match-fixing scandal involving referee Robert Hoyzer. Hoyzer admitted to manipulating several matches in exchange for bribes, leading to widespread condemnation and a loss of trust among fans.

- Doping

Germany has had its share of doping scandals in various sports. One of the most infamous cases involved systematic doping in East Germany during the 1970s and 1980s. Athletes, including many underage competitors, were subjected to state-sponsored doping programs, resulting in long-term health issues and undermining sports' integrity. They claim that the East German firm knowingly supplied the steroids given to them by trainers and coaches from the 1960s until East Germany's demise in 1989. Hence, following doping prevention in Germany was established by the National Anti-Doping Agency (NADA) in 2002, and it is a civil law foundation by form and is a crucial body for clean sports. Also, this agency holds many events against dipping.

- Human rights problems

In the months preceding the 2006 FIFA World Cup in Germany, human rights advocates worldwide feared the sporting event would cause an increase in women trafficked into Germany's sex trade. The international media widely reported unrealistic estimates of 40,000 potential trafficking victims.

Corruption: The German Football Association (DFB) has faced corruption allegations. Germany had bought the right to host the 2006 tournament. In 2015, a scandal emerged when it was revealed that Germany had paid bribes to secure the hosting rights for the 2006 World Cup. This tarnished the reputation of the DFB and raised questions about the integrity of the bidding process.

- High costs

The construction and maintenance of sports stadiums in Germany have often come under criticism for their excessive costs. Examples include the Allianz Arena in Munich and the Mercedes-Benz



Arena in Stuttgart. Such extravagant spending has been perceived as wasteful, leading to public dissatisfaction and a loss of trust. Twelve stadiums were built or completely renovated for the 2014 World Cup at a cost equivalent to more than two billion euros. Today some are empty, most still cost a lot of money, and almost all of them are being investigated by the police because of bribery payments. Only a few stadiums at the World Cup are used sensibly. Examples include the Allianz Arena in Munich and the Mercedes-Benz Arena in Stuttgart. Such extravagant spending has been perceived as wasteful, leading to public dissatisfaction and a loss of trust.

- Gender inequality

There have been ongoing concerns about gender inequality in German sports. Women's sports have often received less attention, funding, and media coverage than men's sports. This disparity has contributed to a perception of inequality and a lack of credibility among fans and spectators. In 2016 women's general assembly of DOSB passed the DOSB-Strategy for Gender Equality 2016 until 2020. This strategy – addressed to the DOSB, determines four thematic priorities as follows:

- Gender equality in decision-making in sport
- Gender equality in coaching and refereeing
- Fight against gender-based violence in and through sport
- Fight against negative gender stereotypes in sports and the role of the media

1.11.2 Spain

Unfortunately, like many countries, Spain has faced several high-profile cases of match-fixing, doping, human-rights problems, corruption, excessive costs, and gender inequality in sports. These issues have undermined the credibility of some sports organizations and competitions in the eyes of fans and spectators. Some of the most well-known examples include:

- Match-fixing

In 2018, several players from the lower divisions of Spanish football were also arrested on suspicion of match-fixing. In 2019, Spanish police carried out Operation Oikos, which resulted in the arrest of several football players, club officials, and other individuals involved in an alleged match-fixing network. This operation revealed a complex web of corruption involving betting and match-fixing in the Spanish football leagues. In January 2023, 23 people were arrested accused of match-fixing (although not in professional leagues).

- Doping

Operation Puerto, which began in 2006, was a high-profile anti-doping investigation that implicated several top cyclists, including Spanish riders, in a blood-doping scandal. It revealed the existence of an organized doping network and damaged the reputation of professional cycling in Spain.

- Human-rights problems



In recent years, there have been reports of human-rights abuses in the Spanish football league, including allegations of mistreatment of migrant workers who work in stadiums and the exploitation of underage players.

- Corruption

Spanish football was rocked by a corruption scandal when several high-ranking officials, including the then-president of the Spanish Football Federation (RFEF), Ángel María Villar, were arrested on charges of financial misconduct, embezzlement, international match-fixing and corruption. The scandal damaged the credibility of the RFEF and Spanish football as a whole.

- Excessive costs

The economic crisis in Spain in the late 2000s and early 2010s led to criticism of excessive spending on sports infrastructure, such as the construction of stadiums and other facilities. The high costs associated with hosting major sports events, like the Olympic Games or the FIFA World Cup, have raised questions about the financial sustainability and long-term benefits of these events for host cities and countries.

- Gender inequality

Spain has faced challenges in achieving gender equality in sports, with disparities in funding, media coverage, and representation in leadership positions. In recent years, however, there have been significant efforts to address these issues, with increased investment in women's sports and the promotion of gender equality within sports organizations and governance structures. There are different grants (for individuals and federations), prices and other alternatives available in the website of CSD. Besides, both the CSD and other federations are signatories on the Brighton declaration on women and sport. The CSD also created the Manifesto for Equality and Women's Participation in Sport, which was signed by several national federations. Another example of initiatives to promote active participation of women in sports and gender equality in this field is SportNet4Women, a network whose vision is to become the largest network of women in sport, increasing the number of women in leadership and decision-making positions, raising the profile of women in society through sport and to increase female talent in all professions associated with Spanish sport. These examples highlight the importance of promoting good governance and sustainability in sports organizations and the need to address those to restore the credibility of sports in the eyes of fans and spectators.

1.11.3 Hungary

One of the biggest bribery scandals in Hungary is the case of 20 Hungarian footballers involved in an international crime network who, between 2008 and 2011, influenced the results of Hungarian football league and league cup matches for bribes. The players and head coach involved in the scandal have pocketed between €1,000 and €10,000 per person per occasion. It also



happened that the part-owner of a top club tried to bribe somebody to his team to stay in the league. Not only top teams were involved in the case, and three referees were among the defendants in the case. Some of the defendants bribed the players of a team to manipulate the final result for a few thousand euros, and then the bribers placed bets on the fixed matches, relying on prior knowledge of the outcome. One of them said that he had earned in the order of 100 million HUF (more than 260.000 EUR) from the illegal betting over this 4-5 year. Regarding to this case a club director, committed suicide in March 2012 after several of his club's footballers were taken into custody. This was not the first bribery case in Hungarian sport to come to light. There were also suspicious matches in the 1980s, which led to an investigation by the authorities in 1982. The case involved national team players, former national team captains and club presidents. In the end, 49 clubs were fined and 196 players had their playing rights suspended. Only one Athlete was sentenced to prison, and this Athlete died on a train track in circumstances that are still unclear.

These are examples of major scandals in football, but there have been similar cases in other sports in the recent past.

In September 2019, four handball referees, two handball coaches, a handball club manager and a person from outside the sport were charged with bribery.

Referees were given money to officiate certain matches in the first and second leagues and the League Cup in breach of the rules of impartiality. The court therefore sentenced them to a term of imprisonment.

- Corruption

Hungary has been slipping down in the list of Transparency International in recent years. Regarding to the Corruption Perceptions Index the country was 57th in 2019, in 2020 it was only the 69th place, and in 2021 it was the 73rd place. It has dropped 27 places since 2011. Hungary is second to last in the European Union, behind it is only Bulgaria in the corruption ranking.

“There are serious problems of transparency and accountability in the functioning of public power in Hungary.” - Says the second volume of the Black Book of Civitas Institute and Transparency International Hungary Foundation.

In Hungary, the state, with its unlimited power, does not have the common good at heart, but makes public decisions based on business interests. This is a form of the „state capture” where an opaque alliance of politicians, oligarchs and businessmen is profiteering.

The government has gradually and systematically eliminated the autonomy of independent control institutions; whose original function was to control the executive. Persons loyal to the government were appointed to head these institutions.

The best example of the interlocking of power and business is the enrichment of pro-state businessmen in public procurement.

The government has also expropriated the media market. Through the use of authority, pro-government business interests have increased their ownership of the media market.



Thus, the freedom of information and access to information is compromised. The free media duty to exposing and thus deterring corruption, but the media freedom, diversity of the press and fuller access to information are also important because they can reduce inequality and thus contribute to the full development of democracy, too.

Most media outlets have become mouthpieces of the government and they are funded by very large sums of taxpayers' money. The most important means of market distortion is the redirection of public advertising to pro-government organs.

This market distortion can also be seen in sports funding. Since 2011, companies have been able to decide not to pay part of their corporation tax to the common treasury, but to donate it to a spectator sports club. The supportable six spectator sports are football, basketball, handball and volleyball, ice hockey, water polo.

The idea of companies subsidizing sporting activities is a good think in itself, but neither companies nor sports clubs have to account for their subsidies in detail, which increases opacity. Almost 50% of the funding goes to football. Each year, the Felcsút Foundation for the Education of Young Athletes - Viktor Orbán's hometown team - was by far the best supported sports organization.

In recent years, Hungary has seen a mushrooming number of stadiums, most of which are built with public money. Contractors belonging to the economic oligarchy are awarded stadium construction contracts, mainly by companies owned by Lőrinc Mészáros, who was the mayor of Felcsút, and He is one of the best friend of Viktor Orbán.

A good example is the case of Kisvárdá, where, after the local Fidesz Member of Parliament became Minister of National Development, the stadium construction subsidy was increased tenfold.

The use of European Union funds in Hungary is characterized by over-planning and, coupled with inadequate monitoring, result in 90% of European projects being over-priced in the country. There was a high-profile case of the overpriced projects in 2016. The Member of Parliament of Békés County has have overpriced public procurement contracts for the implementation of the tenders there was won, and asked for 45 percent of the increased amount back in cash from the winners. The trial is still ongoing, with 33 defendants charged in the billion fraud.

- Doping

Doping is a problem that can affect any sport, regardless of the country or the level of competition. According to the World Anti-Doping Agency (WADA), Hungary had 23 adverse analytical findings (AAF) in 2019, the latest year for which data is available. AAF refers to a positive doping test or other violation of the anti-doping rules.

In Hungary, the Hungarian Anti-Doping Group (HUNADO) is responsible for anti-doping activities, including testing, education, and investigation of potential violations. The organization regularly reports on its activities and publishes information on doping cases involving Hungarian athletes. On 21 March 2023, in its Communication on doping sanctions imposed and doping cases



pending, the organization reports on 26 athletes out of 15 sports from 2016 to 2023. In this list the powerlifters and weightlifters are the most numerous, followed by wrestlers, cyclists and swimmers. On average, the bans are for 4 years.

In 2019, the International Weightlifting Federation suspended the Hungarian Weightlifting Federation due to allegations of doping and corruption.

Following the unfortunate doping scandals at the 2004 Athens Olympics, there was serious governmental pressure on sports federations in Hungary to express their commitment to anti-doping in sport in their rules. In this Olympics game 3 Hungarian athletes gave back their medals. One of those involved was hammer thrower Adrián Annus, who provided samples from two other athletes for testing instead of his own and then refused to provide samples in the presence of the inspectors.

- Human rights concerns

In Hungary, equal opportunities in sport are declared at the level of the fundamental laws. The law states that the state must ensure the right of all people to participate in sport and delegates the implementation tasks to local authorities. But differences in the financial situation of local authorities and limited accountability are obstacles to the exercise of equal rights. Support from economic operators, as already mentioned in the context of TAO subsidies, neither evenly distributed between sports organizations.

A specific case is that of Szalonna Football Club, where the administrative obligation discriminated against a team. The team, which had won two consecutive championships in the county third and second divisions, could not maintain the academic system expected in the county first division. Being a small village, the local government was unable to provide support for youth education. To add to the drama of the incident, every single member of the team was of Roma origin.

Sport can be as much a tool for assimilation as it is for segregation. The groups most affected by exclusion in Hungarian sport are women, minorities and people with disabilities.

There have been several recent cases of abuse against athletes in Hungary. The majority of these occurred in swimming, but as coaching practices are traditionally similar in many other major sports, these are unlikely to be isolated incidents.

Some of the more important cases of human rights violations against athletes in recent years are as follows:

Nikolett Szepesi, ex-swimmer: Nikolett Szepesi's 2013 book, *Én, a szexmániás*, (I, the Sex Maniac) caused a huge scandal. The swimmer told her story in this book with flesh and blood reality, and many others: her former club, Kőbánya FC coach György Turi, harassed her and her teammates psychologically and physically, and their masseur, Kicsi bácsi, sexually.

Liliána Szilágyi, ex-swimmer: Liliána Szilágyi revealed in December 2021 that her father and former coach, Zoltán Szilágyi, had physically and mentally abused her, and sexually assaulted her on several occasions. The Hungarian Swimming Federation (MÚSZ) set up an ad hoc committee



to investigate the allegations made by the European silver medallist, which published the results of its investigation in March 2022.

László Cseh, ex-swimmer: Among the victims of abuse in sport, there were men, as well. According to Cseh, his coach, who trained him to become a world-class swimmer, followed the philosophy: "if you can break the athlete, from then on he will have no independent thought, or he will just do what you tell him to do without thinking.

1.11.4 Italy

- Calciopoli

One of the best known sports scandals in Italy is football. As the most important sport in terms of participants, economy and fans, the so-called "Calciopoli" affair had a particular impact. It was 2006, and just as Italy was about to win the World Cup in Germany, the scandal broke. At the heart of the turmoil were four of the country's biggest clubs as well as managers and referees. They are suspected of having worked to obtain certain referees during decisive matches. To do this, bribery and threats were allegedly used. The "Calciopoli" eventually led to the resignation of the President of the Italian Football Federation (FIGC) Franco Carraro, one of his vice-presidents, the President of the Italian Referees Association (AIA), two Juventus officials and finally the President of the Italian Lega Calcio. The timing of this case had a particular effect as it corresponded to the 2006 World Cup. In addition, the national team goalkeeper Buffon even voluntarily testified in the case. This increased the visibility of the scandal in all areas of Italian football and sport.

As a result of the affair, Juventus was relegated to Serie B. Milan, Lazio and Fiorentina have penalty points in their various classifications, fines and disqualification days. The general manager of Juventus is disqualified for 5 years, two referees are disbarred for 4 and 5 years. Finally, the president of the club is disbarred for life.

Beyond the loss of money and support to the sport, it can be observed that the sports clubs have been moderately impacted by the court's decisions. Indeed, Juventus won Serie B with record results, Milan won the Champions League the following year, Fiorentina cancelled its 15-point penalty and managed to maintain a respectable classification. In addition, Italy's victory in the World Cup a few months before the final decision also helped to salvage the popularity of the sport.

- The sportive environment

A second scandal worth mentioning is that of Rhythmic Gymnastics. In 2022, former gymnasts of the Federation denounced a tense and disciplined sport environment that pushed some athletes to the limits of their psycho-physical well-being.

It all began in October 2022 when Nina Corradini and Anna Besta denounced for the first time the humiliation and harassment they had suffered. One of the most difficult stages in the practice of



this sport is that of the scale. This leads to a complicated relationship with food and physical appearance. These testimonies actually opened the way for other sportswomen and rhythmic dancers to denounce these expectations and the psychophysical consequences.

As a result of the first testimonies, the Court of Brescia opened an investigation for ill-treatment. The same procedure was initiated within CONI in order to determine possible responsibilities. This scandal is important in Italy because sport is a social space that conveys values of participation and physical health. Moreover, many parents entrust their children to the various sports clubs (in this case rhythmic gymnastics), expecting the technicians and sports supervisors to take care of them. These figures represent a certain form of authority but also of trust for the parents but also for the young sportsmen and women. The Minister of Sport Andrea Abodi also made several statements in order to understand the extent of the phenomenon and the obstacles to freeing the word. Several associations such as "Change The Game", for example, are involved in protecting sportsmen and women from sexual, emotional and physical abuse. Finally, the Federginnastica has introduced a "Safeguarding Officer" to accompany young girls and fight against these phenomena, which are increasingly widespread (as shown by the increase in testimonies). Underlying this scandal are questions about sports coaching, especially for young athletes, but also about the relationship with the body in certain sports. Some newspapers even asked: How much is a medal worth?

These events are emblematic and give a first image of the perception of sport in Italy. Financial and rigging scandals are among the most numerous and have a generally greater impact on the perception of sport. But the scandals do not only affect the fans (through rigging and corruption) but also the athletes and their families. If sport and sports organizations are considered as an institution, a place of socialisation, of personal development (especially up to the age of 14), these scandals undermine this representation. It is therefore urgent for sport to evolve in order to respond concretely to society's expectations, both in terms of entertainment and in terms of socialisation.

1.11.5 Macedonia

- Match fixing

FK Pobeda have been banned from UEFA club competitions for eight years, and the club president and a Athlete banned for life, for violating principles of integrity and sportsmanship. The match under investigation was the UEFA Champions League first qualifying round tie between FK Pobeda and FC Pyunik over two legs on 13 and 21 July 2004. The charges brought against FK Pobeda were based on reports received from the betting industry on irregular betting patterns and the declarations of several witnesses. The final decision in 2010, by Court of Arbitration of Sport (CAS), remained, with one exception, the Athlete was released from responsibility, but the punishment for club president and for the club remained.



- Doping

According to the data we received from National Anti-Doping Organization (NADO) in Macedonia there are 5 confirmed positive cases on forbidden substances. Two of the cases are in football, while the rest of the cases are in athletics, handball and karate. In the last decade, another case is known for a Athlete of the national team who tested positive in UEFA Champions League match. At first it was decided that the ban for the Athlete was 4 years, but the CAS (Court for Arbitration in Sport) have concluded that the Athlete didn't know about the substance and the ban was reduced to two years.

1.11.6 Serbia

Like any other country, the Republic of Serbia has experienced and had its share of scandals and controversies related to its elite and amateur sports.

- Match-fixing

Was problematic in football, as the sport that is the most popular and in which a large part of financial interests is located, just like everywhere else in the world.

In 2018, a match-fixing scandal was discovered in the First League of Serbia, which also involved referees, for which one referee was sentenced to 15 months in prison, as well as a ten-year suspension from the practice of refereeing. In another example related to match-fixing, a trial is ongoing for the suspicion that a match of the First League of Serbia was fixed, and the process is still ongoing due to the obvious weakness of the Serbian courts to complete the trials within a reasonable time.

- Doping

Serbia also has examples of controversies in top sports. The last case is related to the famous tennis Athlete Viktor Troicki, who received an 18-month suspension from the World Tennis Organization, for refusing to give a blood sample during a surprise visit by a WADA inspector. The news traveled all over the world and caused damage to the image of Serbian sports, even though tennis is an individual sport.

- Human rights

There were also examples of discrimination and violence in sports, especially in football. One of the biggest scandals happened at the match between the young national teams of Serbia and England, when a series of insults were directed at the dark-skinned English football players from the audience. The European Football Federation reacted and punished the Football Association of Serbia. Epilogue of the incident: The UEFA Disciplinary Commission fined the Football Association of Serbia with 80,000 EUR, and the young Serbian national team with one match of playing in front of empty stands due to disorder in the match.

- Excessive financial sums spent



On sports infrastructure, as well as the misuse of budget funds. One of the most obvious examples is the unintended spending for the organization of the Universiade when an official was accused of serious violations of laws and regulations and embezzlement in the amount of 183 million RSD - 1.56 million EUR.

- Gender inequality

has been an important topic in recent years and certain developments have been observed, although it is noted that women in Serbia receive fewer opportunities and less support than men. This has led to the fact that women have fewer opportunities and there are fewer of them in sports in general, especially in leadership positions in clubs and associations. That very positive changes are taking place in the Republic of Serbia in this field is also evident in the latest example, in which the Minister of Youth and Sports, Mr. Zoran Gajić, opened a conference entitled "Women and Sports", where he emphasized full support for women in Serbian sports and stated for example, in the sport from which he came from, the participation of women is 90% compared to 10% of men – volleyball.

1.12 Good Governance in Spain, Hungary, Italy, Macedonia and Serbia

1.12.1 Spain

Sports organizations have adopted international standards and guidelines to promote good governance and sustainability. These guidelines help ensure that sports organizations operate ethically, transparently, and responsibly, while also integrating sustainability principles into their governance practices. Some of the key international standards and guidelines adopted by Spanish sports organizations include:

International Olympic Committee (IOC) Agenda 2020+5: The IOC's Agenda 2020 is a strategic roadmap that highlights the importance of sustainability, ethics, and good governance in sports. Spanish sports organizations, particularly those involved in Olympic sports (COE, the Spanish Olympic Committee), have adopted the principles outlined in Agenda 2020. This includes promoting gender equality, environmental sustainability, and financial transparency.

United Nations' Sustainable Development Goals (SDGs): Many sports organizations in Spain have aligned their activities and policies with the UN's SDGs to promote sustainable development. This includes integrating environmental, social, and economic sustainability principles into their governance practices, such as promoting gender equality, reducing inequalities, and fostering partnerships for sustainable development. Besides, the Spanish Olympic Committee has created a sustainability label for Sports events, to certify the events that are sustainable and aligned with SDGs.



International Standards Organization (ISO) certifications: Some sports organizations have sought ISO certifications, such as ISO 20121 for sustainable event management, to demonstrate their commitment to sustainability and good governance. These certifications provide a framework for integrating sustainability principles into event planning, operations, and management. For example, Madrid Trophy Promotion SL obtained this certificate, applied to the Open Mutual Madrid (tennis competition) and the Spanish Acciona Open (golf championship). Also the tennis competition Barcelona Open Banc Sabadell got this certificate.

World Anti-Doping Agency (WADA) Code: The WADA Code is a core document that outlines the global anti-doping policies and practices. Both the Spanish Olympic Committee, and the Spanish Paralympic committee signed this code, together with the Anti-doping bureau (Comisión Española para la Lucha Antidopaje en el Deporte, CELAD) adhered to the WADA Code to ensure a level playing field for athletes and promote ethical conduct in sports.

Codes of Ethics and Conduct: Many sports organizations have adopted their own codes of ethics and conduct, which are often aligned with international guidelines and principles. These codes outline the values, principles, and rules that govern the behavior of athletes, officials, and other stakeholders within the organization. They emphasize the importance of integrity, transparency, and accountability in sports governance.

1.12.2 Hungary

Hungary has adopted several international standards and guidelines to promote good governance and sustainability. Being overarching strategies and requirements, they apply to national sport governance and consequently to sport organizations, as well. However, their actual implementation is questionable because of the transparency deficit mentioned earlier. These standards and strategies include the International Olympic Committee's (IOC) Agenda 2020, the United Nations' Sustainable Development Goals (SDGs), and the World Anti-Doping Code.

Agenda 2020: As a member of the IOC, Hungary is committed to implementing the principles and recommendations set out in Agenda 2020. This includes promoting the sustainable development of sport, strengthening the role of athletes in the Olympic Movement, and encouraging the use of new technologies to enhance the Games.

United Nations Sports for Climate Action Framework: The Hungarian Olympic Committee signed the document in 2021.

International Convention against Doping in Sport: As a signatory to this UNESCO document, Hungary is obligated to comply with the WADC and implement its provisions in their national anti-doping programs. Additionally, the Hungarian Anti-Doping Group (HUNADO) serves as the national anti-doping organization responsible for implementing and enforcing the WADC in Hungary.



1.12.3 Italy

As mentioned earlier, good governance is one of the principles promoted by CONI. Through its Triennial Anti-Corruption Plan, for example, the organization is committed to promoting more transparent and effective governance. As the central organization that regulates sport in Italy, this commitment is very important. It then spreads to the regional and local committees, but also to the sports federations, associated sports disciplines, sports promotion organizations. In turn, these organizations spread "good governance" to Amateur Sports Associations and Amateur Sports Societies.

Good governance" is understood as "a set of processes, policies and rules that influence the way in which an organization is directed, administered and controlled, considering the relationships established with the various stakeholders, but also through the accountability of its operations to the reference interlocutors". Good governance is thus made up of three fundamental aspects that are themselves deeply rooted in management ethics:

- A production mission at the service of morally valid needs, functional for the life of people and groups, in compliance with the rules of market competition.
- Respect for all interlocutors and valorisation of all resources
- Search for "value creation".

Compliance with legislative frameworks does not allow for the maintenance of a "moral" within the various organizations. The various scandals mentioned above illustrate this. Thus, in order to be 'moral', an organization must adopt the main fundamental ethical statements. It is in this sense that CONI is involved by signing the various charters and plans allowing for greater transparency but also for better consideration of the various stakeholders and levels of governance. By taking note of the interrelations of sports organizations with society and the impact of their actions on the environment, the economic-financial, political-institutional and socio-cultural spheres, CONI is taking another step towards the creation of "good governance". The desire to include more and more women in decision-making bodies is one such step.

Recommendation CM/Rec (2018)12 adopted by the Committee of Ministers of the Council of Europe in December 2018 on the promotion of good governance in sport lists a series of concrete actions to be implemented. These measures are mainly aimed at the fight against corruption, doping or the manipulation of sports competitions.

As the example of the "calciapolis" has shown, the sports authorities and the government authorities have worked together to bring about individual convictions. However, the clubs, despite the sanctions and the loss of money, remained relatively unscathed in terms of credibility and audience among supporters, but also in terms of club economies. It seems then that the criminal sanctions were more important than those inherent to sports clubs. The rhythmic gymnastics case also saw the public authorities involved (Brescia Court, Minister of Sport...). However,



announcements of changes in the management of sportsmen and women are still wait from the various Federations.

In 2018 "Sport e Salute" was created independently of CONI. In their statutes, the two bodies are independent and different. With this change, Sport e Salute becomes a state body under the aegis of the government. Furthermore, the transfer in August 2022 of the supervision of the register of sports companies from CONI to Sport e Salute was also an important change. In fact, "Sport e Salute" has greater autonomy in the management of the Register. Thus, its prerogatives have also increased and now allow for a better control of the accounts of the various sports organizations.

In short, we can say that sports organizations, guided by CONI, are trying to modernise themselves with regard to good governance and the fight against malicious acts in sport. However, we can question the results obtained. Even if CONI adheres to charters and proposes its Three-Year Plan for the Prevention of Corruption and Transparency, which includes a risk analysis, the evolutions are quite difficult to measure. This is all the truer as Italy is a country that is often troubled by corruption and embezzlement scandals. Thus, the dissociation between the political 'culture' and the management of CONI is made more complex. Since public institutions are reluctant to condemn political corruption in the country, it is legitimate to ask what scope there is for action in the sporting field. In this case, the evolution of the good governance of CONI and sports organizations goes hand in hand with that of the Italian state and its judicial system.

1.12.4 Macedonia

Macedonia has Vice Minister for Policies for Good Governance and among others, sport is a topic that is covered with the policies of good governance. Last public available data on the matter is from 2022, when the vice minister for policies for good governance met with EPAS officials (Enlarged Partial Agreement on Sport). It was discussed about starting the implementation of a national program for good governance in the sports sector, which will include the preparation of a Code for good governance, as well as capacity building of sports organizations in order to effectively apply the Code.

In October 2022, vice Minister for Policies for Good Governance, Grkovska, signed the Convention of Council of Europe against manipulation in sport competitions. By signing this Convention, which was held at the 17th Conference of Ministers in Charge of Sports, organized by the Council of Europe, our country joined more than 30 member countries of the Council of Europe that accept the Convention and commit themselves to a coordinated approach to the prevention, prevention, detection and sanctioning of the manipulation of sports competitions. At the same time, the convention is dedicated to prevention as a significant element in stopping manipulations in sports competitions. Sports betting operators are also recognized as key partners in the prevention and exchange of information on betting-related manipulations.



Regarding transparency, according to the recent public available data two public conferences were held at which the situation in sports was openly discussed, from which appropriate conclusions emerged, on the basis of which the Cabinet of the Minister for policies of Good Governance now coordinates the working group composed of representatives from the Agency for Youth and Sports, the Ministry of Justice and the State Commission for Prevention of corruption, which is working on appropriate changes in the Sports Law. With the support of the Sports Agreement (EPAS) and the International Partnership for Combating Corruption in Sports, Macedonia will approach the development of policies to strengthen integrity in sports, based on positive known methodologies with specific indicators, practical tools and expertise in this sector.

In 2022, UNODC (United Nations Office on Drugs and Crime) in partnership with the Office of the Deputy Prime Minister for Good Governance and the Agency on Youth and Sport organized a presentation of the “Guide Reporting mechanisms in sport”. The presentation was attended by 20 participants from 15 different sport federations. The primary goal of the Guide, prepared jointly by the International Olympic Committee (IOC) and UNODC, is to support the national sport federations and broader range of stakeholders, such as athletes’ unions, sports clubs, sponsors, government officials and regulatory agencies, in developing reporting mechanisms to support the integrity of and to fight corruption in sport.

There are no other known cases of corruption in sport except the one about the match fixing of FK Pobeda in 2004, which ended in 2010 as they were suspended from the European competitions.

There is information about Global Reporting Initiative in other fields, but not specifically in sport. About ISO 20121 standard and management of sustainable events, there is no information, only one company in Macedonia has implemented it, but not in the field of sport.

1.12.5 Serbia

In Serbia, discussions are still ongoing on the adoption of international standards in the field of sports, which would contribute to the further development and sustainability of sports as a whole. On its website, the Olympic Committee of Serbia promotes various sports values, which include the formation of moral character, sustainability and environmental protection, mutual respect, which implies fair play and non-discrimination on any basis, the inclusion of poetry and music in sports and physical activity, and the promotion of a healthy lifestyle.

Serbia, like many other countries around the world, has recognized the importance of good governance and sustainability in sports practices. Good governance involves transparency, accountability, and inclusivity in decision-making processes, while sustainability ensures that sports practices are environmentally and socially responsible. Together, these practices help to create a fair and equitable sports environment that benefits everyone involved.



In recent years, Serbia has made strides towards implementing best practices in good governance and sustainability in sports. This has included efforts to promote transparency and accountability in sports organizations, as well as initiatives to reduce the environmental impact of sports activities. Additionally, there has been a focus on promoting diversity and inclusivity in sports, ensuring that everyone has an equal opportunity to participate and succeed.

Overall, the adoption of best practices in good governance and sustainability in sports is crucial for the long-term success and growth of sports in Serbia. By prioritizing transparency, accountability, and sustainability, Serbia can create a sports environment that is fair, inclusive, and socially responsible.

Sports can contribute to the achievement of several Sustainable Development Goals (SDGs) by promoting physical activity and healthy lifestyles, providing educational opportunities, promoting gender equality and social inclusion, creating jobs and economic growth, and reducing the environmental impact of sports activities. Through sports, people of all ages and backgrounds can come together to engage in physical activity, learn valuable life skills, and promote social and environmental responsibility. By incorporating sustainable practices into sports activities and events, we can work towards a more equitable and sustainable future for all. Ultimately, sports have the potential to bring people together, promote health and well-being, and contribute to the achievement of the SDGs.

Several Sustainable Development Goals (SDGs) are addressed in sports, including:

- SDG 3: Good Health and Well-being - Sports promote physical activity and a healthy lifestyle, which can lead to improved health and well-being.
- SDG 4: Quality Education - Sports can provide educational opportunities and teach valuable life skills such as teamwork, communication, and leadership.
- SDG 5: Gender Equality - Sports can help promote gender equality by providing opportunities for girls and women to participate in sports and breaking down gender stereotypes.
- SDG 8: Decent Work and Economic Growth - Sports can create jobs and stimulate economic growth through sports-related industries such as manufacturing, marketing, and event management.
- SDG 10: Reduced Inequalities - Sports can help reduce inequalities by providing opportunities for marginalized groups to participate and succeed.
- SDG 11: Sustainable Cities and Communities - Sports can contribute to the development of sustainable communities by promoting public health and social inclusion.
- SDG 13: Climate Action - Sports can promote climate action by reducing the environmental impact of sports events and facilities.

Overall, sports can play an important role in promoting sustainable development and contributing to the achievement of the SDGs.



- Ethics in sport and raising awareness:

Ethics in sport refers to the principles and values that guide the behavior of athletes, coaches, and sports organizations towards fair and respectful competition. These principles include honesty, respect, integrity, and fairness. In recent years, the importance of ethics in sport has become increasingly recognized in Serbia and around the world.

In Serbia, ethical issues in sport have been a topic of discussion in recent years, particularly with regard to doping and match-fixing. The Serbian government and sports organizations have taken steps to address these issues and promote ethical behavior in sports. For example, the National Anti-Doping Agency of Serbia (NADA) was established in 2005 to promote a drug-free sports environment, and the Serbian Football Association has implemented measures to prevent match-fixing and other unethical practices.

In addition to these efforts, there is also a growing awareness of the importance of ethics in grassroots sports in Serbia. Coaches and educators are increasingly incorporating ethical principles into sports programs for young athletes, emphasizing fair play, respect for opponents, and the importance of honesty and integrity.

Overall, the promotion of ethics in sport is crucial for the integrity and fairness of sports competition in Serbia. By emphasizing ethical principles and values, we can create a sports environment that is respectful, fair, and transparent.

1.13 Best Practices in Germany, Spain, Hungary, Italy, Macedonia and Serbia

1.13.1 Germany

Volunteers traditionally lead these clubs or associations; a president and board members usually work for free, and most have no paid staff. The general assembly makes significant decisions, specifically on strategy, the budget, the election of bodies, etc. Following the Concept, the good governance and sustainability principles in the code of ethics of sports organizations, the German Olympic Sports Confederation (DOSB) is one of the good experiences, which outlines ten principles and 40 criteria for good governance, such as transparency, democracy, participation, accountability, integrity, solidarity, sustainability, diversity, gender equality, and social responsibility.

- The German Olympic Sports Confederation ('Deutscher Olympischer Sportbund', DOSB):

The German Olympic Sports Confederation (DOSB 'Deutscher Olympischer Sportbund') is the non-governmental umbrella organization of German sports. This organization resulted from the German Sports Confederation (DSB) merger and the National Olympic Committee (NOC) for



Co-funded by
the European Union



Germany and was founded on May 20, 2006. The DOSB The Patron of the is the German Federal President Frank-Walter Steinmeier. Also, DOSB stands for performance, health, the joy of living, and the conveyance of values.

The German Olympic Sports Confederation (DOSB) is a registered association (eV) based in Frankfurt am Main. The work is supplemented by a capital office in Berlin and an EU office in Brussels. The brief information about DOSB includes:

The DOSB has over 27 million memberships in around 87,000 sports clubs. It is the most prominent movement of citizens in Germany.

The DOSB has 99 member organizations, including 16 state sports associations, 66 top associations, and 18 associations with particular tasks.

The DOSB supports and promotes voluntary work. Eight million volunteers and volunteers work for gymnastics and sports clubs. Around 450 million hours of practice are performed annually. In addition, there are 950,000 committed people at the execution level and 6.3 million volunteers (e.g., at club festivals). In 20 percent of the sports clubs, members with a migration background take on honorary positions.

On average, those involved at the board level and executive level work around 23 million hours a month.

The DOSB supports the bringing together of all groups in society.

Under the motto "Sport for everyone," the DOSB develops programs to make sports accessible to as many people as possible, regardless of age, gender, and social background.

In its equality policy, the DOSB attaches particular importance to promoting girls and women.

The DOSB is the advice and service station for its organizationally, financially, and technically independent member organizations. It represents your interests in relation to the institutions of the European Union, the federal, state, and local authorities, the churches, and in all socio-political and cultural areas.

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The DOSB has set itself the goal of promoting modern, humane top-class sports and participates nationally and internationally in the fight against doping and other manipulations. One of the central tasks in competitive sports is sending and supervising the Olympic teams.

The DOSB practices a zero-tolerance policy against manipulation of all kinds. In a time of general change in values and latent disorientation, top-class sports should contribute to an exemplary transmission of values in the form of performance and the pursuit of performance through its diverse manifestations.

The DOSB wants to contribute to international understanding and peace through cooperation and maintains contact with many countries in the world. As a representative of interests in all



international questions of German sport, whether sport-related or Olympic, the DOSB helps to shape international sport policy.

In 2013, the DOSB drew up a Code of Ethics that clearly stated its fundamental values and convictions. The Code of Conduct adopted to promote integrity in the work of federations is designed to provide a framework within which volunteers and staff members can live out integrity, transparency, and responsibility.

Good governance describes an approach for aligning the activities and management of the federation necessary to pursue its goals with ethical criteria.

In a rapidly changing, globalized world, German sports clubs and federations can contribute to sustainable and democratic development. This requires responsible action based on transparency, integrity, responsibility, and accountability, as well as participation and involvement as the principles of good governance.

The values and fundamental principles in the Code of Ethics define the conduct and interactions between the sports federation and external parties.

The Code of Ethics is binding for all volunteers, employees, and members (of the federation) (DOSB, 2015). The exemplary code of ethics in sports organizations is introduced in Table 8.

Table 8: The exemplary code of ethics in sport organizations introduced

| Objective | Description |
|--|--|
| Tolerance, respect and dignity | Tolerance and respect are the basis for interpersonal trust and cooperation. Mutual respect and the protection of personal dignity and personal rights ensure fair, cooperative collaboration and safeguard unity in diversity. Discrimination in regard to race, ethnic background, nationality, religion, age, gender, sexual preference or political views is impermissible. Harassment of any kind is not tolerated. |
| Sustainability and responsibility for the future | In the interest of safeguarding the future for the generations yet to come, the (federation) commits itself to a comprehensive, sustainable federation policy that brings respect for the environment, economic requirements and social aspects into appropriate balance. |
| Attitude of zero tolerance | Adherence to the rules and fair play are key elements of sport. Compliance with valid laws as well as internal and external guidelines and regulations is expected. |



| Objective | Description |
|-------------------|--|
| | The (federation) has zero tolerance for violations of laws and breaches of duty, in particular doping and manipulation of games. |
| Transparency | All decision-making processes and underlying facts of relevance to the (federation) and its tasks are to be as transparent as possible and treated with utmost care. This applies in particular to all financial and staffing decisions. Confidentiality and compliance with data privacy guidelines is guaranteed. |
| Integrity | Integrity requires decision-making processes that are independent of personal interests and biases. If personal interests – either of an ideological or business nature – are affected by a decision to be taken for the (federation), this constitutes a conflict of interest and must be disclosed. Invitations, gifts and other material or non-material benefits may only be accepted or offered in a transparent manner within the set framework. We are transparent and responsible in representation of our sport's interests. |
| Participation | Democratic membership rights, in particular for youth and active members, as well as the involvement of affected interest groups (stakeholders) ensure forward-looking decisions in keeping with the pluralistic structure. |
| Focus on athletes | The people of all ages and levels of performance involved in sport are the focus of our work. Serving them requires an ethical underlying attitude and the pedagogical orientation of all responsible parties. |

Good governance is not intended to shackle those involved in sports with bureaucratic regulations but to provide them with a tool for assuming personal responsibility. This calls for comprehensive communication of the contents of regulations and methods for handling difficult situations and conflicting interests. The DOSB provides practical guidance in the form of this brochure and the exemplary templates, as well as its example of establishing a compliance system. The Leadership



Academy of the German Olympic Sports Confederation offers seminars and consulting for the implementation of good governance in the confederation, and Transparency International Germany is available to provide information or hold presentations as well.

The principles of good governance in DOSP have included: integrity, participation and involvement, transparency, and accountability.

Integrity creates harmony in the federation's activities. The principle of transparency is closely related to integrity, which makes the federation's actions comprehensible and thus strengthens trust towards the federation and in the persons acting. It can counteract the appearance of misuse of power and conflicts of interest. In the context of good governance, accountability refers to accepting responsibility and providing actions on behalf of the federation. The principle of participation and involvement relates to the federation's interaction with its most important stakeholders.

The principles of good governance in DOSP have included: integrity, participation and involvement, transparency, and accountability.

Factors that promote integrity:

- Decision-making independent of personal interests and benefits
- Establishing a culture that promotes and encourages ethical conduct and fairness
- Ensuring equal opportunity and rejection of discrimination of any kind
- Adherence to laws, rules, and standards

Factors that promote transparency:

- Publication of the federation's key policy, particularly in mission and strategy.
- Establishing open and clear decision-making processes.
- Providing easy and timely access to all relevant documents (for employees, member organizations, and external interest groups)

Factors that promote accountability:

- A clear assignment of competencies and tasks
- Effective controlling
- Reporting by responsible parties

Factors that promote participation and involvement:

- Clarification of the federation's internal and external stakeholder groups
- Involvement of participating stakeholders in opinion-forming and decision-making
- Democratic structures and opinion-forming processes
- German Football Association (Deutscher Fußball-Bund 'DFB')

The DFB is the governing body for football in Germany and is responsible for managing the national teams, organizing competitions, and overseeing the development of the sport.

The members of the DFB are: the German Football League, organizing the professional Bundesliga, and the 2. Bundesliga, along with five regional and 21 state associations, organizes the semi-professional and amateur levels.



The DFB is the single largest sports federation in the world with more than 25,000 clubs and 6.8 million members. Generally, the DFB is responsible for the administration and organization of football in Germany, in Table 9 have been shown some aspects of DFB governance practices:

Table 9. Good governance practices by the German Football Association DFB

| Governance approaches | Description |
|---------------------------------|---|
| Transparency and Accountability | The DFB is committed to transparency in its operations. It publishes its financial statements, annual reports, and other important documents on its official website, providing stakeholders with easy access to relevant information. This helps ensure accountability and prevents corruption. |
| Democratic Structure | The DFB has a democratic structure with various committees and decision-making bodies. These include the Executive Committee, the Board of Directors, and the Bundestag (the general assembly of members). This structure allows for checks and balances and ensures that decisions are made collectively, considering the interests of different stakeholders. |
| Ethical Standards | The DFB has implemented a code of ethics that outlines the expected conduct of all individuals associated with the organization. This includes players, coaches, officials, and administrators. The code promotes fair play, respect, and integrity and serves as a guide for ethical behavior within the organization. |
| Financial Integrity | The DFB adheres to sound financial management practices. It maintains clear financial procedures and regularly undergoes audits by external auditors to ensure transparency and accountability in its financial affairs. This helps maintain the integrity of the organization and ensures proper utilization of funds. |
| Inclusion and Diversity | The DFB actively promotes inclusion and diversity within German football. It has implemented initiatives to address discrimination and racism, encouraging equal opportunities for all individuals regardless of background. This commitment is reflected in the organization's policies and programs, fostering a more inclusive and diverse sporting environment. |

- Sustainable management

Responsibility for sustainability management at the DFB lies with the DFB Vice President for Social and Societal Policy. It is advised and supported by the Social Responsibility Commission, which comprises representatives from regional and state associations and other sporting and social associations and organizations. The concrete processing of topics takes place in the various



working groups on the topics of fair play and violence prevention, diversity and anti-discrimination, as well as the environment and sports facilities. In this way, representatives of the full-time and honorary positions shape the future of football with particular consideration for the social responsibility of football. The Social Responsibility department carries out the day-to-day work.

- Environment and climate protections

Football with its around 7.2 million members in Germany influences the environment and the climate. At the same time, it is increasingly affected by the effects of climate change. That is why the DFB has now significantly increased its activities in this field. The DFB is aware of the resulting social responsibility and role model function. The signing of the Sports for Climate Action Framework in January 2020 is therefore a voluntary commitment for the association and at the same time the starting signal for a much stronger commitment in this area.

- Socially committed

As early as the 1950s, the DFB founded its social work. Helping was a matter of the heart for important footballers in Germany. The football economic success enables organized football to help people in need quickly and un-bureaucratically - in Germany and internationally. The operative business takes place via the DFB foundations Sepp Herberger, Egidius Braun, and the cultural foundation.

The DFB Foundation Egidius Braun, the DFB Cultural Foundation and the DFB Foundation Sepp Herberger implement and support numerous social, socio-political and cultural initiatives and projects nationwide and beyond Germany's borders. The three DFB foundations focus on the areas of integration & understanding, culture & education, and inclusion & solidarity.

- Human right

The DFB is committed to respecting all internationally recognized human rights and is committed to the respect of these rights - especially in the areas of diversity and inclusion, anti-discrimination, health, safety and child protection, also in the context of international matches and international tournaments. Human rights is not a new field for the DFB. In order to underpin football's human rights responsibility and duty of care through a formal commitment to internationally recognized human rights, the DFB has adopted a human rights policy - as one of the first national football associations in the world. With this commitment, the DFB is a pioneer in German sport.

1.13.2 Spain

As awareness about the importance of sustainability grows globally, sports organizations are taking steps to integrate these principles into their governance structures. The focus on sustainability principles in sports organizations is driven by a combination of societal expectations,



regulatory requirements, and the recognition that sports can play a significant role in promoting sustainable development.

Several key aspects of the relationship between sustainability principles and good governance in sports organizations include:

- Environmental responsibility

Sports organizations are integrating environmental sustainability into their governance practices by adopting eco-friendly initiatives. These may include waste reduction, energy conservation, and the use of renewable energy sources. Stadiums and sports facilities are being designed or retrofitted with sustainable features, such as rainwater harvesting, waterless urinals (RCDE Stadium in Barcelona and Anoeta Stadium in San Sebastián) and green roofs.

The Spanish Sport Association has a specific action plan to promote environmental sustainability by raising awareness and sensitizing society through sport, Green Sport Flag.

- Social responsibility

Good governance includes ensuring that sports organizations foster a positive social impact. This includes promoting gender equality, inclusiveness, and supporting local communities through sports development programs.

sports organizations are also actively involved in promoting health, education, and community cohesion through their outreach initiatives.

Economic sustainability: Good governance in sports organizations involves managing financial resources responsibly to ensure long-term viability. Sports organizations are increasingly focusing on financial transparency, responsible budgeting, and adopting sustainable business models to generate revenue and support their social and environmental goals.

- Ethical decision-making

Ethics and integrity are crucial components of good governance. Sports organizations are working to combat corruption, bribery, and match-fixing by adopting ethical codes of conduct, improving transparency, and implementing robust monitoring and compliance systems.

Reporting and disclosure: Transparent reporting on sustainability performance is essential for good governance. Sports organizations are adopting international sustainability reporting standards, such as the Global Reporting Initiative, to communicate their progress and achievements. Sports organizations have increasingly recognized the importance of adopting sustainable practices and initiatives to promote good governance. Here are some examples of how they have done so:

- Renewable energy

Several clubs, such as FC Barcelona and Real Madrid, have installed solar panels and energy-efficient systems in their stadiums and training facilities to reduce their carbon footprint and promote the use of clean energy.

- Waste management



Sports organizations have implemented waste reduction and recycling programs in their venues, encouraging fans to recycle and properly dispose of waste during matches and events.

- Water conservation

Many clubs, including Atletico Madrid, have adopted water-saving technologies and practices for maintaining their pitches, such as using smart irrigation systems, rainwater harvesting, and drought-resistant grass species. Some stadiums, as mentioned before, have waterless urinals, which saves millions of water per year.

- Sustainable transportation

Sports organizations are promoting the use of public transportation, cycling, and walking to and from their events to reduce greenhouse gas emissions. Some clubs, like Real Sociedad, have even partnered with local public transportation providers to offer discounted fares for fans on match days.

- Community engagement

Sports organizations are actively working with local communities to promote environmental awareness and education. For instance, Valencia CF has established the VCF Foundation, which runs various programs related to sustainability, health, and social inclusion.

- Carbon neutrality

Some clubs, like Real Betis Balompie, have adhered to the Climate neutral now action by the United Nations (Climate change), and are committed to becoming carbon-neutral, offsetting their greenhouse gas emissions by investing in renewable energy projects and implementing energy-saving measures.

- Partnerships with environmental organizations

Many clubs have formed partnerships with local and international environmental organizations to support their sustainability goals. For example, FC Barcelona has collaborated with the Carbon Trust to measure and reduce its carbon footprint.

- Reporting and transparency

Sports organizations are taking steps to improve transparency by reporting their sustainability initiatives and progress. Clubs like Eibar have published annual sustainability reports, which detail their environmental, social, and governance (ESG) performance.

Sports organizations have made significant efforts to promote diversity and inclusion, listen to feedback and concerns, and engage in dialogue with their stakeholders. Here are some key ways in which they have been doing this.

- Collaboration with NGOs and advocacy groups

Sports organizations have partnered with non-governmental organizations (NGOs) and advocacy groups that promote diversity and inclusion. These collaborations have helped them to create and implement effective policies, as well as share best practices.

- Diversity and inclusion programs



Several sports organizations have established diversity and inclusion programs to promote equal opportunities and ensure that underrepresented groups are well-represented in their sports. These programs include providing training and resources to coaches and athletes, implementing anti-discrimination policies, and offering financial assistance to athletes from underprivileged backgrounds.

Sports organizations have implemented various measures to ensure responsible and ethical decision-making. These measures are aimed at preventing corruption, protecting whistleblowers, and promoting fair competition. Some key initiatives and policies include:

- Anti-corruption policies

Sports organizations have adopted strict anti-corruption policies that outline the ethical standards and guidelines for decision-making. These policies aim to prevent conflicts of interest, bribery, and other forms of corruption that may compromise the integrity of sports.

- Ethics committees

Many sports organizations have established ethics committees responsible for overseeing ethical conduct within the organization. These committees monitor compliance with anti-corruption policies, investigate alleged violations, and enforce disciplinary actions when necessary.

- Whistleblower protection

To encourage individuals to report unethical practices, sports organizations have implemented policies to protect whistleblowers. These policies ensure the confidentiality of the reporting party and protect them from retaliation, such as harassment, discrimination, or adverse employment consequences.

- Education and training

sports organizations provide training and educational programs to athletes, coaches, and staff to raise awareness of ethical issues, such as corruption, doping, and match-fixing. This training helps to promote a culture of integrity and ensures that stakeholders understand their roles in maintaining ethical conduct.

- Financial transparency

To prevent financial corruption and ensure responsible decision-making, sports organizations are required to maintain transparent financial records. Regular audits and financial reporting help to identify irregularities and prevent financial misconduct.

- Anti-doping policies

sports organizations have stringent anti-doping policies in place to promote fair competition and protect the health of athletes. These policies include comprehensive testing programs, as well as educational initiatives to raise awareness about the dangers of doping.

- Fair competition guidelines



sports organizations have developed guidelines and rules that promote fair competition, such as regulations on Athlete transfers, salary caps, and competitive balance. These measures aim to prevent unfair advantages and maintain the integrity of sports competitions.

- Collaboration with international organizations

sports organizations work closely with international bodies, such as the International Olympic Committee (IOC), the World Anti-Doping Agency (WADA), and other sports governing bodies to share best practices and promote responsible decision-making across the global sports community.

By implementing these measures, sports organizations demonstrate their commitment to responsible and ethical decision-making, thereby ensuring the integrity of their competitions and the well-being of their athletes.

Sports organizations have embraced technology and innovation to promote transparency and sustainable venue design. Here are some key examples:

- Building Information Modeling (BIM)

BIM technology has been used in the design and construction of sports venues like the Wanda Metropolitan stadium. BIM allows architects, engineers, and construction professionals to collaboratively design, visualize, and simulate the performance of the building, which helps identify sustainable solutions and optimize resource efficiency.

- Smart stadiums

Several clubs have integrated smart technologies in their venues to improve energy efficiency, reduce waste, and enhance the fan experience. For example, Real Madrid's Santiago Bernabéu stadium uses LED lighting, smart HVAC systems, and energy management software to optimise energy consumption, while also using mobile apps and IoT devices to provide real-time information to fans and staff.

- Energy-efficient lighting

The use of energy-efficient LED lighting has been widely adopted by sports organizations, resulting in significant energy savings and reduced maintenance costs. For instance, Camp Nou, home of FC Barcelona, has installed LED lighting systems that consume less energy and have a longer lifespan than traditional lighting systems.

- Smart irrigation systems

smart irrigation systems are in place that use sensors and data analytics to monitor soil moisture, weather conditions, and other factors, enabling precise watering of pitches and reducing water consumption. Atletico Madrid's Wanda Metropolitano stadium is one such example, where a smart irrigation system helps conserve water resources.

- Solar energy installations

Several clubs, like FC Barcelona and Real Madrid, have integrated solar panels into their stadium designs to generate clean energy and reduce greenhouse gas emissions. These solar installations



not only help clubs meet their sustainability goals, but also serve as a visible commitment to renewable energy.

- Virtual and augmented reality

Some organizations have started using virtual and augmented reality technologies to enhance fan engagement while also promoting sustainability initiatives. For example, clubs may offer virtual stadium tours, showcasing their sustainable features and providing interactive experiences that educate fans about the club's environmental efforts.

- Reporting and transparency

To promote transparency, sports organizations are increasingly sharing information about their sustainability initiatives and progress. Annual sustainability reports, such as those published by Eibar, provide detailed information on the clubs' environmental, social, and governance (ESG) performance, enabling fans, investors, and other stakeholders to track their progress over time.

By leveraging technology and innovation, sports organizations are demonstrating a commitment to sustainable venue design and good governance, setting an example for sports clubs worldwide.

1.13.3 Hungary

In Hungary, most sports organizations have a code of ethics by now. The Hungarian Sport Act from 2004 made it mandatory for national sports federations to adopt such a document. In the present research, we mainly examined the codes of ethics of major sports organizations. The results show that sports organizations use the national sports federations' draft documents as a basis; only a few add specific sections that they consider important. From the codes of ethics examined, it can be concluded that most sports organizations are drafting their codes of ethics in order to comply with legal obligations or the requirements of the sports federation that oversees their operations, rather than to reflect their own real sustainability-related objectives. This method reflects the effects of the top-down management that is common in Hungary anyway. It is worth noting that the code of ethics of the vast majority of the organizations surveyed in this research is not available on their websites.

- Best practice I. - Operation of the Budapest Bike Maffia:

Budapest Bike Maffia (BBM) is a Hungarian non-governmental organization, a cycling community, that aims to provide food and other essential items to homeless people and families in need. Sustainability is one of the core values of BBM, and the organization has initiated several activities to promote sustainable living and reduce waste. Their activities are linked to sustainability in several areas:

- BBM operates a program called "Emergency Food-saving" which collects surplus food from restaurants, cafes, and individuals and distributes it to people in need. The program reduces food waste and helps in providing free meals to those in need.



- BBM encourages people to choose sustainable food choices by organizing cooking workshops, where they teach how to cook healthy meals from locally sourced, seasonal ingredients. The organization also promotes the use of reusable containers and bags to reduce single-use plastics.
- BBM promotes cycling as a sustainable mode of transportation by donating bicycles to those in need and organizing workshops to repair old bikes. They also operate a bike rental service to encourage people to use bikes instead of cars.
- BBM organizes regular waste collection rides and encourages people to recycle and compost their waste. They also distribute reusable bags, water bottles, and cups to reduce the use of single-use plastics.
- The organization also runs urban gardens in Budapest to increase the urban population's knowledge and willingness to become self-sufficient.

- Best practice II. – Ferencvárosi Torna Club

Ferencvárosi Torna Club (FTC) is one of the most popular and oldest sports clubs in Hungary, with the largest fan base. The FTC football team competes in international cups year after year, has one of the largest stadiums in the country (Groupama Arena) and has played a major role in bringing people back to the stands in greater numbers after decades of disinterest. The club has traditionally had the most unruly core of supporters, with scandals both at home and away matches. This was the starting point for the club's move towards financial and wider sustainability, which is already showing several visible signs.

- Walking Football Program - Launched in 2020, the program aims to get women and men over 65 physically active again, change their lifestyles and build a cohesive community of participants. Walking Football is a great way to bring back the most popular game to those who, due to age or physical condition, are no longer able to play football in the traditional way. Participation in the program is conditional on a health check-up. The Health Fitness Examination includes the following tests:
 - ECG
 - Internal medical examination
 - Gross Routine Laboratory Examination
 - Blood pressure measurement
- Active Supporters Program - The club's aim with this program is to encourage supporters over 35 to lead an active lifestyle and become more involved with the club.
- Permanent Fairplay Committee - The Ferencváros Torna Club (hereinafter: "FTC") aims to demonstrate in the field of sport that playing fair is the only way. In the spirit of the club's triple motto (morality, strength, consensus), the FTC is setting up the Fradi Fair Play Committee as a permanent committee within the FTC. The aim of this Committee is to raise awareness of the need to constantly uphold the spirit of fair play and Fradism and to



emphasize the values it represents, in particular respect for the moral rules, respect for the opponent and non-violence and non-doping in sport.

- Cursing-free sector - In order to ensure the undisturbed support of families, young people and minors, the following behaviors are prohibited in the D1 and D2 sections of the stadium:
 - The use of obscene or abusive language, and the occurrence of such expressions
 - Anti-social behavior
 - Threatening, aggressive, bullying and other offensive behavior
 - Other conduct or manifestations harmful to the moral and emotional development of minors.
- Solar panel system - EU funding has been used to install a solar panel system on the roof of the Groupama Arena. As a result of the investment, a solar system with a total rated capacity of 499 kilowatts has been installed to partially meet the electricity demand of the stadium.
- Rainwater harvesting - The stadium has a rainwater harvesting system, which collects rainwater from the roof and stores it in an underground tank. This water is then used to irrigate the pitch and flush the toilets.
- Waste management - The stadium has implemented a waste management program, which includes separate waste collection and recycling. The stadium also uses biodegradable and compostable products for food and beverage service.

1.13.4 Italy

- Association Sportive Velate Rugby 1981 and its sustainable infrastructures

The "Association sportive Velate Rugby 1981" is a rugby sports society located in the north of Milan. Also known as the "City of Rugby", it is an important sports reality in the territory of Monzo. In 2021, the sports club will need to expand its infrastructure and, above all, its reception areas. For this purpose, a "mini-campus" was planned with changing rooms, an infirmary, offices, storage.

The project was entrusted to the company P-Trex, which built the structure using recycled materials. In addition, the use of FRP materials (a material composed of glass and resin) ensures superior thermal insulation thanks to its particular resistance to temperature changes. Finally, the "mini-campus" does not have rigid foundations like traditional buildings. Thus, the use of concrete, sand and other highly polluting materials (due to their transport, origin or manufacture) is limited. In conclusion, whether it is through better thermal insulation, the use of sustainable materials (with the addition of glass) or the projection of the frame, it is a sustainable practice that aims, in the long run, to reduce the ecological impact of the club.



The importance of this project is that it structurally reduces the ecological footprint of sports clubs by acting directly on the building. The collaboration between the company P-Trex and the sports club has enabled the emergence of a project that meets the needs of sports by using scientific innovations.

- Udinese and Macron: the eco-sustainable shirts

The Udinese football club is among the most virtuous sports companies in terms of sustainable development. In 2023 it is ranked 4th among the most environmentally friendly sports clubs after Liverpool, Betis Siviglia and Real Madrid. The ranking is based on ESG (Environment, Social and Governance) criteria. The club had already made a name for itself by collaborating with Bluenergy to provide 100% renewable energy to the club's stadium, Dacia Arena, which became one of the first zero CO2 emission venues in Europe.

But the club is going further and in 2020 it is continuing its collaboration with the Macron brand in the production of the official shirts through the "Macron 4 the Planet" project. The polyester fabric is made from 100% PET (recycled plastic). For each shirt, an average of 13 plastic bottles will be used. This project is especially important because sportswear, equipment and vehicle companies generate 18% of sports revenues. Furthermore, the clothing sector is one of the most polluting in the world. In this way, the club is directly involved in reducing its carbon footprint by involving a major textile brand (Macron) as well as the fans who want to buy their team's shirt. In addition, an advertising and communication campaign was carried out by the club to raise awareness of the ecological impact of equipment and sport in general and to call for more responsible practices.

1.13.5 Macedonia

- Social responsibility

This means that sport promotes gender equality, inclusivity and in general have impact in society. Good practice is the start of the new project of Football Federation of Macedonia (FFM) called "Football for all abilities". Funds for these projects are received from UEFA's Hat-Trick 5 (2020-2024) funds and from the funds intended for social responsibility. The general goal of this projects is to improve the physical conditions in which students with disabilities in intellectual development from the State High School St.

Naum Ohridski are training and to improve the independence and inclusivity of children with intellectual disability.

- Ethical code

As mentioned, all sports federations have their own ethical code. Some of associations/clubs follow international standards. Good practice for ethical values is the organization TREX (Trail Running Extreme), organizers of a few trail running races in Macedonia. They are members of



ITRA (International Trail Running Association) and follow the Trail Running Ethics Chapter. The values represented in the chapter are: authenticity, humility, fair play, equality, respect and community, values needed not just in trail running but also in daily life.

- Environmental sustainability

TREX are also good practice in this field as in their running events the waste is separated and also there is no usage of plastic bottles, but each competitor brings his own cup, thus reducing his footprint. Some other amateur sport clubs have actions of waste collection and in collaboration with local institutions, planting trees as well.

Another examples is Football Federation of Macedonia, the first sports institution in the country, but also in the region, which has installed its own system for the production of electricity from solar radiation. The system with photovoltaic panels is installed on the facade and roof of the Football Federation, as well as on the roof of the dressing rooms in the "Petar Milosevski" complex. With the installation of a photovoltaic plant, i.e. solar panels, the Football Federation of Macedonia, in addition to saving through the production of the so-called "green energy" for domestic needs, thereby strengthening its institutional responsibility by reducing air pollution in Skopje.

Macedonia has National Anti-Doping Organization with rules aligned to the WADA (World Anti-Doping Agency). This is on a level of Commission which is a part of Agency for Youth and Sport. Now there are efforts to form National Anti-Doping Agency, which will be independent institution. As mentioned above in the document, five positive cases of using forbidden substances are known in Macedonia since 2010. In the reports published at the

Agency of Youth and Sport web page, there are the annual reports from 2021 and 2022, with no doping cases. In 2021, there were 112 tests, while in 2022 in total 66 athletes were tested. Regarding Code of conduct, all of the federations have their own code, handball federation, basketball federation, athletic federation etc.

1.13.6 Serbia

Most of the sports organizations in Serbia have adopted a framework to prevent anti-doping, as required in the Law on Sports. However, only a handful of organizations have implemented a framework for broader ethical issues, and for the purpose of this study the highlight is on two associations: Football Association of Serbia and Handball Association of Serbia.

- Football Association of Serbia

The Football Association of Serbia (FAS) is the governing body for football in Serbia. It was founded in 1919 and became a member of FIFA in 1921. The FAS is responsible for organizing and overseeing all aspects of football in Serbia, including the national team, domestic leagues, and youth development programs.



The FAS is headquartered in Belgrade and is governed by a Board of Directors, which is elected every four years.

Over the years, the FAS has had many successes, including leading the national team to the quarterfinals of the 2010 World Cup in South Africa. The FAS also oversees the Serbian Super Liga, which is the top professional football league in Serbia.

The FAS is responsible for all football-related activities within its territory, which encompass a total of (Football, n.d.):

- 2,482 registered football clubs
- 4,368 various age categories' teams within the clubs
- 365 leagues with competitions
- 146,845 registered players
- 4,901 football coaches with diplomas
- 4,032 referees
- 1,146 members of medical personnel who work in the clubs.

In addition to its role in organizing football in Serbia, the FAS is also committed to promoting the values of fair play, sportsmanship, and respect. The FAS has implemented measures to combat match-fixing and other unethical practices, and it is dedicated to creating a transparent and equitable sports environment in Serbia.

The Football Association of Serbia has recently adopted several anti-doping regulations and measures to promote fair play and transparency in football. These include the Anti-Doping Program, which outlines the steps that will be taken to prevent the use of performance-enhancing drugs in football, as well as a Rulebook on Disciplinary Measures and a Rulebook on Protection of Persons Providing Information Related to Doping. Additionally, the FAS has appointed a responsible person to oversee the implementation of these anti-doping measures.

FAS adopted very thorough framework for Anti-doping which consists of:

- Anti- Doping program of the football association of Serbia (Official Bulletin of the FAS "Football", No. 23/2021).
- Disciplinary measures Anti-Doping rules (Official Bulletin of the FAS "Football", No. 23/2021).
- Rulebook on protection of persons providing information related to (Official Bulletin of the FAS "Football", No. 23/2021).
- Decision on the appointment of the responsible person for supervision of the implementation of Anti-Doping (Official Bulletin of the FAS "Football", No. 23/2021).

However, the most relevant document for the FAS is the Code of Ethics and Standards of Conduct of the FAS (Official Bulletin of the FAS "Football", special issue 10/II/2017). This decision introduces an Ethical Code and standards of behavior for all members of the Football Association



of Serbia, made by the Emergency Committee of the Football Association of Serbia. The Code prescribes the most important values of behavior, norms, and ethical principles that members of the Football Association of Serbia should follow, both within the Association itself and in their relations with other individuals and parties. The Code also introduces a ban on conflicts of interest and defines the authority and work of the Ethics Commission, whose task is to ensure compliance with the Ethical Code and standards of behavior, in order to ensure honest and integral work within the Football Association of Serbia. This decision represents an important step in the development of ethical standards in Serbian football and contributes to building public trust and protecting the integrity of the game.

Other relevant documents include:

- Regulation on prevention and combating of Match-Fixing (Official Bulletin of the FSS "Football", No. 12/2013)
- Regulation on fair play of the football association of Serbia (Official Gazette of FAS "Football", special issue 3/2015), Including the entire framework that FIFA has established and mandates for its Member Associations to adhere to.
- Handball Association of Serbia

The Handball Association of Serbia (HAS) is the governing body for handball in Serbia. It was founded in 1949 and has been responsible for organizing and developing handball at all levels in the country. HAS is a member of the International Handball Federation (IHF) and the European Handball Federation (EHF), and it oversees both the men's and women's national teams, as well as the domestic handball leagues and competitions. Over the years, the association has demonstrated a commitment to promoting the sport of handball, ensuring good governance and sustainability, and upholding a code of ethics for its members. The success of the Serbian national teams, as well as the popularity of the sport at the grassroots level, can be attributed to the efforts of the Handball Association of Serbia.

The HAS is responsible for all handball-related activities within its territory, which encompass a total of (RSS, n.d):

- 296 registered handball clubs
- 21,639 registered players.

These are several regulations related to doping in sports that have been adopted by the HAS:

- Doping Regulation
- Anti-doping Program
- Regulation on Establishing Liability of Persons Who Violate Anti-Doping Rules
- Regulation on Approval of Therapeutic Use Exemptions
- Regulation on Doping Control in Sports Competitions and Outside Competitions
- Regulation on Protection of Persons Providing Information or Evidence Regarding Doping and Non-Compliance with Anti-Doping Rules.



HAS is one of the rare associations in Serbia that has also adopted the following regulations:

- Code of conduct for clubs in the permanent competitions of the HAS
- Code of conduct for officials of the HAS
- Regulation for preventing conflicts of interest in handball
- Regulation for internal whistleblowing procedures.

The documents listed include codes of conduct and regulations governing various aspects of handball in Serbia. The Code of Conduct for clubs in continuous competitions and the Code of Conduct for officials of the Handball Association of Serbia outline the values, norms, and ethical principles that members of the association should follow in their conduct within and outside of the organization. The regulations on preventing conflicts of interest and internal whistleblowing procedures help ensure transparency and integrity in the sport. Additionally, the anti-doping regulations aim to promote fair play and maintain the health and safety of players. Together, these documents establish a framework for responsible and ethical behavior in handball in Serbia.

In conclusion, the implementation of a code of ethics is a crucial aspect of good governance and sustainability in any organization, including the Football Association of Serbia (FAS) and Handball Association of Serbia (HAS). By adopting and enforcing a code of ethics, the FAS and HAS can ensure that all members adhere to ethical principles and behave with integrity in all their activities, which in turn can help build trust and credibility with stakeholders. It is essential for the FAS and HAS to prioritize good governance and sustainability as they seek to promote the development of football and handball in Serbia and advance the interests of their members and the sport as a whole.

1.14 Conclusion

With a focus on its contribution to employment and economic value within the EU, sports' economic impact is a key issue. This realization emphasizes how sports have the potential to be a significant economic growth factor in addition to being a cultural and social phenomenon. In addition, The Lisbon Treaty granted authorization for coordinated sports policies, thus advancing the EU's participation in sports governance. This demonstrates how important policy frameworks are in influencing the sporting environment in all EU member states. The International Olympic Committee and other groups play key roles in highlighting the worldwide impact and regulatory strength of international organizations in sports. This realization highlights how interwoven global sports governance is. Germany, Spain, Hungary, Italy, Macedonia, and Serbia are just a few of the European nations that have different characteristics of sports governance, ethics, and sustainability. It explores the complex interactions between sports organizations, laws, societal effects, and the difficulties each nation faces in creating inclusive and responsible sports ecosystems. Sports have a profound impact on sociological, economic, and political spheres in addition to its positive effects on physical well-being, as highlighted by the crucial role that sports



federations play in determining the regulatory framework of sports. The EU's dedication to honesty, openness, and equal rights is demonstrated through laws and initiatives like Erasmus+, which work to advance ethical sports conduct. The analysis of the sporting landscapes of particular nations reveals their distinctive features. Serbia's preference for team sports reflects the country's attitude of cooperation, while Hungary faces difficulties achieving gender equality as a result of conventional gender norms. The gender disparities in sports participation in Italy highlight the need for focused initiatives to involve more women. The dedication to reducing gender inequality is highlighted by initiatives in Serbia and Macedonia to increase women's representation. These nations work hard to build inclusive sports settings that promote physical health, social cohesiveness, and personal growth. The system of sports education in Italy emphasizes fitness, talent development, and morality. Numerous officially recognized sports organizations in Serbia are involved in managing and promoting sports. In Germany, Spain, and Hungary, stakeholder involvement is crucial; athlete representation, fan engagement, sponsor input, and community outreach all influence sports governance. The funding and economic effects are also highlighted, demonstrating Italy's significant governmental expenditures and the contribution of international competitions, media coverage, and sponsorships to the country's sports industry. Different nations have different governance structures; Italy follows international norms and prioritizes honesty and transparency. Olympic committees and governmental organizations have a part to play in regulating sports in Macedonia and Serbia. While initiatives like anti-doping organizations, moral codes, and gender equality campaigns have been put in place, the recurrence of crises points to the need for more extensive steps to restore trust. Examining good governance, ethics, and sustainability in various nations highlights the variety of approaches and difficulties. The complexity of creating responsible sports environments is illustrated by Germany's open and accountable governance, Spain's compliance with international norms, Hungary's continuous implementation efforts, and Italy's intricate contextual factors. The analysis of Serbia and Macedonia reveals admirable efforts in morality, ethics, and environmental sustainability. Also data shows that Germany has shown good practices as follows in comparison to other countries.

- **Accountability and Transparency:** The German sports scene is praised for its accountable management and transparent financial methods. One organization that maintains good governance principles and lays out those ideas in its Code of Ethics is the German Olympic Sports Confederation (DOSB).
- **Democratic framework:** The sports government in Germany is defined by a democratic framework, which suggests that decisions are taken collaboratively and openly. This democratic method promotes diversity and makes sure that all interested parties have a voice in how sports are administered.
- **Financial Transparency:** Germany also has financial transparency. Sports organizations can generate income to promote both social and environmental goals by being transparent in their reporting and prudent in their spending, which helps ensure their long-term viability.



- **Commitment to Diversity and Inclusion:** German sports organizations are also devoted to diversity and inclusion. This is consistent with the larger social norms that advocate for representation and fair chances.
- **Ethical Conduct:** The strong ethical framework of German sports governance—which includes enacting compliance procedures, fostering openness, and adopting ethical codes of conduct—is underlined. This strategy aids in the fight against problems like match-fixing, bribery, and corruption.
- **Benchmark for Other Countries:** The sports governance methods in Germany are offered as a model for other nations to imitate. Transparency, accountability, moral behavior, and a dedication to diversity provide an example for promoting ethical and sustainable sports environments around the world.

These qualities place Germany in a position to serve as a role model for other nations looking to improve their sports governance procedures and establish more ethical sporting environments. In summary, the "Good Governance and sustainability in sport practice" project is crucial because it supports the multifaceted roles that sports play in society, addresses important societal issues, adds economic value, aligns with EU policies, encourages accountability and transparency, fosters inclusivity and gender equality, supports environmental responsibility, and establishes a standard for good sports governance.



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2 Opinions of individuals active in the field of sport



2.1 Introduction

The main purpose of this focus group report is to foster the contribution of sports to the achievement of the Sustainable Development Goals and validate contributions given by sports to local, regional, and national development. The focus group included Sports managers, coaches and trainers, athletes, and Volunteers. The results provide a perspective on the European level by focusing on the topic in the partner countries of the project. The participants countries in this report are: Germany, Spain, Hungary, Italy, Macedonia, and Serbia.

Also, there are various groups of participants in this report, including:

- **Managers:** An individual who oversees the business and administrative aspects of a sports organization or team. They may work for professional sports teams, amateur sports organizations, or individual athletes.
- **Coaches and trainers:** The professionals who work in the sports industry that help athletes improve their performance and achieve their goals. They are individuals who provide guidance and instruction to athletes on how to improve their skills and performance in a particular sport.
- **Athletes:** The individuals who participate in sports and athletic competitions at various levels, from amateur to professional. Athletes come from all walks of life and participate in a wide range of sports, from traditional team sports like football, basketball, and soccer, to individual sports like track and field, swimming, and gymnastics.
- **Sport volunteers:** The individuals that donate their time, skills, and resources to support sports organizations, events, and activities. They may work in a variety of roles, from event planning and management to coaching and officiating. Volunteers play a critical role in the success of many sports organizations and events.

2.2 Methodology

The respondents were chosen from the four categories mentioned in the Introduction section in the six countries of the project. Most of the interviews were undertaken in groups of four individuals, but in some cases, because of logistic problems and the time of the year (summer, when many of the workers are on holiday), groups included fewer or more interviewees, such as in Germany and Hungary. Seven questions were asked during the interviews, as follows:

1. Do you know what is good governance and sustainability in sport practice?
2. What is the code of ethics of sports organizations? (How we can help to promote the good governance and sustainability principles)
3. Are the organizations transparent in their decision-making process?
4. Do sports organizations have a system to hold individuals or entities accountable for their actions?



5. Do the organizations actively seek input and involvement from stakeholders, including athletes, coaches and trainers, fans, and local communities? Do the organizations actively engage with local communities and work to promote positive social impact?
6. What are the most important challenges in front of good governance and sustainability in sport organizations?
7. In your opinion, what measures should sport organizations take to ensure effective implementation and monitoring of the good governance and sustainability principles in their code of ethics?

Table 10 shows the affiliations of the individuals who were interviewed in each country (the group names reflect the group number and the country). In general, 95 individuals were interviewed, who fall in the four occupational categories explained above. For different attitudes towards privacy in different countries, the careers of the respondents have not been listed under some of the countries in this table.

Table 10. The focus group members in each country.

Germany

| Occupation | Organisation |
|-------------|---|
| DE1 | |
| | SV Blau Gelb Falkensee e.V |
| | DMV Landesgruppe Nordost |
| | Eintracht Falkensee (Football) |
| | Reisendorf Berlin (Futsal) |
| DE 2 | |
| | Berliner Sport Verein 1892 e.V. |
| DE 3 | |
| | ADMV, General German Motorsport Association |
| DE 4 | |
| | MSC Berlin |
| DE 5 | |
| | Speedway club |

Spain

| Occupation | Organisation |
|-------------|-------------------------|
| ES 1 | |
| Manager | Sta Olaya Swimming club |



| | |
|-------------|--|
| Coach | Sta Olaya Swimming club |
| Athlete | Sta Olaya Swimming club |
| Volunteer | Sta Olaya Swimming club |
| ES 2 | |
| Manager | Royal sporting of Gijon- Football club |
| Coach | Royal sporting of Gijon- Football club |
| Athlete | Royal sporting of Gijon- Football club |
| Volunteer | Royal sporting of Gijon- Football club |
| ES 3 | |

| | |
|-------------|------------------------------------|
| Manager | Covadonga royal sports club |
| Coach | Covadonga royal sports club |
| Athlete | Covadonga royal sports club |
| Volunteer | Covadonga royal sports club |
| ES 4 | |
| Manager | Villa de Gijón Beach Handball team |
| Coach | Villa de Gijón Beach Handball team |
| Athlete | Villa de Gijón Beach Handball team |
| Volunteer | Villa de Gijón Beach Handball team |

Hungary

| Occupation | Organisation |
|-------------|--------------------------------------|
| HU 1 | |
| Coach | Water Polo Oasis |
| Athlete | Kayaking SZKKSE |
| Athlete | Football OSE |
| Manager | STS |
| Manager | MSTSZ |
| Manager | BSK (Budapest Sports Service Centre) |
| Coach | Football OSE |
| Coach | Football OSE |
| Volunteer | |
| HU 2 | |
| Manager | |
| Manager | Kickboxing |



| | |
|-----------|----------------|
| athlete | Football - OSE |
| Manager | UTE |
| Athlete | OSE |
| Coach | Chess |
| Coach | Table tennis |
| Volunteer | |

Italy

| | |
|-------------|--|
| IT 1 | |
| Manager | |
| Coach | |
| Athlete | |
| Volunteer | |
| IT 2 | |
| Manager | |
| Coach | |
| Athlete | |
| Volunteer | |
| IT 3 | |
| Manager | |
| Coach | |
| Athlete | |
| Volunteer | |
| IT 4 | |
| Manager | |
| Coach | |
| Athlete | |
| Volunteer | |

Macedonia

| Occupation | Organisation |
|--------------|--|
| Mac 1 | |
| Athlete | AK Kavadarci (in running club) |
| Manager | Association of recreative runners Meridijan Atletik Eko |



| | |
|--------------|--|
| Coach | Coach in Martial Arts Club Budo |
| Volunteer | Member of Organizational Board of Kavadarci Halfmarathon |
| Mac 2 | |
| Athlete | Trex Gym (trail running association) |
| Manager | DNV (Cycling group) |
| coach | Terminator (Fitness) |
| Volunteer | Veco Scatous |
| Mac 3 | |
| Manager | Cross Cycling Kumanovo |
| Coach | FK Karev (football club) |
| Athlete | Indiviudual runner and doctor volunteer with the football federation |
| Volunteer | Velo Schools |
| Mac 4 | |
| Athlete | Individual runner |
| Volunteer | Volunteer in sport events |
| Coach | Triathlon Club 3 disciplines |
| Manager | Veles Cycling |

Serbia

| Occupation | Organisation |
|-------------|-----------------------------------|
| RS 1 | |
| Manager | Baseball Association of Belgrade |
| Coach | Baseball Association of Belgrade |
| Athlete | Baseball Association of Belgrade |
| Volunteer | Baseball Association of Belgrade |
| RS 2 | |
| Manager | Sports Association of Belgrade |
| Coach | Sports Association of Belgrade |
| Athlete | Sports Association of Belgrade |
| Volunteer | Sports Association of Belgrade |
| RS 3 | |
| Manager | Sports Association of Vojvodina |
| Coach | Handball Association of Vojvodina |
| Athlete | Youth Football Club Futog |



| | |
|-------------|--|
| Volunteer | Handball Association of Vojvodina |
| RS 4 | |
| Manager | Futsal club Beogradski Pravni Fakultet |
| Coach | Volleyball Club Telekom |
| Athlete | Jujutsu Club Vin |
| Volunteer | Football Club Milicionar |

The discussion in each interview was scripted and cleaned by partners and were sent to URE, where all interview drafts were proofread and cleaned again, and a final collective draft was created. The results were inputted into the software MAXQDA by URE. The important factors in each response were extracted and the frequency was estimated.

2.3 Findings

2.3.1 Interview results

2.3.1.1 Good governance and sustainability in sport practice

2.3.1.1.1 Germany

DE 1

Manager: Good club management, to me, means that a sports organization is led transparently and responsibly. Sustainability in sports, on the other hand, means doing things in a way that preserves the environment and conserves resources for the future. I've been involved in these topics for over 25 years, and since the year 2000, I've been working as a licensed FIM Environmental Commissioner at motorsport events in Europe. For the Motorsport Association of Mecklenburg-Vorpommern, I've been conducting seminars for their local clubs since 2006. Interestingly, motorsport has been a pioneer in sustainability for over 30 years in collaboration with the World Motorcycle Sport Federation (FIM). There's even a CID for it.

Interviewer: CID?

Manager: Yes, that stands for the International Sustainability Commission. The CID is an important tool for national associations and organizers of FIM events. It contains regulations and recommendations to enhance the relationship between motorsport and the environment and promote sustainable events. These rules cover aspects such as noise protection, fuel usage, soil conservation, spectator behavior, and more.



Coach: When we talk about sustainability, I think of things like water consumption or electricity usage. Sports fields are either operated by the city administration or are privately owned. As far as I know, sustainability is also covered in the curriculum for sports management.

Manager: Thank you for the invitation. In terms of sports, I see sustainability as providing opportunities for children from financially disadvantaged families to engage in clubs. This means allowing them to participate in sports and develop their talents regardless of their financial means. Our talent development program aims to create an inclusive environment and provide a platform for children from such backgrounds. Another aspect of sustainability in sports is ecological responsibility. We advocate for environmentally friendly practices, such as efficient irrigation of our sports fields. Especially in a region with water scarcity like Frankfurt, collaborating with the city is crucial to finding sustainable solutions and acting ecologically responsible. Additionally, we strive for social sustainability by donating old jerseys to schools or other clubs. This allows this clothing to be reused, contributing to resource conservation and social integration.

Athlete: Honestly, I haven't thought much about sustainability and good governance in sports before. Unfortunately, I can't label myself as someone who acts sustainably or actively promotes climate protection. Due to my frequent travels to America, AustrCoacha, and Asia, often using airplanes, I contribute to the environmental impact. Moreover, motorsport isn't exactly known for its sustainable practices.

Coach: So, sustainability is an important issue, and we at Eintracht Falkensee focus on it. Here's how it works for us: For the kids, we use second-hand jerseys and training suits. Instead of buying completely new equipment for each new youth team, we pass on items when the children outgrow them. This clothing is then passed on to the next generation of youth players. We also have an online shop where you can order Eintracht merchandise, but there's a special aspect to it. When someone leaves the club, they can donate their items to the club. We have a clothing room that's open every Thursday. There, you can buy used items by donating, the amount of which you can decide. Instead of the club setting a fixed price, we can determine how much we want to donate. For example, the board might say a jacket costs €10.00, but we can donate €5.00 and get the jacket. This system was introduced to ensure that clothing kids no longer need doesn't just disappear but stays within the cycle. This is especially useful for the little ones, who grow quickly. For instance, with soccer shoes, they often fit for only about six months before kids outgrow them. These shoes are often still in good condition. Here, we offer the option to buy nearly-new shoes from our clothing room at a low cost. This is a good example of a financially advantageous solution for both individuals and the club, while also promoting sustainability. We implement similar practices with sports clothing as well.



DE 2

Manager: Let's not rush things for now, as we are sports clubs. This means we provide an opportunity for physical activity. Well, this activity benefits not only our bodies but also the environment. Just think about the sports fields – they require watering, maintenance, and are essentially provided by the city. When it comes to sustainability, I must admit I know relatively little about it. I'm not sure how we could implement sustainability, as we don't produce anything except enjoyment. We can't act sustainably because we're not oriented towards it, and we don't really have anything to do with this topic, except for managing the sports fields sustainably. However, it's not our responsibility, and they don't belong to us, but rather to the state of Berlin. Our resources are our athletes and players, so we don't have direct control over them. That's why you need to consider how to handle your resources sustainably. In terms of good governance, we as an international sports club are at the forefront. Our organization is inherently very international, with players from 18 different nationalities on a single team. Therefore, issues like racism, religion, and similar matters are not even a question for us. Even when it comes to our fans, there are no separate sections in the stadium – supporters of different teams sit next to each other, even during international matches against England or Italy. These principles are crucial to us, and we don't even need to discuss them.

DE 3

Manager: To me, sustainability is like something our parents and grandparents used to think about. They wanted to use the world's resources for a long time without realizing it. Now, let me tell you what I think. In the past 50 or maybe 40 years, after the effects of the war got better, people started focusing more on making and selling lots of things. They didn't really care about using up resources at first. The idea of sustainability became less important as business and making deals became more important. But recently, people realized that they didn't think enough about sustainability. We were too busy with business and didn't care much about sustainability. So, I think sustainability is really important, even though it's not new – it has always been important.

Interviewer: Alright, what connection do you see between sustainability and good governance?

Manager: I get it. So, when we talk about good governance and sustainability in sports, it's important, from what I see, to think about different ways of keeping things going. Especially when we set up sports events, we need to think carefully about what stuff we need and how we can do things without causing harm. What things can we use again, so we don't have to buy new stuff, move it around, or build new things? This can be different for each sport. Like, if we're planning a marathon, we think about the course. But for a football game or athletic event, we think about how we can keep the place good for a long time. In motorsport, where me and my buddies work,



we need to be extra careful. We have to pick tracks in a way that doesn't mess up the environment. This is about how we do things and how we organize stuff to be good for a long time. When it comes to people in sports, we need to think about how they can keep going in a good way. If someone practices a lot and plans their practice well, it might connect to sustainability. But honestly, I'm not sure, and we need to look into it more – how each person feels about it and how they make it part of what they do

DE 4

Manager: Fundamentally, particularly with regard to sustainability, we strive to do our best. However, not all clubs have this opportunity. Our motorsport club has its own premises with garages and a workshop, giving us more flexibility than other clubs, even in general club activities. Many clubs engaging in similar activities, such as Kart Slalom, purchase new karts every few years. While these are well-maintained, extensive repairs are often not feasible. This is different in our case: we could carry out such repairs, and we also have sufficient space to retain and continue using old karts when acquiring new ones. We have separate karts for training and competitions. This means that the competition karts are less strained and wear out slower, as we intensively use the older karts. In the context of environmental impact, we are aware that the greatest burden occurs during production, not utilization. Therefore, we believe in preserving items for as long as possible. We also strive to instill this mindset in our younger club members. Depending on age and interest, we gradually involve them in repairs, teaching them how to fix individual parts of the karts. This understanding extends to cars and similar things. Our approach is not to discard and buy new, but to sustainably maintain.

We also collaborate with a company that produces alternative fuels from agricultural waste. These fuels are even used in major rallies and world championships. As a non-profit organization, the use of these fuels is costly, particularly due to transportation and storage challenges. Transporting small quantities is expensive and not straightforward on our premises due to storage limitations. The high price of approximately 3 to 3.50 euros per liter doubles solely due to transport. If the fuels are available nearby, they are gladly delivered. We already have some barrels on-site and are gradually working on the effective utilization of these fuels, even if they are not intended for standard kart usage. Ensuring the karts are not damaged is important to us. Nonetheless, we are approaching this possibility step by step to also act sustainably in this area. The use of specialized karts is a challenge for us. The acquisition costs are high. Additionally, there are different models with batteries placed differently—some in the center, others on the outside, right and left. Depending on which variant prevails in competitions and finals, where children can become German champions, a significant difference emerges. This presents a problem, as we cannot simply opt for one variant. We might find out after several months or even years that the choice was wrong. In such a case, we would have spent 25,000 euros on two karts that could not be used



anymore. Added to this is the fire hazard. Specially trained individuals are required to handle this, and the training of these experts is costly. Moreover, the trained person must always be present during training. Otherwise, in an emergency, one could only swiftly remove the child and let the kart burn. This is an additional burden for a small club. Additionally, there aren't yet enough competitions utilizing this technology. While this is evolving over time, it remains a challenge. We are consistently striving, especially in motorsport, where efficiency is crucial. This is particularly true in the motorcycle sector. The FIM has already taken early measures and guidelines to promote sustainability in motorsport.

Volunteer: In fact, it is an important aspect of sustainability that we provide everything, and members are not expected to buy their own karts or equipment. This allows socially disadvantaged individuals to join clubs without facing high costs. This also applies to our racing attire, which we provide. Since children quickly outgrow these items, we have options available for every size. The clothing is shared and passed on among the children. Even worn-out tires no longer suitable for racing find purpose as safety barriers on our premises. We paint them and use them to protect the children during races. This showcases our commitment to reuse and sustainability rather than discarding items. We utilize these resources in diverse ways to move towards sustainability. Using worn-out tires as safety barriers for the slalom track, especially by painting them in various colors, demonstrates your commitment to safety and your contribution to sustainability. This ensures that the location adheres to the required safety standards.

Manager: During competitions, most children drive the whole day with only two karts, perhaps with an additional kart for the younger ones. These karts have lawnmower engines, and each child drives them multiple times a day, usually for a minute or less. This illustrates how minimalist motorsport can be. The use of shared karts and limited driving time per child enables everyone to participate in activities while minimizing resource usage. We are very active in creating and facilitating contacts in politics. For instance, here in Berlin, a major problem is reckless driving on Kudamm. There is limited opportunity for young people to channel this passion somewhere without endangering others. Motorsport is becoming scarcer in Berlin. Clubs are gradually relocating as they struggle to secure training grounds in the city. We receive far more inquiries than we can accommodate, and other clubs do as well. This highlights those who aren't able to join a club. It becomes very challenging for them to enter motorsport later, especially if they haven't been exposed to it from an early age. If you don't know anyone and have to deal with regulations, require a suitable car, adhere to specific guidelines you're unfamiliar with, and then fear making mistakes, it becomes easier to simply speed on the streets. And that, of course, is more dangerous for people. Unfortunately, they aren't always rational; otherwise, nobody would engage in bungee jumping or skydiving.



Volunteer: Importantly, it's not only about sustainability but also about the future of the children. We are not only getting them off the streets, but they also receive a form of safety driving training here. This is crucial for a safer future in road traffic, as they learn to handle the coordination of various musculoskeletal systems and concentration, making the outside traffic safer. They are guided early enough to handle it adequately, avoiding speeding, driving carefully, considering everything—the foot, gas, the head, steering, observing, and navigating through various difficult elements. All of this, I believe, contributes to sustainability, giving children a foundation for later life. Safety comes first, and I learned this from the outset, not thrown into life without any early guidance. So, I believe this is also a significant point that needs to be recognized: what all these kids are already picking up from the earliest years

DE 5

Manager: The context is really important, especially in relation to motorsport. Future security and environmental awareness play a significant role. In sports, there are definitely leadership academies that help to have competent people at the top. But where exactly does good leadership start and end? And, also relevant, how much do sports associations incorporate grassroots sports into their leadership plans? The rules in sports are important, especially for a basic sports club like this one. Such a group should be led by intelligent individuals and supported by higher-ups, such as the association. When it comes to sustainability, like environmental and climate protection and such, I think that's really great. But everyone needs to consider it just as important. Your example with the reusable materials, for example, worn-out tires, is just like the topic of safety barriers. Some might see it differently, but it's still important to take a close look. I understand that some safety barriers might be seen as annoying because they require extra trips and storage. That can cost storage space. That's a legitimate perspective, but you also have to balance it with the necessity of safety. Maybe we could look for ways to ensure safety while still being resource-efficient.

2.3.1.1.2 Spain

ES 1

Manager: I think it is focused on the organisations themselves being able to remain in time, intervening in their environment in a positive way, avoiding environmental impacts above all, because it is a perspective that we should not abandon in any area of activity. I believe that good governance has to do with the correct management of resources and with achieving the objectives of each sports organisation in the most efficient way.



Volunteer: Well, we are trying to grow. We have been here for 70 years and we will try to be here for many more and, well, on the subject of the biosphere, normally I am a person who likes nature very much and above all cleanliness, I go to the mountains and I come back home with a square face many times because of the amount of rubbish that people leave around and it is a bit sad that people do not look after nature, because it is what we are going to live from and we are burning it all up. I usually spend a lot of time with the children, and I try to give them lessons on this subject. People nowadays don't pay much attention to that. And try to teach them from an early age to take care of the environment, which is what we are going to live from, because if we destroy the environment tomorrow we are going to be in the desert, and that's a shame.

Coach: Apart from what they have in their schools or in their homes, we as technicians, as people in charge of certain groups and above all at a younger age, should transmit a message to them in which sustainability plays an important role and start to educate them as I said before from an early age. And as for governance, whether you like it or not, any sports entity has to know how to direct or set rules so that everyone respects them in their own time and in their own position. And above all, to develop it and make it known both to the sportsperson and, in this case, I think also to the member. It is very, very important because there are sportsmen and women, but we have a very large social very large social mass here at the club.

Athlete: Yes, I understand it from that point of view too, don't you? To create good practice guidelines based on based on this sustainability, considering the environment and good practices and values from the good practices and values from the very young to everyone.

ES 2

Coach: In the end, I understand that sustainability is the same in all areas, I don't know about Deportivo. In general, it means using the necessary resources without jeopardising the future. In sport I don't really know what specifically can be done. I know the general, don't I? what everyone talks about sustainability: water... everything about plastics... but let's say in terms of sports practice, I don't really know what can be let's say in terms of sports practice, I would understand that it would be to raise awareness, from my point of view as a coach, to raise awareness among all the players I have so that they carry out these practices, right? So that they favour this. Well, let's not put the future in the way it is now, that there won't be any water, or that there will be droughts that will prevent us from living.

Volunteer: Well, and also to generate a good climate of trust and a good atmosphere among the players, I imagine, right? That's more or less the idea I have, but I don't have any other ideas.

Athlete: And I think that good governance could refer to those who have more power within the sporting world, so that they can manage it in a better way.



Manager: If the question is about sporting practice, if it refers to the sporting management of sporting entities, sustainability and good governance, as the clubs in the league interpret it, sustainability includes on the one hand the environmental part, on the other hand governance, and on the other hand the whole social part. So, sustainability, as Isma also said, is not only the environmental part but also includes this part of social impact that we carry out from the foundation. And even taken to the next level, I would say that it also includes the financial part, because without the economic sustainability of an entity, it is obviously difficult to carry out good governance, environmental and social management.

ES 3

Manager: There will be several types of sustainability, but the first is the economic sustainability of any type of event, and there is also environmental sustainability in any type of event, which we know through the CSD that many of the federations already have to implement them through specific programmes. And then good governance: there are ethical codes that have to be in place through the federations themselves, through the clubs, through the laws of sport in short.

Interviewer: Excuse me, the CSD is?

Manager: The CSD is “Consejo Superior de Deportes”.

Interviewer: Thank you. Do any of you want to add your impressions?

Volunteer: I wanted to add that sustainability is not only environmental but also energy-related. Everything else is more or less as Nacho explained

ES 4

Manager: Well, let's see, good governance... a bit of transparency, right? Transparency from the clubs towards the members of the club: parents, players, families, etc. And then also from the federations that make up the sport in question. And in terms of sustainability, especially now that we are there with the problem of climate change, and for us who are involved in beach handball, things are complicated. Especially now that we are going to compete in the south, right? Water problems, problems of all kinds. I think we all have to try to do our bit and try that in our case, which is beach handball, we have more accessible beach areas to be able to practice the sport, which is not possible everywhere. For example, here in the north we have it more complicated, much more complicated, because we don't have the option of being able to train in winter or summer, because here in summer we have the problem of permits, of people occupying the beach... something that doesn't happen in other places.



Volunteer: I understand sustainability more in terms of... within the resources we use for sport, that they are more or less sustainable, that everything we use, the resources we use for that, are more in line with the environment. But it's true that in the end it's all a bit similar. What my colleague says is also very good, but I think it's more a question of permits and options for the beach to be in good condition. The beach has to be in the condition it needs to be in.

Athlete: For me, good governance is a little bit along the lines of what my colleague said before, but not exactly, but... I'll summarise it in another way. I understand good governance as meaning that both federations and clubs and sportsmen and women and families must reach a common agreement, which is exposed between all parties, and which is common to all for the correct practice of sport. Because if each party acts on its own, without considering the others, we will not achieve good sporting practice. And sustainability means all those techniques and actions that are carried out in sport that are respectful of the environment. And not only that, but also the economy of sport entities. That they can overcome and cope with the economic costs caused by the practice of sport.

Coach: And to sum up, according to what the three of you say, in the end we are all more or less clear about governance: that there is transparency, that the entities or whoever, in the case of clubs, presidents, board of directors... in the end is transparent towards the parents, because in the end the children don't care, because those who are interested are the parents, who are the ones who in the end put up the money and those who know a little more, the children are going to have fun and enjoy themselves. And as far as sustainability is concerned, I agree with my colleague, not to use many resources that are not necessary, i.e., to use the resources that are not... I mean, use only the resources that you strictly need. Don't try, for example... "I'm going to take three beaches, but I'm only going to use half of them" or "I rent three pavilions every day and I only use one court". So, try to match what you earn with what you spend, so that in the end the club, in this case, the sport, does not make a loss.

2.3.1.1.3 Hungary

HU 1

Manager: Striving to ensure that the organisation is well managed, with sustainability principles in mind

Manager: Adherence to values in management such as transparency, accountability, responsibility, value-driven management structure. There is a lot to be done in sport in this respect.



Sustainability:

Coach: In the long term it will be operational, even if the managers are replaced, it will still be

Coach: the well-being of the planet, its ecosystem to be safe, and the politics and economic endeavour to keep it that way. There are 100 million ways to make it happen. You can break it down into professions and take sustainability steps that are forward-thinking and good for the planet and good for people and good for the future.

Manager: Basically, the proper management of economic, social and environmental resources, not to use them up, but to pass them on to the next generation in a way that they can manage them. There is an economic and social aspect to sustainability.

Coach: Ecological footprint, there are some sports where it's very large, and those are the most popular.

Good governance and sustainability in the relationship between sport organisations:

Volunteer: Sports programmes should also be sustainable, activities beyond training, e.g. youth education,

Manager: Orienteering is building a sustainable structure, with a lot of volunteer work, trying to make up for the scarce resources (which are abundant in other sports, e.g. government subsidies), so that it can operate in the long term without external support for sport, training, competitions, and youth education.

Coach: Water polo (like soccer) has received a lot of money in recent years (TAO), and this has not always been good for the sport. It's a management issue whether it's been put to good use, used well, spent transparently. E.g. ordering robes - they were ordered from abroad because they could, there is more than one association where they are very out of their depth. State intervention in the development of a sport can be good, but it can also be counterproductive. It is up to organisational leaders locally to assess the opportunities that open up.

Manager: There are so many bad examples. How careful have they been in spending resources, e.g. building stadiums and running them for the long term. When there is a lot of money available, less attention is paid to sustaining investments. If there is a change of government, different people will be in charge of the country, they will spend the funds differently, the priorities will be different, (note: at the moment certain sports facilities, spectacular sports receive a lot of public funding). My own experience is that it is very difficult to run such programmes just by social work. If there is no individual benefit, few people put energy into it.



Manager: Maybe the difference is the love and commitment to the sport. That's what makes it sustainable and independent. If the circumstances were to change and a lot of money suddenly became available to the sport (orienteering), it would do a lot of damage to the sport. It would upset the system, transparency is much stronger in a cashless state. If more money were put in, transparency would be impaired and good governance would not be as well achieved. We do it for everyone. Of course, 2000–3000 people are involved in this sport at a national level. In bigger sports it must work differently. Mass sports have different facility needs, e.g. water polo needs a pool, a swimming pool, which needs financial resources to maintain.

Coach: The more kids that come into the youth system, the better it is for the sport, because more talented kids can come out of a bigger pool, but Dénes Kemény said a couple of years ago that in water polo it's the other way around. After the success of the golden team, the Kásás family, more and more children wanted to join the sport, the number of good coaches did not increase and talent was lost in the crowd. It became oversaturated and the quality of the youth team deteriorated. The same has happened with football, more and more kids are choosing the sport because of the TAO money, but there are not enough coaches, less attention is paid to individual players, and talent is lost.

Coach: The children - the current generation has to be treated completely differently than the previous ones, and the older coaches have not been able to keep up with this generational change, they don't feel it, that's why talent slips away, they leave prematurely, because the coaches don't have the key to them, they can't motivate them.

HU 2

Athlete: Yes, we heard.

Manager: we just haven't experienced it yet. (*Experienced what?*) We shouldn't even notice the governance itself, just the effects. It applies to everyone in a uniform way, and it makes everyday life easier by creating regulations that do not complicate life, but simplify it without being noticed.

Manager: If we are talking about the Hungarian government, I have to say that the last 10 years have brought a lot of good things in the life of large organisations. I cannot tell you how much the establishment has improved. Their sustainability is a different, relatively new issue, and with increased overheads it's getting harder. If you have 8-10-year-old children, you would bring them down to most facilities with great peace of mind. Of course, there are flaws, e.g. our sport shooters are very successful but train in substandard conditions, but most of the departments have got to the point where they are commodities that sell and attract a lot of extra people. Those who now have better opportunities have more desire to start playing the sport. In that sense, the winds of the moment have taken us in the right direction.



Coach: Chess is just not one of the 16 priority sports that are well funded. I'm all for getting money into sport, but for some reason chess is left out, despite the fact that Budapest is hosting the Chess Olympiad next year. In many cases, there is no money for this sport. It is a neglected sport in terms of good governance. There are one or two steps to be taken to educate young people, to reach out to children and young people. However, at the Olympic level, it is at a financial disadvantage simply because it is not one of the selected sports. In women's chess, much greater results could be achieved in a shorter time.

Manager: What help (Manager) do you need for chess? No facility needs.

Coach: Travel costs to competitions, e.g. if you are an Olympian, you have a regular monthly income, or if you are preparing for a competition, you have a coach/secondary hourly rate. Chess players today do not live on a chess salary. For example, Richard Rapport transferred to Romania, because he received 1 Million HUF from the federation for 12 months. His monthly income was not 100,000 forints. He is the 4th or 5th best chess Athlete in the world. The sport is not appreciated. What is needed is someone at the head of the federation who is channelled towards governance.

Coach: Table Tennis Federation captain in Luxembourg for money ...(?) As long as there are no spectacle sports in all but the 6 flagship ones, in the organisations that have them, the other divisions get funding, but in most where there are none, everything has to come from bids and sponsors. Equipment needs - tables, balls, equipment are expensive. A training session has 1000 balls outside.

Athlete: On the question of the choice of headquarters (Esztergom to Budapest): the founder was pushed into the background in his previous organisation and the manager appointed in the Budapest training location (himself) grew into it and stepped up to the task. The name of the association also made it difficult for him to fit in professionally, because the Hungarian Academy of Sciences did not believe that Miklós Zrínyi, the founder, was not related to the historical Zrínyi family. In the course of official procedures, it was possible to register the association under this name. Good governance would not necessarily involve political ideas, but principle. An inconceivable principle, as many of us as there are parties behind it. Each one of us drew on our own micro-experiences when we heard the term. Rubber stamp, there is no precise way of putting it. What I experience as good.

Manager: UTE is state-owned, with most of the major facilities managed by the National Sports Centres (NSC).

Manager: Then the state is protecting its own facilities and property. In our case, the municipality is the maintainer, but it's also technically the state. In Hungary, most of the big sports facilities are state-owned.



Sustainability:

Manager: You can get the recovery to break-even at least.

Athlete: Today, my general sense of security about sustainability is a bit shaky. Because of the crown virus, war, inflation, external circumstances. How do I know that what is a well-functioning facility today can survive tomorrow because of these kinds of external conditions? It feels increasingly true that "if you want peace, prepare for war". There are a hundred million factors to consider making a project sustainable. There is a much wider range of everything to be prepared for. I need a financial model, etc. For me, this phrase has a negative connotation because I have to consider so many things to make good decisions.

Coach: My old club manager and coach told me, if you don't want to get in trouble, don't do anything. We can't be prepared for everything. We can organize competitions, but for example, seniors in masks won't come, parents won't let their children go. Furthermore, we had to adapt to the changed situation, everyone trained at home. But this is difficult to do.

Manager: The secret of an organisation that has been around since 1885 is that the club is deeply embedded in the life of the borough. You cannot separate the district from the club, and the club's colours. That is why we can survive. As long as the district exists, the organisation can survive. The city and the club form a strong fabric. There is a strong sense of local patriotism in the townspeople. It is enthusiasm that can sustain the club for as long as it lasts. We can be very grateful because 140 years ago there were 20 or 30 brave people who figured out that it was worth playing sport in an organised setting. After that, we got such strong traditions that if we nurture them, we can survive.

Coach: We have local patriotism too. And consciously so, because we have an MB3 showcase team, where paid athletes play while elsewhere, we don't. We have the County1 team, which is mixed, and we have the third league, where local forces are represented. The aim is to build up in a conscious way, going upwards. The division is 5 years old, we want to make the team as young as possible, also for sustainability reasons, because table tennis can be played for a long time, even at 70, but it cannot work without youth and without the municipal base. If I start a competition or a tournament or an event, the hard core sits down, it is not a one-man decision, we discuss how to implement it, the tasks are delegated. For example, at the end of a training camp, there is always a village festival with concerts, for zero forints. The band comes for free, the service providers come for free. Now we have won a tender to pay something back for the services we have received for free so far.



2.3.1.1.4 Italy

IT 1

Athlete: As an athlete, I believe good governance in sport refers to the fair and transparent management and decision-making processes within sporting organizations. It involves ensuring that the rules and regulations are applied consistently and without bias. Sustainability, on the other hand, is about taking a long-term approach to managing resources and minimizing negative environmental, social, and economic impacts caused by sporting activities.

Manager: I completely agree with Arianna (Athlete). Good governance encompasses the ethical conduct of sports organizations, including integrity, and transparency. It involves having effective leadership, proper structures, and clear communication channels. While sustainability means promoting environmentally friendly practices, social responsibility. It's about ensuring that the sport contributes positively to society without compromising future generations' ability to enjoy it.

Coach: From a **Coach's** viewpoint, good governance means having a system in place that supports athletes' well-being, such as fair competition, anti-doping measures, and safeguarding policies. It also involves providing equal opportunities and resources to athletes, regardless of their background. Sustainability, refers to fostering a culture of health and wellness, promoting the long-term physical and mental well-being of athletes.

Volunteer: I see good governance in sport as the establishment of clear policies and procedures that ensure the smooth operation of events, leagues, or clubs. For example, proper financial management, effective communication between stakeholders, and the inclusion of diverse perspectives. Sustainability instead means implementing eco-friendly practices during events, reducing waste, and involving the local community in sports initiatives.

IT 2

Manager: Yes, as a Manager, I understand that good governance in sport refers to the effective management and decision-making processes. Sustainability, on the other hand, refers to the responsible use of resources and practices that allow the long-term viability of sports organizations.

Athlete: Absolutely. For athletes, good governance means having a fair and level playing field where rules are enforced, and integrity is upheld. Sustainability is about implementing environmentally friendly practices, promoting social responsibility, and ensuring the longevity of sports.



Coach: Yes, I am familiar with both concepts. Good governance includes creating a supportive and ethical environment for athletes, coaches, and other stakeholders, along with effective decision-making structures. Sustainability involves minimizing the negative impact of sporting activities on the environment and society.

Volunteer: Yes, I have some knowledge of these concepts. Good governance involves transparent and accountable management practices that prioritize the well-being and interests of all involved. Sustainability includes environmentally friendly initiatives, and responsible resource management.

IT 3

Volunteer: Good governance refers to the proper management and decision-making processes within sports organizations. It involves transparency, accountability, and fairness in how the organization operates. Sustainability involves considering the economic, environmental, and social impacts of the organization's actions.

Manager: I agree with my colleague's explanation. Good governance ensures that sports organizations are well-managed, and sustainability ensures that their activities are environmentally and socially responsible.

Coach: Yes, I'm familiar with both concepts. Good governance ensures that sports organizations operate ethically, transparently, and in the best interests of all stakeholders. Sustainability involves minimizing the negative impacts of sports activities on the environment.

Volunteer: I'm also aware of these concepts and I agree with everything the others said.

IT 4

Volunteer: So, I will start. I would say that good governance in sport is the transparent and accountable management of sports organizations while sustainability in sport involves promoting long-term viability of sports organizations.

Manager: I agree. Good governance ensures effective management, while sustainability focuses on minimizing the negative impact of sports activities on the environment and society, both in the present and the future.

Coach: Good governance also includes ensuring fairness, equality, and inclusivity in decision-making processes, preventing corruption, and protecting the integrity of sports. Sustainability, on the other hand, considers the social and economic aspects of sports.



Athlete: To me, good governance means having clear rules, regulations, and policies that protect athletes' rights and interests. Sustainability involves integrating environmental awareness into sports practices, such as using eco-friendly materials and reducing waste.

2.3.1.1.5 Macedonia

Mac 1

Athlete: Governing a sport means making fair decisions without lies and corruption or choosing the one who is not the best but the one who is close to the head coach of the national team or the club. Let the one who really deserves and has the right to win, win. Sustainability in sport is one of the key factors for the survival of athletes, mostly in financial terms. Without the necessary conditions, you cannot survive in any sport, and many athletes lose motivation and give up for this very reason.

Manager: I mean everything to be according to rules, without anything behind the scenes. Regarding sustainability, economic and environmental are the main. We as an association for recreate running, and active ecologists have planting trees actions and include other organizations and sport clubs in the process in collaboration with institutions.

Coach: Every sport should be governed well, in a sense that the winner should be decided fairly. It means without manipulation or corruption, match fixing. With all this, the sense of sport is destroyed. Sport is a way of socializing and competing, not business, with all this bad influence I mentioned.

Volunteer: in my opinion what you all mentioned is relevant, just to add about transparency, whether it is about finances or how the members, governing members are chosen. Also, I read that we have vice ministry for policies of good governance and I read that Macedonia signed a few conventions and supports the fight against corruption and match fixing. About sustainability, quite fewer clubs and sport organization do much about environmental sustainability. I am not aware of any ISO standard regarding sustainability which is implemented here.

Mac 2

Athlete: I don't know what you mean exactly, you can tell me if I am speaking on the right track, but we have a president, secretary, members of the assembly, and it is sustainable in my opinion. I don't know much about financial stability, but our races are improving year by year, and we are more economically sustainable. And the association is governed well if you mean this way. To me, that is good governed sport organization and sustainable.



Interviewer: Ok, did you know that we have vice Prime Minister for policies of good governance and Macedonia has signed declarations against match fixing, corruption and manipulation in sport?

Manager: I didn't know this exists, but to speak for my cycling group D.N.V. everybody is welcome on our tours, the decisions are made jointly, but generally in the country all these principles that should include sport without corruption, no match fixing, good behaviour, not respecting rules are not met in my opinion.

Coach: Speaking about corruption, I think it is present, maybe not obvious and with somebody found guilty about it, but it exists. And there shouldn't be, as one of the principles is sport without corruption.

Volunteer: I have examples of some federations, that have presidents for a lot of years and here what is lacking is transparency. How money is spent is one of the principles of how a club or sport governing body is governed. There are some accusations I can't speak if there are true.

Athlete: To add about transparency, it happens in some federations that competitors participate in world championships or European, and it looks like they don't know about what is happening with the money. In sense that do they have it or not, or they act like they don't. I have friends that were participating for the country, but it wasn't clear who is going to cover those 3 days abroad, whether they are covering a part, 50%-50% or how? In the end it was covered as I understood by the federation, but you have to be transparent from the beginning. I don't know the financial state of that federation, but it is essential to be transparent with national representatives and release them from additional pressure to perform well.

Mac 3

Manager: I would say that good organization and good relations inside the club/organization. I mean between the members and managing board, federations. I would also say to be transparent regarding working with finances, to have an insight in what is happening. Another important moment is that I think that every member of a Management Board, team or member of an appropriate federation should have the right to vote, and every voice should be heard. Here, often the practice is that the president/director decides everything and the rest are just raising hands. All of this is not leading into development but into some different directions.

Coach: I can specifically speak about football club and I have to say about a lot of things about what my colleague said he is right. I think that one of the most important factors is the frequent communication between Management Board and the expert staff in the club. We can witness how much is football developed in the world and how it functions, so I would say frequent and honest



communication is really important. Regarding the good governance and sustainability, we don't have to make up some new things just to follow some systems that work in the world.

Athlete: If I can add, I can say that I agree with already said until now. We know that sport clubs and organizations have big influence in the society and in my opinion the accent should be put in transparency regarding finances, how the decisions are made. We are aware that there is work to do regarding all this, I can also mention an example selection of sportsmen for the national teams should base on quality not on some other criteria.

Volunteer: I totally agree with was said before. In my opinion, good governance in sport must include transparency regarding finances, and above all accountability for the actions of individuals. I also think that every decision should be based on quality and meritocracy. I am not aware of any sustainability standards, implemented in Macedonia, but I know there are globally.

Mac 4

Athlete: Speaking about good governance and sustainability in sport practice, for me transparency is number one which comes to mind. Here I mean that every club should give reports on how and on what are spent the money. Also, I would add to have active fight against manipulation in sport matches, anti-doping are the things that has to be followed and encouraged from higher level institutions in the country. Regarding sustainability, apart from environmental sustainability, we have also economical sustainability, which is big challenge for sports clubs and sports organizations in Macedonia.

Volunteer: According to me, for good governance and sustainability and not only in sport, transparency is a must. It was already mentioned why it is essential. I would add about sustainability, the one about environmental aspect. It means spending less resources, organizing plastic free events, waste separation on sport events and of course following the world standards about sustainability.

Coach: I would agree to what was said and would add about the conditions. We can't have good governance or any kind of sustainability, whether it is in team or individual sport. So good conditions and transparency of how the money are spent.

Manager: The topic is so broad from the beginning, but in my opinion, it needs to have honesty in work and also in life. Like it was mentioned before, the money that are received from sponsors or from the institutions to be spent honestly with consultation with the boards and regular members. Another thing which is important to be more professionals in work, I think in general we are not 100% professionals not in one area, but we are striving to it.



2.3.1.1.6 Serbia

RS 1

Manager: Good governance in sport practice refers to the transparent and accountable management of sports organizations, ensuring that they operate in an ethical and responsible manner. Sustainability in sport practice involves ensuring that the sport industry operates in a way that protects the environment, promotes social equity, and maintains economic viability. Understanding the principles of GAIA (Global Action Plan for the Environment) can help sports organizations prepare a strategy and dissemination plan that is aligned with the principles of good governance and sustainability.

Athlete: Not as a definition. In common sense, all efforts aimed to a long-term success of a sports club, sports organization.

Coach: In my opinion, good management and sustainability in sports practice represents the continuous (year after year) provision of financial resources for the functioning of the club, the continuous flow of new athletes (pipeline) that enables quality selection of players, and continuous work on professional development of the coaching staff, in order to with a good selection of players, the set short-term and long-term goals were achieved (it is not necessary to achieve winning results, titles, but systematic work to ensure the planned stability in achieving good results, with an emphasis on pedagogical and educational work).

Volunteer: Good governance in sports should promote the popularity of sports, its impact, both on health and on the social and ethnic integration of individuals into society. Its sustainability would be the application and preparation of appropriate documentation and their application through sports organizations.

RS 2

Manager: They contain a set of principles that make management of sports better and also represent a set of rules to be followed.

Player: Yes, it is a preferred way of operating and making sure that all rules are followed.

Coach: Good governance and sustainability in sport practice are two principles of work that will help better work in sport organisations.

Volunteer: I could think of what good governance and sustainability is but not sure 100% of the real definition.



RS 3

Manager: Yes, I am familiar with these concepts. Good governance involves having transparent and accountable decision-making processes, while sustainability refers to practices that ensure the longevity of sports organizations and the environment.

Player: I have heard about these concepts before, but I am not sure about the specifics.

Coach: Yes, I understand the importance of good governance and sustainability in sport practice. It is crucial for the success and longevity of sports organizations.

Volunteer: I have some knowledge about these concepts but would like to learn more.

RS 4

Manager: Strategically, governance encompasses an organization's system(s) of oversight and the approach used to achieve specific goals. Governance in a sports organization must provide a clear direction for the organization that aligns with its mission and vision. Sustainability in sports means conducting a sporting event that utilizes environmentally friendly methods to reduce the negative impact on the environment. It allows organizers to minimize their carbon footprint.

Player: Good governance in sport means transparent and fair management. Sustainability in sport means practicing in a way that protects the environment and promotes social responsibility.

Coach: No idea.

Volunteer: It is important for all clubs to have good governance so that clubs are successful in their work. The way the board of the club works is good governance. Sustainability is a process that helps clubs operate in longer period of time.

2.3.1.2 Code of ethics of sports organizations

2.3.1.2.1 Germany

DE 1

Manager: The ethical code of conduct is of great importance, as it ensures that sports organizations act fairly and transparently. There are various commissions within the FIM that deal with issues such as gender equality in motorsport and the fight against doping. Medical aspects and the



physical condition of the drivers are also a focus. I believe such measures are also part of good governance.

Coach: Yes, there's always a code of conduct from the top, and all sports organizations have such a code. However, there can be slight differences when the sports organizations are based in specific districts. For example, in Berlin-Neukölln, there might be more people of Turkish origin compared to other areas.

Manager: The ethical code of conduct is of great importance to our club. It sets clear guidelines on how we interact with children, how we communicate with each other, and how we create a respectful and inclusive environment. This code significantly contributes to promoting good governance and sustainability.

Athlete: As far as I know, there's no general code of Ethics mandated by the government that applies to all sports. However, larger sports organizations like Formula 1 often have a written code of conduct. These guidelines establish behavioral norms for coaches and athletes, covering important topics like fairness and racism. Such a code of conduct can help create clear rules and ensure that personal opinions don't solely dictate decisions. This establishes a clear foundation.

Coach: Absolutely. For us, respect, tolerance, and fairness come first. But there's another important term we emphasize. So, we place a great emphasis on fairness and tolerance in our sports events. While other clubs often focus heavily on performance-oriented training, our primary focus is ultimately on having fun. Our coaches mostly stay out of the game and let the kids take charge. We follow a completely different football philosophy. It's called the Funino Principle, which was developed by FC Barcelona. In this approach, the kids don't have fixed positions and are allowed to make decisions independently. Our coaches rarely intervene in the game, and the children can decide for themselves what they want to do during the match. In contrast, there are other clubs where coaches intervene heavily, raise their voices, and may cause psychological stress for the children. For us, fairness, tolerance, and another value that I can't recall at the moment take precedence. You might find it on our website, where our code of conduct is also available.

DE 2

Manager: Yes, of course, we have a code of ethics. All trainers under my supervision are required to sign this code of ethics. By doing so, they commit to adhering to these rules. Additionally, they must provide a criminal record certificate. A criminal record certificate indicates whether the has any prior convictions, allowing them to work with children or adults.

Coach: The individuals who work as trainers with us already internalize this code of ethics. They have this code ingrained in them. Yes, they are precisely attuned to it and treat everyone equally.



No one is favoured. We haven't had any issues so far with incidents of racist or sexist behaviour. Therefore, this code of ethics essentially serves as an expression of how we live. Rugby is like a global family. As I mentioned, it's quite different from other sports like football, ice hockey, handball, and so on.

DE 3

Manager: From my point of view, the code of ethics for sports organizations might not always be fully or seriously followed. Most people often focus on the event itself, the exciting sports experience. They think less about the importance of these moments. Safety always comes first, and this concern is more important than striving for the best result or success. Let me give you a simple example from motorsport: If one or two drivers crash and seem to be injured, competitors have a duty not to be competitive or happy. Instead, it's about helping, rescuing, and supporting, which come before the competition. This means they have to stop and aid themselves. Another important aspect is adhering to the rules. If rules exist, they must be respected and followed. It's necessary to inform others about the existence of rules and ensure that those organizing events take some responsibility and act competently and reliably. These are the connections I make with a code of ethics.

This is especially true for officials and participants who are familiar with the code of ethics. On the other hand, there are also spectators. Some are very disciplined; they follow instructions, pay attention to barriers, and stand in designated areas. Others, however, might go overboard, be somewhat unreasonable and rebellious, and act according to their own will. This is where the code of ethics comes into play. Those responsible for the organization must intervene and clarify: "Certain rules apply here, and you, as the audience, must also adhere to and respect them." Sometimes you hear on the radio or TV about people who don't follow these rules and behave disrespectfully. It's a matter of implementing the code of ethics.

DE 4

Volunteer: Child protection is of course very important to us, both for the child and the coach, and we don't want to operate under pressure. This is very important to us, and the DMV is currently in the process of expanding a child protection program that will also include a direct point of contact for it. This is definitely in negotiations; we're working on it, and it's very important to us that the sport be a passion and not a pressure issue. Just because parents want their child to win desperately. It's about fun and voluntary participation. Only then do results come about, and a great atmosphere has also developed among the clubs. There are rules in place for how to conduct these events, with no alcohol allowed. Supervision is essential; everyone must be there for the children;



they need to be supported, and parents should be present. It's not like football, where you drop off the child and the parents are gone. It's a family sport, and parents are expected to be present to support their children. The coach is always there to comfort the child when needed. Many children have the motivation to win, and then they excel both in sports and in life. It's our responsibility to support the children. This is greatly emphasized in motorsport among coaches and families. It's a complete family sport.

Manager: The advantage of motorsport is that within the sport, everyone is more or less equal. This is because power doesn't come from the individual but from the vehicle, from the machine. Therefore, we have both boys and girls competing together. Boys compete against girls, and it's completely natural. It never comes up, that 'oh, you're a girl, so you must be slower or something.' I've never heard anything like that. Since I've been involved, no one has ever expressed such sentiments. And surely, the girls aren't slower either. In fact, they're often faster."

Volunteer: We have been very attentive to the fact that among the clubs, even during award ceremonies, handshakes are exchanged. Honouring and acknowledging the competitor you have, showing that you've done well—these are all things we promote. And that's clearly our concept. It doesn't matter whether different nationalities come together there. Everyone shares the same passion, and that's what's in focus. We have such a good example; our coaches always say that if a driver says, "I had a bad race today, it's the kart's fault," no, that's not the point. Even a less skilled driver can win with a bad kart. It's all about this—we all share the same interest. And through positive experiences, we simply strengthen this entire community.

DE 5

Manager: If you refer to a code of conduct regarding environmental protection, then we indeed have one—a very pronounced one - in the Sports Code. And when it comes to a code of conduct regarding loyalty or dealing with people, that also exists. However, it's not specifically within the club itself; it's determined by the association. So, having it in written form as a guideline, especially to treat things fairly, like training, for example, I don't see that as particularly important within the club. In fact, I think it could be counterproductive. I'm speaking about the grassroots sports club I'm involved in. Since we're a smaller club working at the grassroots level, we have a diverse range of members. In this context, I find the written fixation of such principles off-putting. It might possibly lead to people being excluded, or even generate exclusion. Things like anti-racism and equality are part of our everyday practices, so to say, to live by. Okay. And not, and not, and not somewhere; that's what I mean by written fixation, if I... In the statutes, it's written down what we do there, politically neutral and dignified, etc. All of this is stipulated in the statutes of the clubs and also in the association. There's also something like a code of conduct in the association. The smaller grassroots club doesn't emphasize it as much, so as not to discourage people, because



society bombards them with such things already. And whether one should keep hitting people with such matters in their leisure activities, I rather find it inappropriate. It should happen more on an interpersonal level, promoting and regulating such matters in principle. It's evident that topics like anti-racism and equality are deeply embedded in our codes of conduct. It's also stressed how important it is to have good leaders. These topics are explicitly discussed. Racism is viewed as unacceptable, and if such incidents occur, there's consideration of whether the person in question is on the right path. Racism isn't tolerated. And this applies not only at the club level but also within the sports operation itself. Appropriate penalties are imposed for such offenses.

2.3.1.2.2 Spain

ES 1

Manager: I believe that the code of ethics of any organisation (a sports organisation is not a strange entity) are those rules or axes under which its practice, mission and vision are developed in the development of its activity. I understand that the code of ethics is made up of the execution of all those values that permeate the entity and that I believe permeate any action in time and space. And how can it help to promote the principles of sustainability? Well, if the code of ethics has a broad vision, which is obviously not limited exclusively, as Jose mentioned, to a narrow vision of the performance of an entity such as ours, for example, a sports organisation like ours, which not only has sportspeople, but also members who practice physical activity in a much broader spectrum, then obviously I believe that the possibility of having a positive or negative impact on its environment and of its activity being sustainable over time from all points of view is essential to be transmitted at all times. We try to do it that way. Every time we consider any project, any action, we go back to our mission, vision and values and we try to ensure that this is always hanging in front of every action we consider, so that there is a correct line of action that respects these ethical principles at all times in the activity of our organisation. I believe that this is what can lead to good governance, maintaining a line of action that is coherent with your ethical principles.

Athlete: Yes, I think that this good code, I imagine that there will be one in any organisation, and it is made up of these values, right? From respect... sustainability would be one of those values too... and how it can help... I think they go hand in hand, I think they should be part of the code that any organisation should have.

Volunteer: I wanted to add that there is a lot of ethical code here and then there are people who are only here to protest. For example, we, the directors, are here as volunteers, just as any other normal member can stand here in the chair where we are. And then they come and criticise us, and then they come and criticise us, and then they come and criticise us, and then they come and criticise us. Very well, I think that's a very good criticism. My



answer is the following: if you do so well, you put yourself in my place and that's that. The silent answer. So, for me the way to do that is for everyone to go along, so that things go well, supporting each other. If I'm not a manager and I have an idea, what I do is say to the manager who is there, "Hey, let's see if we can do this if it's possible". And say it to him, not say it on the other side, by mobile phone, in the cafeteria... No. We have to say things clearly, in the face, and things will work well. Instead of twisting them, let's try to smooth them out, so that things work as they should. That's the way I see it.

Coach: What there has to be is a path that is clear, that doesn't have to be closed, in which everyone has their place and their time to give their opinion, because that path has to take different routes and keep widening because, with the opinions, with the respect of each one, we can improve in all facets, which can include a code of ethics, And it is very complicated because from, in this case, a board of directors, then there are other positions, until it reaches the pool, or the member, or the tennis player, this governance takes a long time, but it always has to follow a path that is as controlled as possible.

Athlete: I think we have to be very clear about it in order to transmit the same values to our athletes and to our users of activities, members... and in general to be very clear about this code and to believe in it, which is also important.

Manager: I think that, logically, I understand that the code of ethics has to comply with a series of basic rules that are there, and that not everyone knows about. Maybe not all sports members and users know this code, but the organisation has to be very clear about it, because those that are linked to certain rules and so on, have to mix the principles and values of the entity itself, you have to fulfil your mission, also direct towards a vision of practices, in other words, for me it is a code of conduct, good practices... which is what brings everything together so that sustainability and good governance are really achieved. Now, everybody has to know about it, or should be encouraged to know about it. In other words, it is why things are done, and it is also closely linked to the how, right? How things have to be done to really achieve good governance. Thus, it is totally linked.

Athlete: The members have to be aware of it, and they can even report things. That is to say, the club proposes the code, but, well, you present it to the athletes, and they can also contribute value to this code, above all thinking about good sustainability and good governance and actively participating in it.

Coach: I understand that the code of ethics are the rules by which organisations are governed. How can they help to promote? Because there are rules that help to promote good governance and sustainability.



ES 2

Manager: I think what my colleague said. They are the rules that govern the behaviour of the people who make up the club and the group, and that have to help us to comply, to be more sustainable as an entity and on an individual level.

ES 3

Manager: We have to set duties, well, ethical codes as such, for example, in this club as such do not exist, for that reason they are regulated by statutes and internal rules that regulate how the club should function and how the club should be governed, also through which bodies, how often, how they should be convened, how the democratic processes should be... In sports federations, the code of ethics does exist, and it is a code of ethics that promotes what you are asking about, so that nobody does anything that they might regret or that might not be well done, such as, for example, the participation of members of boards of directors in companies that work for the federations themselves. All of that is regulated within those codes.

Volunteer: I wanted to add that in this club there is no code of ethics, but rather the rules that govern it are the statutes and the internal regulations, as my colleague said. In them, it is specified that the people who make up the board of directors cannot receive any financial remuneration. Financial remuneration. Those of us who form part of the board receive absolutely nothing. The time we spend in meetings, in negotiations and on all those things, we do it altruistically. Then, for all the other tasks that are strictly work-related, both organisational and organisational tasks, such as my colleague's work, or sporting tasks, such as out athlete's. As well as what he does, they are employees who are paid according to their availability, so, more or less, these are the rules that govern us here.

Coach: I would say that, even though there is no written and detailed code of ethics, in the end, I don't know if Nacho agrees, I think that we are often a little ahead of the federations, for example. Because here they are quite strict on all these issues.

Coach: Well, as far as I'm concerned, the code of ethics is everything that children have to be taught from an early age so that they don't try to get angry with other children or try to harm sport, and to teach them the good things, that is: knowing how to lose, knowing how to win... Everyone knows how to win, but very few people know how to lose. We have to teach them both. And then try to make sure that from a young age, on and off the court, they are all friends. And I think this is related to sustainability and good governance from the point of view of transparency. Transparency and trying not to make it because... typical kids, the typical club... say Barcelona:



their kids are handpicked, and a schoolyard team, which are the kids who go to school. You have to get everybody to abide by the same code of ethics, because they're still doing the same sport.

ES 4

Athlete: For me, the code of ethics in relation to sustainability and good governance would be that I take it towards the values of sport, right? In terms of everyone has, as my colleague says, to know how to win, lose... but not only that, but also that we are going to have fun, you compete for something, obviously, because you want to achieve your victory, or if you are not going to compete but to have fun, and that has to come from the bottom up. And the federations and clubs have to understand that they have to carry out that teaching, don't they? Rivalry is also a value, isn't it? But competing, competing. Competition is not a fight, it is not a battle to the death. And that's basically the code of ethics. I would sum it up there. Many other things can be added, but for me the most important thing would be that, and how I see it.

Manager: Well, I go with them a little bit, but I don't just limit myself to the players. Also, sometimes, not always because it happens less on the beach, but sometimes you find parents who should learn the values that many children teach them on the court. And what my colleague said about knowing how to win: there are parents who don't know how to win, let alone lose. For me, sport is fundamental for educating boys and girls in values. It is fundamental. You learn a lot of things. And those of us who are running the clubs learn a lot from the kids. And in terms of sustainability and governance, in the end everything goes together, because if you are transparent with the families and with the parents, you avoid many problems, and you teach the parents the limits of how far they can go, just like the children. Not everything goes in sport. Or not everything should be in sport. Sometimes it's OK, but not everything should be OK.

Volunteer: But in the end, the code of ethics are the limits that the clubs place on the behaviour. I mean, everything you are saying, I agree, but in the end the code of ethics are the limits that the club sets to make all these things work as they should, because otherwise, in the end it's anarchy. In a club where there is no code of ethics to apply, what happens in the end? In the end, not everything goes, as you say, not everything goes, but the code sets limits.

Manager: And I think there is also a part that I would like to emphasise, and that is that there are certain sports that receive little help, and generally we have to subsidise them, don't we? What happens? With that, you are excluding children who don't have the same opportunities. And that seems important to me. That there should be more help or external sponsors, companies... so that those children who don't have the same opportunities because their families can't get there, do have the same opportunity. That money should not be the only way for children to be able to be there.



2.3.1.2.3 Hungary

HU 1

Coach: Men decide everything. It's not written down, but the ladies are usually just in a service role. It's outdated, but in a way it's not, because it's a system that's in place that's an entrenched, old system. Furthermore, it's being carried on now, it's what gives the sport its staying power, it's what gives it its spirit. Besides, it's what the next generation will grow up into. For example, the same way of greeting. Those who can be integrated into it will be very cool, but fewer and fewer children will tolerate having to enter such an authority system.

Interviewer: Do older players or coaches pass on ethical standards and rules to the younger generation? (asking young athletes)

Athlete: You are not allowed to shout obscenities or nasty things in the race, even from the stands. The competitor will also be penalised if fans break the rules. In training, in the past, when there have been incidents, rules have been put in place to exclude the troublemaker from coming to training. The rules are not written down, the same rules apply to everyone, everyone knows what the consequences are if they break them. We work in groups of athletes, my coach came recently, he told us what he expects from us. The coach will tell us how it is, and we can say if we really don't like it, but if our proposal is very surreal, he won't accept it. The rules are written at the team level.

Athlete: You have to pay attention, you have to concentrate, I was given instructions in training on how to improve. But also, the coaches told us what they expect from us.

Manager: there is no orienteering, but there is a strong norm within the community, which is not written, but is embraced by all

Coach: We have a written rule, even parents have to sign the acceptance of the rules that apply to them. They are also in the athletes' contracts.

Manager: There are countries where it's regulated at government level, for example in the UK the government itself has provided a code of good governance for sports organisations that can be put into practice. Government funding can be linked to the implementation of centrally defined principles and values. If core values such as transparency, accountability is not adhered to by a sports organisation, it will not be eligible for government funding. Public money that needs to be accounted for. In Hungary, TAO support is available, but in many respects, it is not implemented in that way because there is no strong control, because there is no staff, no capacity to control everything. There is no similar government initiative to give good governance management principles, to incorporate them in some sports federations. In this respect, Hungary and the



government, the civil sector, the sports organisations are a bit behind. Sports organisations with a stronger structure and strategy, such as Fradi, are trying to adapt to these trends. But it has been a long way for them to get from the B to the current matches. The practical incorporation of a code of ethics is more of an issue than its existence or lack of it.

Manager: This could be done in Mo if public support was linked to good governance and sustainability principles. At the moment, there is no money for this. There is an effort to clean up sport from corruption, but as long as such money is moving in certain sports, good governance principles will be difficult to enforce. In Hungary, the cronies get money before the open market players, see stadium construction. I see it as feasible if there is strong control, monitoring and demand from organisations. Of course, there are good practices from the bottom up. As we heard from the orienteering organisation, small initiatives.

Coach: In small organisations there is enthusiasm, that's what drives the work forward. In large organisations there is a responsible association behind the scenes that can control the individual organisations.

Manager: The size of the organisation also determines whether ethical standards are met. It also depends on the individuals who make up the organisation to what extent they bring into sporting life the rules that are important in their private lives. Hungary is a bit of a paper country, there is too much redundant documentation and if every rule on paper had to be followed, every organisation would have to be huge. Small organisations do not have the capacity to do this. Yet smaller organisations are better in this respect.

HU 2

Manager: You can write down principles, you just have to follow them up, make them accountable.

Athlete: It depends on the document in which it is declared. In the case of a code of ethics, the word accountability is meaningless because the whole point is to be internally enforceable. If we are talking about a code, a policy, then accountability can be there. It would have a benefit if - to take my own example - there were a guideline, a donkey guide. When I started my job as a manager, I googled what the NGO should be doing, what is important, what to look out for. If it was in one place, well communicated, accessible, I would be happy. I am not a fan of bylaws, but there should be a basic system. I don't see codes of ethics as effective. Ethical codes are internal. We could formulate principles; we could even show operating models in this project.

Coach: It could be a professional recommendation.



Manager: It also depends on whom the actors are. Our organisation, for example, is more than 10 years old and is run by the municipality as part of the municipality. The public services related to sports and event management are delegated by the municipality to the Ltd.

Athlete: (Referring to the example given earlier) I try to get a grip on local government in civic forums to bring information into local public life, whereas elsewhere it is institutionalised.

Press Officer: We cherish traditions; they are not very well laid down. I don't think it needs to be written down. In an organisation like UTE, there are hundreds of good educators who are dealing with kids, who are capable because they've raised generations of kids, to give kids direction. These are the dols that work in Hungarian sport, in the more successful sports organisations and federations. In the kayak-kenu federation, as a publicist, 40-50% of my job was to preserve tradition. I tried to process the history of the sport and make it accessible to everyone. I believe in that more than writing down 12 points of what a purple and white judo Athletehas to live up to in order to live up to the values of the club. It can be passed on more effectively if the club's tradition is made accessible.

Interviewer: How values are passed on to parents, fans

Manager: Unfortunately, some fans don't know what is allowed and what is not allowed in the stands. I'm amazed at the parents who have the courage to shout when they obviously don't know the rules of the game as well as the players and coaches. As a parent, it is also important to me that my child is not harmed during the game, but I would never think of raising my voice. In UTE, it varies from division to division, there is no uniform expectation. Sometimes the head of the department sees the problem, if there is a problem with the fans, who are either fans of the professional team, who have a bond with the club, or even enthusiastic parents, and draws attention to it quasi as a house rule of what is allowed and what is not. I don't know if, for example, in a successful volleyball division, parents are specifically required to sign an (*ethics*) statement or not. Rarely are tempers released, it works, though.

Coach: I also played in the table tennis section in Tata (city), they have an "unwritten rule", we have an "unwritten rule", which I send to the parents and show to the children. When someone joins us, they get a donkey guide. For example, don't accidentally leave a ball in your bag during a competition. It's not the value, it's the principle. I've had adult players that I've kicked out of the division for not doing that. Such a rule is that if something is said in a closed community, discussing the affairs of the club, it should not be made public. There was such a breach of the rules, and I expelled a Athleteduring a tournament. The other members of the team said that if we didn't do this, the morale of the division would fall apart. It gave the club an extra boost. We also cherish tradition, we go back to our old coaches, on birthdays for example. We have a permanent exhibition in the village.



Manager: Rules make sense if they are respected. It doesn't matter if it's handed down as a tradition or written down in 10 points or two. It's also community building.

2.3.1.2.4 Italy

IT 1

Manager: The ethical code of sports organizations outlines a set of principles and guidelines that govern the behaviour and decision-making within the organization. It establishes a framework for ethical conduct, integrity, transparency, and accountability. By adhering to this code, sports organizations can ensure that their actions align with the values of fair play, respect, and sportsmanship. In terms of governance, the ethical code promotes transparency and accountability, which are vital for maintaining the trust of stakeholders, such as athletes, sponsors, and fans. Moreover, by integrating sustainability principles into the code, organizations can address environmental, social, and economic aspects, contributing to the long-term viability of the sport.

Athlete: I agree. As an athlete, the ethical code provides me with a sense of security and fair treatment. It protects my rights, promotes equal opportunities, and prevents discrimination. Good governance ensures that decisions are made in the best interest of athletes and the sport as a whole.

Coach: I also agree with both. The ethical code guides my role as a coach by emphasizing the importance of integrity, respect, and responsible coaching practices. It ensures that I prioritize the physical and mental well-being of the athletes I train. Good governance is critical to maintaining a level playing field, and the ethical code supports that by discouraging unethical practices that can undermine fair competition. By embedding sustainability principles, we can also teach athletes to appreciate the environment and practice sustainability in their sporting activities.

Volunteer: From my perspective as a sport volunteer, I guess the ethical code provides clear guidelines for my role and responsibilities. It helps ensure that I act in a manner that is fair and respectful towards all participants. I do not know what else to add.

IT 2

Manager: The ethical code of guides the behaviour of all people involved, ensuring integrity, fair play, respect, and inclusivity. By adhering to the ethical code, sports organizations can promote good governance and sustainability by fostering trust, maintaining transparency, and addressing social and environmental concerns.



Athlete: I agree. The ethical code establishes guidelines for athletes, coaches, and officials, emphasizing fair competition, sportsmanship, anti-doping measures, and respect for one another. When everyone upholds these principles, it creates a culture of trust and accountability.

Coach: I agree with both. The ethical code reinforces the values of fairness, integrity, and respect, not only within competitions but also in the overall management of sports.

Volunteer: I think it sets the standards of behaviour for volunteers and other stakeholders involved in sports organizations. It helps in a sense of responsibility, professionalism, and fairness.

IT 3

Volunteer: The ethical code of sports organizations outlines the values and standards expected from participants and stakeholders, for example fair play, anti-doping, integrity, and respect, which is used as a guideline for behaviour and decision-making.

Manager: The ethical code sets a standard of conduct for all individuals involved in sports organizations. By adhering to this code, organizations can establish a culture of integrity, which in turn supports good governance and sustainability. It helps build trust among stakeholders and promotes fair and ethical practices.

Coach: Exactly. The ethical code acts as a framework for decision-making and behaviour. When organizations align their actions with ethical principles, it enhances their credibility and reputation, contributing to good governance and sustainability.

Volunteer: Additionally, the ethical code can educate and raise awareness among participants.

IT 4

Manager: The ethical code helps to maintain sustainability principles in sports organizations. For example, with guidelines on environmental responsibility, social inclusion, and community engagement. By following the ethical code, sports organizations can create a culture that values sustainability and integrates it into their operations and practices.

Volunteer: The ethical code of sports organizations underlines the behaviour expected from all individuals involved in sports. For example, against discrimination, anti-doping, fair play etc.

Coach: Moreover, the ethical code establishes a framework for resolving conflicts, addresses issues of harassment and abuse, and provides a clear system for reporting and handling misconduct.



Athlete: yes, the ethical code acts as a guide for athletes, coaches, and other stakeholders to ensure that their actions are just and ethical. It encourages responsible behaviour, fair competition, and respect for all participants.

2.3.1.2.5 Macedonia

Mac 1

Athlete: A code of ethics is respect for sports and athletes among themselves through fair play competition. Unfortunately, some do not have it, which is a very influential factor that every athlete/sports club should possess for the further development of the sport.

Manager: Code of ethics are a set of rules that every athlete within the club should respect. Unfortunately, I am not sure how much is respected, I have doubts about it. If it is respected with a club or organization, there will be this atmosphere of respect and the clubs will be better lead.

Coach: I think by law; the clubs should have ethical and disciplinary codes which serve as a way to punish somebody if it behaves badly. I think, in general, is respected.

Volunteer: I would agree on the definition and if it is respected it will contribute positively to all these principles we mention. If we speak about number, at least 20-30% is not respected in my opinion.

Mac 2

Volunteer: Code of ethics is a written document that sports organizations and clubs should possess. By respecting it, it promotes sustainability and good governance.

Manager: In D.N.V. we don't have that written document. One time it happened that one guy at one of our tours didn't respect what we said to him. He went to different route, his phone was empty, he got lost in the forest. Now, I think code of ethics or similar disciplinary codes are necessary. We had written on our online event what is permitted, what is not, but we didn't have written document like ethical code. I now realise that we should to guarantee the principles of sustainability and good governance.

Coach: That is why I think these rules should be put into one document, but to be followed thoroughly. Not just to be on paper, the example you mentioned, if you continue by yourself everything that happens it is your responsibility or something like this. Ethical codes are essential if we want to have good governance in clubs.



Mac 3

Manager: Almost all associations and club have code of ethics on paper, and it includes the principles of fairness, integrity and respect and if there is this atmosphere of respect and fairness inside a club or organization, it can develop. It should be respected, but sometimes it is not, and all these codes lead to different problems.

Coach: When we speak about football club, it is normal that it exists, but as said the code of ethics is there just on paper. In my opinion the level on which is respected in Macedonia is very low, wouldn't go into more details. I agree with Emil that if it is more respected, it can help promote all these principles you mention in the question.

Amateur: Well, yes, the other speakers said about what is a code of ethics and how it can promote good governance. I will just sometimes say it is used for personal benefit, everybody who is in sport can witness about not respecting or how to get some benefit from a certain situation.

Volunteer: As a volunteer I don't have much experience with code of ethics and I can't say in what percentage is respected, but judging by how developed is the sport I would say it is pro forma. It exists but for further development and good governance we need a lot of things improved and respecting code of ethics is one of them.

Mac 4

Athlete: To me, it is the set of rules for behaviour within a club or organization. I am not sure if every club should have one written on paper, I know about handball that they have this, but if you ask me about the percentage of how much is respected and implemented I would say 50% of the clubs work according to the code of ethics and 50% don't. To me, it is simple, if more clubs are working according to codes the association and the club will be more sustainable and of course better governed.

Volunteer: Code of ethics as I know are the rules how an individual should behave. Because they are rules, following them will help in good governance and sustainability. I am not sure and can't guess how much the ethical code is followed, maybe the coach and manager will have better insights.

Manager: Well, I don't believe there is an ethical code in our clubs. I mean, on paper there is, but I don't believe it is respected. I am manager of cycling association, and I am director of sports centre in my hometown and believe me there is no ethical code. Starting from basic behaviour at a competition to a more serious mistake, I think we are far from ethical codes. The other speakers explained why it is important for good governance, and it is obvious why.



Coach: Ethical code, like a written statement, every club and every federation must have it. If the ethical code was followed thoroughly, I can say that we would have sport like we deserve, maybe at a world level. Because there is no respect of the code, there are all possible malversations, match fixing and similar.

2.3.1.2.6 Serbia

RS 1

Manager: The code of ethics of sports organizations outlines the principles and values that guide the behaviour of individuals within the organization. The code of ethics helps to promote good governance and sustainability principles by setting expectations for behaviour and conduct that align with the values of the organization. It also provides a framework for reporting unethical behaviour and holds individuals accountable for their actions.

Athlete: Not sure. Have not been exposed to this topic.

Coach: The code of ethics is the principle of focusing on the internal resources of the "grassroots" – to make a person, then to make a player, and to make a team out of those players. Recruitment should be done by promoting positive values, not using comparative methods. Keep funding sources transparent, functional, and use them to ensure the conditions for the sporting progress of everyone in the club. Strengthen work in all age categories in order to avoid the need to import personnel from foreign countries or other clubs. Use the progress and development of the club for the improvement and promotion of the entire league and the sport as a whole.

Volunteer: By adopting the document, every sport organization should include issues such as: Activism, Independence, Respect for the law, Fair play, which would include the behaviour of everyone (coaches, players, officials, parents, fans, etc.). The practical implementation of this document as a Code of Ethics would greatly contribute to the good management of a sports organization.

RS 2

Manager: Code of ethic is a code that defines how members of the sport organisation will act in some areas of work of their sport organisation. It helps that the sport organisation has better understanding of what is ethical in their work and what is not acceptable.

Athlete: Transparency between management and players, mutual trust as well as the involvement of players in the whole process.



Coach: Code of ethics is kind of policy that one sport organisation adapts in their work so that some important thing would be fulfilled during the work. I do not really know how it is directly connected to good governance and sustainability, but I am ready to learn.

Volunteer: Maintaining correct relationships and supporting equal treatment of others.

RS 3

Manager: The code of ethics outlines the values and principles that sports organizations must uphold. It helps promote good governance and sustainability principles by providing a clear framework for decision-making and ensuring that all actions align with the organization's values.

Athlete: I think the code of ethics provides a set of guidelines for behaviour and decision-making that are necessary for the successful functioning of sports organizations.

Coach: Yes, the code of ethics is an essential tool for promoting good governance and sustainability principles in sports organizations. It helps ensure that all actions are aligned with the organization's values and goals.

Volunteer: I believe the code of ethics is an important document that helps ensure that sports organizations operate in a fair and transparent manner.

RS 4

Manager: The code of ethics in sports organizations requires four key virtues: fairness, integrity, responsibility, and respect. The goal in sportsmanship is not simply to win, but to pursue victory with honour by giving one's best effort.

Athlete: The code of ethics sets standards for behaviour in sports organizations. It promotes fairness, accountability, and protects athletes. It also encourages sustainability and responsible practices.

Coach: I can assume from the personal ethics - be transparent, use fair play and equal opportunity principles, etc.

Volunteer: Code of ethics is a set of rules that you need to follow in order to play the game fair. It helps because if you respect it, your club will be more successful.



2.3.1.3 Transparency of organisations in their decision-making process

2.3.1.3.1 Germany

DE 1

Manager: I can speak about our association. In our DMV regional group, North East, decisions are made democratically and transparently. An annual general meeting is held where members discuss and decide on important matters. The board manages the association and ensures transparent processes, such as in finances and amendments to the statutes. All decisions are documented and published on the website, making them accessible to everyone at any time.

Coach: Regarding financial decisions, I can't provide any input as I'm not involved in that area.

Manager: Transparency and participatory decision-making are of great importance to our club. We hold regular club meetings to which all members are invited, without exception. This allows for an open exchange on important matters, whether they involve financial decisions or other areas concerning the club. Significant decisions related to training operations or finances are discussed in these meetings, and all relevant information is disclosed. Financial records are presented transparently and are accessible to every member. This practice promotes transparency and enables collaborative decision-making.

Athlete: This question can't be answered with a simple "yes" or "no." In certain areas, such as finances, sports clubs are mostly obligated to be transparent. Especially when they're funded by large organizations like the ADAC, they need to disclose the reasons behind specific decisions. However, there are also situations where transparency is limited. For example, when I, as a coach, have to select a child for sports coaching, I'll largely decide based on my own experiences and assessments. While I'll try to explain to the parents and the child why I chose certain coaching measures or not, there's no legal obligation for disclosure in this case.

Coach: Yes, so there are about 3–4 meetings per year to which the board invites the members to discuss internal matters of the club. We have such a meeting coming up; there's a training session on Sunday. I'd need to double-check where exactly it's taking place. It's about youth pedagogy, addressing issues, and how to interact as a coach. But generally, not all decisions are made through a democratic vote of all members. Certain positions within the club make such decisions.

DE 2

Manager: As a club, we have a group that can make all the choices, and that's the big yearly meeting. This happens in every club and has to take place at least once a year. During this meeting,



members pick the leaders and make sure the money adds up. This means that the papers and the money have to match, and we can check everything. After everyone agrees and picks the leaders at this meeting, I handle things throughout the year. At the end of the year, during the big meeting, members decide if they want me to keep leading or choose someone else. But when you decide things, do other people know? Or do they find out at the end of the year or before? For example, if you make a choice, do you tell others? Usually, these choices are between a few people. Apart from that, we meet regularly but not on a fixed schedule, mainly with the leaders. During these meetings, we mostly plan things. What should we spend money on in the future? What do we want to do this year? What do we need? How much money should we plan for traveling and so on?

DE 3

Manager: imagine it's August 12th, at a competition where drivers are close together. One driver passes another, and this can cause discussions. Someone might say, "You touched me, there was physical contact." This kind of closeness could put me at a disadvantage. Or someone might leave the track or take a shortcut to get an advantage, even though it's not fair. These cases are decided through tapping. To decide in such cases, an official witness is needed. It can't be just anyone – not a spectator, not even the coach. It has to be someone who can say, "I saw exactly what happened, and I confirm it." Usually, there's a race official or referee at every event who does this. The race official makes sure that the rules for the competition on August 12th are followed. If someone takes a shortcut or does something against the rules, there can be consequences. For example, they might get a 10-second penalty, or they might have to do the competition again. In serious cases, they might even be kicked out, depending on the rules. These decisions aren't made by random people – they follow clear rules.

The officials who make these decisions are independent and make sure the rules are followed. They look at the situation and decide on fair punishments, which can be small or big, depending on how bad the rule breaking was.

DE 4

Manager: Yes, well, we have to, we're also obligated to hold an annual event, a general assembly. Elections are held there again, and so on, and important topics are also addressed. Everyone can also submit a proposal in advance so that topics can be discussed. Apart from that, we always try to organize evening events in October, where things can be discussed. Yes, some people embrace this more, some less, but we generally place a lot of emphasis on communication, so we talk a lot. Because we really demand that parents be present here for every training session with their children, conversations naturally arise, and the opportunity to chat allows many to be involved in



decision-making processes. Of course, not every single decision can always be discussed with everyone. The interest isn't there for everyone to gather 50 to 60 people each time to make relatively simple decisions. But yes, I think communication works quite well for us.

DE 5

Manager: The individuals responsible for club matters are selected by an elected board through a general meeting. This board makes decisions and naturally communicates them. Annually, the board publicly reports on the decisions made and the path taken. The overarching directions of the club are set during the general meeting. This involves an agenda that indicates what we intend to tackle in the upcoming year. Should we participate in the Bundesliga? Are there other competitions we want to join? These directions are discussed and decided upon in the club's general meeting. All club members have the right to participate and cast their votes. Understood. What about fans? No, fans are welcome as guests but do not have voting rights. Each club member has their voting right as established in the statutes. Fans can make requests to attend the general meeting as guests. Guests are rarely excluded; however, I'm not aware of any such case. In essence, the decision lies with the club and remains internal.

2.3.1.3.2 Spain

ES 1

Manager: Well... not as transparent as you would like. I've been in this business for a few years, and it has always been very stratified in the sense that decision-making is concentrated in one place and in the end, what reaches people are the specific measures, and there is not the necessary transparency that is now required in any organisation. It is by law in certain entities, it is at the level of the federations (there is a transparency law that affects them), but at the level of Clubs I believe that the absence of this legal requirement means that decisions tend to be quite secretive. And this, going back to Andrea's comments, does not involve the beneficiaries of the measures and of the management itself in the decision-making process, or at least in nurturing the decision-making process with the participation of the people. As for the fact that some decisions are hidden and only executed, I think that this is disappearing more and more, because everyone, especially because of social networks and so on, is afraid of the reaction to each measure that you take. We don't become like politicians, who launch trial balloons and then take decisions that they know will be more commonly accepted, but I think that people's opinions are also considered and that people feel a bit reflected in the decisions taken by entities like ours, which have a structure, a board of directors, a professional part, a management... I think that in the end, all this management is focused on the people. So, the logic is that we have to be more and more transparent. But today



it still isn't, or at least it's not as structured as it is in the public administrations themselves, or even in the sports federations.

Coach: I agree with my colleague. I think it's not as transparent as it should be, the perception of what clubs are in general, especially the decision-making process, I think it almost always comes from above, from... well, it depends on the size of the club, but I think that in the decision-making process they don't consider the people who... Imagine a club like this one, right? Well, if a decision is going to be made that affects the swimming pool courses, or the swimming section, I think that logically the monitor who is with the users on a daily basis should be considered, who perceives... who receives direct information, and maybe a decision on some aspect that is not linked to the reality of our day-to-day life comes from above, no? I think that this Club has been modifying that for some time now, because there is a project underway to change that pyramid, right? That is to say, that all those who are in contact with the users, with the sportspeople, all that they perceive at the end reaches the board, the management, the demands that exist, and how to change and how to improve, so that it is more linked to reality and so that almost everyone feels that they are part of it. I think we've been working on that here for a long time, but it's true that in other clubs I get the feeling that it's still just as pyramidal. And then, in a club like this one, whoever wants to find out can find out. There are a series of assemblies that you can attend, participate in, budgets are presented, improvements that are going to be made are presented. What happens?

Manager: They are approved by the members.

Coach: Of course, they are approved by the member. And the member can not only approve if they can contribute and so on now. I think that more and more in clubs, no matter if they are small or big, you take your child to a basketball club, I don't know, whatever, I get the feeling that people feel more and more like clients and not members in which I can add, contribute and so on. I want to go, pay, receive a service, and that's it. So in a club, in a non-profit association in which the aim is to add and contribute, I think that part is becoming more and more... people expect to receive a service and criticise more than to say "I am part of this" and, if it is a small hockey club, well, come on, how can I contribute my bit, I see something I don't like, come on, let's sit down, I'll find out who I have to talk to in order to add, right? And here I think you can see, because I think the assemblies could be more crowded. People could contribute more and, well, in that sense I think that in this organisation there are many mechanisms to participate, but it's another thing if people want to.

Manager: It's not a particular problem for us. Citizen participation in general in things that concern them directly is insufficient. But this is also fuelled in turn by the fact that there is no transparent management, and transparency, the decision-making process, often means knowing who is in charge? Who has taken that decision? Who can I talk to? Who is my interlocutor in relation to the issues that specifically concern that decision, that rule? Or whatever is taken in each



case. The new sports law at regional level establishes that we will have to prepare, and we have to comply with it within one year of its publication, a directory where it is clearly reflected who are the people responsible for the different areas, so that there is an interlocutor on the issues that affect the people.

Volunteer: Yes, there is total transparency here on the part of the board. There are no secrets. And we are always open to anything you need. We always say, hey, whatever problem there is, we're here for whatever you need. And the issue of the assemblies is very sad, because I have been to assemblies here, as a director, for example an assembly that was held to approve a budget of a million and some euros, which was when the changing rooms were refurbished, the gym was built upstairs and everything, and out of 11,000 members who had the right to be there, there were 28. People... I don't know if it's a lack of information. I often tell them: you have to know what you can do and what you can't do, depending on the resources you have. Come and contribute, come to the assembly, get information... when you become a member they give you a set of statutes with rules and how the club works. So, read it, and you know that you are the same as the president, as the one with the first number, as the one with the last number. You have the same rights, and that is often the ignorance of people, who come to become members and just go ahead. No, this belongs to everyone, it's not ours, it belongs to everyone, and they have to know it and be clear about it. People don't pay much attention to that.

Coach: A lot. A lot, because now it is increasingly true that there is a change (well, it has been going on for years) with regard to transparency. It's not a hierarchy, and a decision is taken and that's it. It's not like that, well, it's not like that now, and it never has been. And in the past, there was not so much transparency or so many laws that legislate it, but it is true that the member nowadays does not realise that they are a member, and being a member implies that you are part of the Club, or "owner" or whatever we want to call it, they are users. So as users you can go to English on Mondays, Tuesdays and Wednesdays from such and such an hour, and that's it. So, they don't understand that being a member gives you, that is, you have a privilege, which is to be able to enjoy the whole facility, everything that we as employees, the board or anyone in the club wants to promote, which is sport and good habits, education, which of course includes sustainability. They are not able to see that. They want to come, to have a free space, to do sport, if they don't like it, they cry foul, and sometimes they don't even do it directly, which brings us back to one of the things that my colleague said: good habits, that now it is all through the so-called social networks, which is just another format, but I think that before the social networks, if you are offered something with transparency and everything, come and discuss it with whoever you have to discuss it with, and if you see that there is no solution, or that it is not possible to find a solution, or that you are not listened to, or that you don't have an answer, you have other ways, such as the social networks, or in the assembly to raise your hand, but it is very easy to do absolutely nothing and not come to the assembly, and then not agree with what is approved in the



assembly. And it is sad. For those of us who have been in the club for a long time, it is very sad that there is an assembly and there are hardly any people there.

Manager: In any case, what our volunteer was saying and what you are saying, that is the reality we have. The problem is that we can't throw the ball to the members so that they take the lead in cultural change and participation. It is the club's responsibility to encourage participation, and this has to be done through transparent management, where people see that they, as the recipients of the club's management, can continually intervene, so this involves opening channels, publicising the measures that are taken, justifying and arguing the measures that are taken in each case, that there are some that may harm some members because of their particular interests, but that are taken for the benefit of the rest. And not only must it be said, but it must be justified: "we have taken this decision for the following reasons". I believe that this transparency in the arguments that lead to the decision-making process makes the people who are the beneficiaries of these measures feel recognised. Most of the people will be recognised, if the measures are well managed. That, and to continually encourage participation. The issue of the assembly is the consequence, perhaps, of the fact that in the rest of the year those of us who have this responsibility do not manage to ensure that the members are continuously contributing and participating. And that... that is a cultural change, and achieving a cultural change in a mass as large as ours, with almost 15,000 members, is difficult. When people knock on the door, they know that they are entering an entity in which, as you said, they have to participate, they have to contribute, they have to make their disagreements known in a constructive way because it is a management tool that they have. And that's how we take it. Today we had a meeting in the morning, and we presented a series of complaints that are out there to try to manage them in a positive way. The complaints can give us information about those things that are not working well. So instead of hiding complaints, we have to bring them to the surface and, through our management system, use them as an opportunity for improvement. Because if we do not fall into the culture of criticism, of negative comments, or of a complaint that we only receive part of it because people already dismiss it, because if we are not going to give a response...

Athlete: I think it's complicated because there are so many of us. I think transparency has to be one of the values of any organisation, and everything you said, but it's true that in the end you give them the tools to participate, to be informed, to participate, to contribute... but in the end there have to be leaders who make the decisions. So, there are always going to be unhappy people, because "I have contributed, I have contributed, but in the end, they decided something else". You know?

Manager: Yes, but it's about those who benefit from these measures being aware of that, that it was taken for the benefit of the majority, and also that it doesn't mean that only things that have repercussions for a part of the people are done. Often there are minorities that have their rights and that have to be recognised, and that an administration is carried out for the great majority of



minorities, in other words, that everyone is recognised. It is impossible to keep everyone happy, but I think it is very important to do things with information about why they are being done.

Athlete: Transparency is linked to that, to informing. But not directly taking the measure: "this is how it's done and that's it", but rather: "this is how it's done for this reason". Or before taking it, we open up a process of...

Coach: Or what I was getting at, if we have a member who, for example, is not happy, or thinks that... if it is in the aquatic zone... (in the office I hear it all the time) "we'll put you through to the person in charge" and you call, then that is transparency, and you talk to them personally, which is what people want. People need to be listened to, and here we do it. And you either solve the problem and they agree, or you give them the solution, and they don't agree, but at least the problem is on the table, it is presented, and the person in charge tries to move it forward. And there is a trust, and a closeness...

Athlete: I'm late now because I was just talking to a mother.

Coach: It's very, very important, when someone comes to you, that they see that sometimes the solution is not what they want, because logically everyone looks out for themselves. But just by listening to them, and that the person who is responsible for them calls them, that's a lot.

Athlete: Yes, yes, yes, yes, yes, yes.

Volunteer: On the subject of everyone looking out for themselves, and talking about the number of people who come to the assemblies. At one point, it was proposed that the tennis and paddle courts outside and the sports centre should be roofed over. Spending a lot of money there on land that is not ours. My way of seeing it was always to buy the land before building. What happened? When I come in, I open the door and the hall are full. Who were they? The interested parties. Those who play tennis and paddle tennis. It just so happened that the account's advisor was there, which is a body that looks at the accounts every month, to see if there are any problems, what the money is spent on and all this. We didn't approve the accounts until almost one o'clock in the morning. Then the next step was to test the budgets. When the time came, the question was asked: who is in favour of roofing the tracks? Those interested. Approved. What is that? The selfishness of "I want this for me", and no, it is not like that, we have to look at everything. I think it's very good that the tracks are being roofed, I think it's very good, but what happens now? We want to buy that land, the price of it has gone up, and who paid the money?

Manager: That example is very good in the sense that maybe the people took that decision in the assembly without knowing the consequences.

Volunteer: Well, that needs to be explained.



Manager: Of course: "this can be done, but it has these consequences afterward".

Volunteer: Now it's become more expensive, and now if we want to buy it, we're going to have to pay more.

Manager: Pay more for what you built, on top of that.

Volunteer: And people don't see it that way.

Manager: Part of management, part of transparency, part of good management, is precisely informing people correctly of the consequences of certain decisions.

Coach: I agree with my colleague on the part of raising awareness, in other words, it is true that more people should participate in the assembly, but I think we have to look for mechanisms so that people don't feel like clients, but rather participants, and so that they are better informed. This is an example, that is to say, in the end, everyone goes their own way. Summer comes and there are many people who want to go outside, and on the one hand they ask for activities for families, and "ok, but I need this space to put my towel, so I don't think family activities are very good for me". So, it's the same as many other examples, but I think that the fact of being able to inform, not only in the assembly, but every time something is going to be undertaken (which maybe the assembly did approve, but there is someone who didn't go) and maybe information is provided. Well, I think it's positive, and it also raises awareness of why it's being done. Recently, well, a couple of years ago, a lift was installed here in the stands, and whoever doesn't go with it might say "what an expense", right? However, it is necessary, not only in terms of regulations, but also because we are talking about inclusion and what less is accessible to the whole club, right? So, you have to inform that, and then there starts to be a value. To me, maybe I don't care, but when you explain it, argue it, and you are talking about the club being more accessible because anyone in a wheelchair will be able to access it, then you go from what could be a problem to a value, and you refer to where it was approved. Now, for example, a series of improvements are beginning to be made at the club and there are many users who arrive, see the improvement, and some will criticise: "why are they doing this? Why are they spending money on this? However, if you inform people, which I agree with my colleague, it is a good way to make people aware that this was approved in the Assembly and that it is a good thing for everyone. And then I think that you cancel out the criticisms a little. Another thing is the mechanisms of participation, that I have the right to make a... not so much a complaint, that many of the things that come in are actually suggestions, proposals for improvements, and in that sense, I think we should always look for the positive point.

Manager: And sometimes people don't agree with things that were approved by the Assembly, which they weren't part of. So, there's a very easy answer to that: they should have been there. It's a mandate from the Assembly, the Assembly of members has ordered the Board of Directors to carry this out.



Coach: And then I think there is another way that we are also starting to do it. on the one hand you can receive certain comments, proposals and so on through suggestions, complaints, and so on, but we are increasingly using more and more forms. Especially as a result of the pandemic, which has digitalised everything a lot, so we are also asking people, bearing in mind that maybe people don't go to the assembly much, to fill in a form asking them about something: "what activities would you like to have? Or "why do you come to the club? Knowing that there is a percentage of people who come for health, for physical condition, for aesthetics, for... whatever. Hence, I think that right now there are mechanisms to ask people, and I think that this will give you much more solid arguments so that in the assembly when you have to defend or make a proposal, you have a response rate, imagine, of a thousand, because in the end it is something representative. Because maybe we get three suggestions from three people who want a change in I don't know what, but when I ask through other mechanisms, many more people respond. Some people are a bit lazier to suggest, but if I receive a form in which they ask me, I feel like I am participating, they are asking me my opinion. So, I think there are mechanisms to improve in that sense, to make people participate.

Volunteer: A survey via mobile phone, at any given moment many people are capable of taking out their mobile phone, covering it, and you receive the information. We have to take advantage of technology.

ES 2

Manager: I think yes and no. I worked in a football club before that was much less transparent than sporting. Sporting, being a reference in the region, communicates a lot (which does not mean that everything is always being communicated, I think it is not advisable to communicate absolutely everything), I think it is quite transparent, and I think it is also pushing the league towards this transparency when it comes to reporting, for example, what our energy consumption is, what types of cars Nissan is supplying, if Nissan is supplying, if they are supplying Nissan cars, if they are supplying Nissan cars, if they are supplying Nissan cars. For example, what our energy consumption is, what kind of cars Nissan is supplying, if it has an eco-label or not... it is pushing in that direction to be more transparent. Now, if we are one hundred percent transparent, we are not. The trend is to go in that direction.

ES 3

Manager: In general, yes, but of course I don't know if you mean in particular or in general. We are representing a club here. In this case, we are not going to say no. I believe we believe in what



we do. I think we believe in what we do, and I think we are very transparent in many of the processes, from external (such as waiting lists), to internal, with recruitment processes,

Coach: Enrolment in courses, for example, so that everyone has the same options. That's why I say that here, in the end, I think we are way ahead in many areas, because of the culture that has been nurtured since the foundation.

Volunteer: I wanted to add that transparency is precisely one of the objectives that the board of directors chaired by Antonio Corripio set out to establish throughout this term of office. So several things have been done that were not done until now, such as some of the things that my colleague has already pointed out: enrolment in courses, waiting lists for non-members, and a few other things, and this is the line we want to continue working on.

Manager: Of course, when we talk about decision-making we are always talking about governing bodies, but there is decision-making from practically the president down to the last employee. For example, in sporting decision-making, it is clear that not everything can always be objectified, for example when it comes to forming a k4: As we saw, the Olympic K4 is not always the first four to arrive in a 1000m event, but there has to be a coach who ultimately chooses which four members should be part of that boat, or who should be the leader of a volleyball team, or why to replace one Athlete for another at a given moment. In other words, otherwise all these processes would be done by machines, but in the end, there has to be someone who decides based on what is happening at that moment, based on feelings... You can't always objectify everything. What you always have to expose a bit are the motives, the criteria... but what society always tends towards is the famous word, right? Transparency and objectivity of things, but it's not so simple because not everything can be so objective.

Coach: But transparent, yes, because in the end you give the explanations that have to be given, among other things because normally we explain things to sportspeople, the reasons for things.

Athlete: I'm not very involved in the club's governing body, but I haven't seen at any time that it has been decided to change anyone and that no explanation has been given or that there is no clear reason why a decision has been made. At least as far as I can see.

ES 4

Coach: It depends. Like everything else. It depends on what kind of organisation you consider; it depends on the club... it depends on the people who run the clubs. There will be clubs that will, there will be clubs that will not. I think the only person who knows about transparency is the person who is very involved in the club, whether they are the president, the manager, the coach, or someone who has been involved in the club for many years and is not involved in the management.



Volunteer: I think that 90% are not transparent. Decisions are made by a very small and very small group, and depending on how big the club is, that group is larger or smaller. But in general they are not.

Coach: And sometimes you find out second-hand. And transparency towards the outside world, yes, people can see that the clubs are transparent, because they only let you see what they want you to see. But really, the people who are in the clubs and so on, but as players... let's see, young children won't realise it in the end, but coaches, directors, people who help (volunteers) and athletes... I think that anyone who says they don't is lying. I don't believe that any club, federation or sports organisation is 100% transparent. There is always something out there that they don't want to come to light, either to cover their backs, or because it's not good for that entity to be known.

Manager: I can tell you that, in our case, since we started, we are very young, we've been going for three years, this is the third, and since the first year we have proposed one thing, which is to draw up the budget and, at the end of the season, all the parents have a clear idea of how much was earned, how much was spent...

Volunteer: Yes, but here you are talking about decision-making processes.

Manager: Well, in decision-making processes, we do it quite commonly. It's not all the parents because, obviously, we're talking about 70 children, and you realise that it's not feasible to make a group of 70 people.

Athlete: And sometimes it's not because the club doesn't want to, but because it's impossible.

Coach: And it's better not to do it.

Manager: Of course, so what do we do? Well, between several more like-minded people...

Athlete: Sure, but then you're avoiding transparency.

Manager: Yes, but some things are unfeasible. You can't say...

Athlete: That it's not sustainable to do that, as we were talking about earlier.

Manager: We just can't. We can't, because imagine that now for example we say we're going to... for example in our case we have several people who are there looking for sponsors (Laura knows because she's been doing it), looking for hotels, looking for buses... so we always have a group in which there is a representative of each category, and then among them, we look for "let's see if you can find a hotel, I don't know where", and then we decide among 10 people what's best, nicest and cheapest, but imagine that you do that with 70 families. It is unfeasible. Because we would be discussing which hotel, which bus... it's not viable, it's impossible.



2.3.1.3.3 Hungary

HU 1

Manager: In a known non-sport organisation, the system is set up so that the board makes a proposal, the board discusses it. National board, national assembly of delegates, makes a decision. I do not know of such a thing in sports organisations, but it works well. In my opinion, even if there is a committee, by the time the proposal comes before them, everyone has already discussed everything beforehand, and the decision-making procedure is just a formality.

Manager: In sport, it can work very well that those who put a lot of energy into it and think it's important to make decisions on their own, and the others who just come to the organisation to play sport don't get involved. It can still be transparent. I am not even sure that there is a need to be involved in the decision-making process. Not even sure that there is a need for all members to have a full insight. Our national organisation and our association organisation are transparent. The presidency does not function as a rule, but if there is something to discuss, whoever is concerned or whoever wants to or holds a position gets involved, but there are one or two people who work in the decision-making process.

Coach: The federation places a high priority on the uniformity of youth education. There are a lot of conferences to pass on the knowledge that they think is important. When TAO money had to be accounted for, a separate auditing firm oversaw it. If the leader of an association is fair, the process can be fair. The auditors have so far accepted everything in all member associations, but I don't know if that means that everything is completely in order. They are currently auditing accounts from 7 years ago. They are behind.

Manager: it is a legal obligation to account for public money with TAO. There is a lot of abuse because just because you have the invoice does not necessarily cover the economic act. It could be, e.g. overpricing. From a cost-effectiveness point of view, for example, the expenditure may not be appropriate.

Coach: For example, in the case of purchasing equipment or equipment, a lot of papers and documentation signed by parents support the expenditure, prove it (question of justification, question of spending compulsion) Transparency is achieved in the spending, the auditor is the guarantee for this, but often the amount purchased was higher because the money had to be spent.

Athlete: I can't see

Athlete: Small organisation, family run, founded by an Olympic athlete and his wife, employing two coaches. There is no big decision-making organisation. The wife is competing, it's in everyone's interest to improve, make renovations, purchases and enter competitions. They can have



a say in whether they compete, or if they don't compete individually, they and the coach discuss what we want to do and how the coach sees what the line-up would be. The number of races per age group is set.

Manager: I don't think there's any such thing as an athlete having insight into the decision-making processes in larger organisations. They are told that they have to vote on the annual report at the AGM. They are athletes first and foremost, not members of an NGO.

Manager: There are athlete committees, like the International Olympic Committee has a special athlete committee, and there are sports federations that also have athlete committees, whose opinion is sought and considered important when making decisions. If there is a sports decision, then it is basically relevant to have a say in the decisions. At EU level it is also increasingly relevant to try to influence sports decision-making, but it is unlikely that in a small municipality (Kozármisleny) the sportsmen (midfield) are asked what improvements should be made to the local sports organisation (whether to build a stadium or not).

Coach: In our junior team, if the athlete moves up, his opinion counts, if he moves down, it doesn't count. We call it a *tajgetos* when someone is relegated to a team that collects less talented players. You can see the authoritarianism in this too.

Athlete: We prepare for the race, we have fixed pairs, we row all year round to see how we are the most efficient. Who enters the race is decided by us saying what we want, and the coach can veto it. He tactically weighs our chances.

HU 2

Manager: We have a framework within which we can move. The framework is set and approved by the municipality as the owner. We would like to have a say, professionally or otherwise, on how much we want, but in the end, we are told from above how much we want. In the worst case, we are also told from above what to do and how to do it. We can make a proposal, we have a professional and financial annual plan for the organisation, and then we bargain. We have to stick to the agreed framework. If we are lucky, we can ask for extra resources afterward. Sometimes we have to. A lot of money is spent on operations alone. The reasons for the decision are not clear, and he suspects political reasons rather than professional ones. We are at our mercy, we can move within the minimum limits we try to make the most of. We don't have many independent decisions, but we do have some good own-initiative programmes and successful partnerships with other organisations. Overall, local government decides everything. For example, we have the Zugló Cup, which is a sports competition between schools in Zugló, they want to give zero forints as a subsidy, when there is a room rental cost, we would give prizes, medals, certificates, catering. If the municipality is lucky, it will get the money for the improvement and maintenance of the facilities,



if it is not lucky, it will not. We do not see why not. We have the TAO, which is basically good, but not everyone gets it in the way they need it. It's like a punch in the stomach or a slap in the face.

Manager: Q: Could there be a sporting motive behind the political decision to put him in a bigger sports organisation like BVSC, which seems to be having a good time.

Manager: We don't have a close and concrete relationship with them. But we have with other associations. For example, MTK regularly train on our pitches. The aim is to get the children of the district involved in sports. It is difficult to get the budget for this. It is good that children can play sport in good conditions if there is money. If there is no money for the facility, the conditions deteriorate. Our organisation is in the same situation (*sustainability*).

Coach: We also have an association, our small village Naszály was famous for chess, the local baker started it and did it for sport. Nowadays, 10 years ago, we can hardly find children who find chess exciting. Their sympathy for more sedentary, physical sports is understandable, chess has failed to shine. For this reason, the chess organisation of the nearby town of Tata, which had been city-funded and had ceased to be so, merged with the municipal organisation. Even so, we are still a small association. The chess federation gives money for the education of youngsters and for the education and competition of children. For this year we received 800.000, - Ft.

Coach: The municipal table tennis department has received a municipal subsidy of 2000, - Ft for this year. Last year this grant was 4000 Ft, which we did not take up. The baker in chess, MiKL.

Athlete: ós Zrínyi in kick-boxing, Uncle Sebő, who is 80 years old in our town - if these people disappear, the money will come, however much, there will be no one to pull it. There are fewer children in the countryside who can be brought together. For example, in the student Olympics 30 years ago there were 2013 participants, now there are 28 children. You can get kids involved with spectator sports, you get a sweatshirt, t-shirt, backpack, keychain at the first training session, you can't compete with that.

Coach: I turned sustainability for myself into survival, and I think about when the people who are carrying it now, who took it over from the baker, are gone in the life of the Nasal chess club, what will happen. It's been a struggle for a long time to survive and if it could be supported a little bit then everyone would be a little happier and a little easier. In my micro environment, I see them struggling to stay afloat. The city is already saying that it cannot pay the rent for the hall, the municipality is supporting me by giving me the community centre for free, so it is supporting the association. I can see that in 10 years' time they will still be struggling to survive. In this sport, 'existence is at stake'.



Athlete: Small clubs like ours need to have the same approach as in the meme where the little cat sees itself as the lion in the mirror. We are independent, but at a huge cost because we are also unfunded. We have to give up our self-identity and often have to admit that we need help.

Manager: we can't go on alone. I am taking every opportunity, I am consulting with both government and opposition players on sport and on the possibility of funding. In 5 years, our budget has gone from 1million to 9 million. We are trying to move up. We are also looking for opportunities for cooperation with the districts of Budapest. Our independence is not real independence because we have to commit everywhere to grow. And the bigger sports organisations, although better funded centrally, are not independent because they are committed. It is important to see the tiger in the mirror, but at the same time know that we are just kittens. A justifiable goal must be found. It's not enough to be a sport, and it's not enough to be kick-boxing, that doesn't open the money spigots. Something else is needed: either talent development, or equal opportunities, or integration, or internationalism. There has to be something else to get them on our side.

2.3.1.3.4 Italy

IT 1

Manager: Thank you. Transparency in decision-making processes is a crucial aspect of good governance. While some organisations strive to be transparent, there are instances where weaknesses exist. In terms of strengths, many organisations have mechanisms in place to communicate decisions and policies to stakeholders, such as athletes, coaches, and fans. This helps build trust and accountability. However, weaknesses may arise from issues like limited information sharing, lack of clarity, or decision-making that is primarily driven by a few individuals or specific interests. These weaknesses can lead to a perception of unfairness and a lack of trust among stakeholders.

Athlete: I agree. As an athlete, transparency is vital to understand and accept the decisions that affect me directly or indirectly. When organisations are transparent, they provide me with a clear understanding of the rationale behind certain decisions. This clarity fosters trust and helps me feel more engaged. However, IT can be frustrating when decisions feel arbitrary or influenced by factors that are not made transparent to the athletes.

Coach: Transparency in decision-making is essential to maintain a healthy coach-athlete relationship. When organisations are transparent, coaches can provide athletes with accurate and honest explanations of decisions, fostering a sense of understanding and trust. This openness allows for constructive dialogue, feedback, and improvement. On the other hand, when decision-



making processes lack transparency, coaches may face challenges in explaining decisions to athletes or may feel constrained by limited information.

Volunteer: From my perspective as a sport volunteer, when organizations are transparent, it helps volunteers understand the reasons behind decisions, enabling them to better support and align with the organization's goals. When decision-making processes are opaque, this can lead to a lack of engagement and diminished commitment.

IT 2

Manager: I think transparency in decision-making varies among organizations. Some excel in sharing information, involving stakeholders, and maintaining open channels of communication. However, problems can arise when decisions are made without proper consultation or when information is withheld, leading to a lack of trust and potential conflicts.

Athlete: Transparency is crucial for athletes to understand and trust the decision-making processes. Strengths lie in organizations that provide clear justifications for decisions, involve athletes in discussions, and have mechanisms for appeals or grievances.

Coach: Transparency in decision-making is key for all to have confidence in the system. Organizations should communicate decisions clearly, engage coaches and athletes in decision-making processes, and allow for feedback.

Volunteer: I also think transparency is essential in decision-making. Strong organizations provide clear justifications for decisions, involve volunteers and stakeholders in discussions, and maintain open lines of communication. Sometimes, though, organizations make decisions without transparency, leading to a lack of understanding, trust, and potential conflicts.

IT 3

Volunteer: it depends... transparency varies across organizations. Some are transparent in their decision-making, involving stakeholders and providing clear justifications for their choices. However, others lack transparency, leading to a lack of trust.

Manager: yes, that's true. Transparency is a critical aspect of good governance. Organizations that are transparent in their decision-making processes gain trust from stakeholders, as it allows for accountability. However, a problem can arise when organizations fail to communicate decisions effectively or exclude relevant parties from the process, leading to lack of trust.



Coach: I agree. Transparent decision-making strengthens the legitimacy of sports organizations. It enables stakeholders to understand why decisions are taken and ensures they have a voice. However, sometimes organizations lack openness and inclusivity.

Volunteer: Transparency in decision-making promotes collaboration and collective decision-making. Some organization probably lacks of transparency.

IT 4

Coach: mmm weaknesses can arise when decision-making is centralized, and key stakeholders are not adequately consulted. This can lead to a lack of diversity in perspectives and potential biases. Organizations need to address these weaknesses by encouraging feedback, and promoting open dialogue.

Athlete: Transparency is vital to maintain trust and confidence in sports organizations. When decisions are made behind closed doors, it can breed suspicion and erode trust among athletes, coaches, and the wider community. Sports organizations should involve all relevant parties in decision-making processes to ensure transparency.

Volunteer: yes, I think that transparency in decision-making is crucial. While some sports organizations are transparent, others may lack transparency, especially when it comes to major decisions. Weaknesses when this doesn't happen.

Manager: On the other hand, strengths in decision-making include clear communication channels, involving stakeholders in decision-making, and providing access to relevant information. Some organizations have established governance structures that promote transparency, accountability, and openness.

2.3.1.3.5 Macedonia

Mac 1

Athlete: I would say 50% are transparent-50% are not transparent. If someone deserves more than someone else and he doesn't get it if he doesn't have a good relationship with the person who decides on the allocation of funds. Some clubs are better in terms of financial means, but I still think that it still lacks a lot in terms of the salaries/scholarships and how they are distributed. I think it is really important that the athletes receive because they are not enough for the athlete to be able to live from sports.



Manager: In our sport association everything is transparent from how finances are gotten, from where, how they are spent. But there are clubs with more finances, here I mean a professional sport clubs in the most common sport for which the impression is they are not transparent. Not only finances, but how players are chosen, for instance.

Coach: To me, they are transparent, if we see that by law they are obliged to take care of finances and report it where it is needed. Not sure about other things mentioned before.

Volunteer: Well, the general impression is there should be more clear criteria when money is being distributed. As I was reading before, the experts suggest there should be a point list before, how much a medal on state or world competition should bring, national records. So even before the ones that apply for support should calculate how many points, not after the money is approved and there is not much to be done if there are a lot of complaints and not everyone can be approved.

Mac 2

Athlete: Yes, I mentioned before our association is transparent, when electing the Management board, when electing president. The money is spent on races, some of the things I don't know, but I don't need to know. If I want to know, there wouldn't be a problem, I guess. But in general, if we speak about the country, I don't think there is much transparency in sport.

Manager: In our cycling group decision are made together, choosing of routes, length, but we don't have many finances except some donations. In general, in sport clubs it depends, but to me, we are lacking transparency.

Coach: Depends on the context, but in general in my opinion in Macedonia we have sport clubs and organizations that are more democratically oriented like it should be, and they are more transparent. In other places it is not, somebody owns the club invested a lot, and it is not transparent with other members.

Mac 3

Manager: It depends on the club, not every club is not transparent. There are clubs like ours that respect the members and together with the management board can discuss everything on the meeting, which and how much of the finances would be used for what. At the end of the day, regular members see the benefit, and it is true what is said on the meetings. On the other hand, the Agency of Youth and Sport with the voucher system it requires at the end of the year a report how the funds that are gained through voucher system are spent it gives some signal that there is transparency and accountability. I would say 50% are transparent, 50% are not, because in my opinion some management boards are not entirely transparent regarding finances.



Coach: Emil said most of the things that needs to be said, but I think he made a mistake regarding the percentages. In football, I would say 70% is not transparent. Again, it is a long talk, with the financial help, to be specific with the Agency of Youth and Sport and the purpose of those finances, what they are for. Sometimes they are not used for what they are intended for, like development of youth football, but they are used for other financial issues which are done before, and it is not entirely transparent in my opinion.

Athlete: Like team doctor, I went with the football federation and my feeling is that it is more transparent because of the involvement of UEFA. I can see some improvement in some segments, but accountability and transparency are not there entirely. There are speculations where it ends, but I don't know, and I won't say anything else. I agree with Filip, the transparency is around 30%.

Mac 4

Athlete: To me it looks that we are going in a direction when clubs are more transparent, but I think it is far from any satisfactory level. I am not sure If every club has the responsibility to make annual reports. I can tell that in some sports it looks that the decision-making is not transparent, also it is a big question mark whether some of them are able to circle some reports and decision-making processes. I would say maybe half of them are transparent, half of them are not transparent.

Volunteer: I don't have really data on how transparent, but as was mentioned before for the ethical code, if the clubs and organization were transparent we would have had so much more developed sport.

Manager: I know for sure that every club and sport organization has the responsibility to have end of year account, their decision-making to be transparent and to include all members with the right to vote. Regarding finances, my information is that more than 90% of the clubs don't give the right data.

Coach: I would add to what the manager said. In my opinion, some of the clubs are more transparent because they are afraid. It all depends who are on power in the country, if some of the club has close connections to one or another political option which is ruling the country, then it is looser for them. I know some cases from the past, that some of the clubs give one financial report to the federation in order to receive more funds, than they give a different report to other institution. And nobody is ever responsible. This suggests that the decision-making on financial report is not transparent. I am not aware how do they elect boards or how do they decide how money is spent, but again I am convinced even this is with some manipulation.



2.3.1.3.6 Serbia

RS 1

Manager: Transparency is a critical component of good governance and sustainability in sports organizations. While some organizations may be transparent in their decision-making process, others may have weaknesses in this area. Weaknesses can include a lack of communication or information sharing, insufficient stakeholder engagement, or a lack of clarity around decision-making processes. Strengths may include a commitment to open communication and engagement with stakeholders, transparency in financial reporting, and clear decision-making procedures.

Athlete: Not sure. From an Athlete perspective, this is not something proactively discussed with the players in general.

Coach: Transparency in decision-making is reflected in the work of the club's Assembly, which is also responsible for that according to the Statute. The systematic collapse of the club's Assembly (not electing additional members of the Assembly with the expiration of their mandate or termination of existing membership), unauthorized taking over of decision-making by a few management members, leads to lack of interest in the decision-making process by the members of the Club, and to growing non-transparency in work, which is further reflected in illogical, economically unjustified moves that lead to the collapse of the club.

Volunteer: A huge problem is non-transparency in sports organizations when making decisions, starting with financing (great difficulties in finding sponsors), relations with fans, relations with the local community and enormous political pressure at all levels on sports associations.

RS 2

Manager: Solid and well-organized sport organisations should have high transparency in their work. Of course, it largely depends on many different conditions. How big is the organisation, is it professional or amateur etc. Process of decision-making should be regulated by their internal statute and respected by all members.

Athlete: In my opinion, there is no high transparency in decision-making process, either in big or smaller organisations. Mostly few people on the top makes decisions and later explains them to others asking for support.

Coach: Organizations don't have to be absolutely transparent, and I believe that through transparency, the competition can predict their next steps.



Volunteer: Lack of transparency can lead to loss of trust, while too much can be often condemned by people involved in the organization.

RS 3

Manager: Transparency in decision-making is a key element of good governance. Some organizations are transparent in their decision-making processes, but others could do better. The strengths of transparent decision-making include building trust and accountability, while the weaknesses may include exposing vulnerabilities or sensitive information.

Athlete: I think transparency is important in decision-making, but there may be some situations where it is not appropriate to share all information.

Coach: Sports organizations should strive to be transparent in their decision-making processes as much as possible. The strengths of transparency include building trust and accountability, while the weaknesses may include exposing sensitive information.

Volunteer: Transparency is an important element of good governance. The strengths of transparent decision-making include building trust and accountability, while the weaknesses may include exposing vulnerabilities or sensitive information.

RS 4

Manager: Currently, most organizations need to be more transparent in their decision-making process. The lack of transparency stands behind the governance scandals rocking the sports world. The importance of transparency is that it goes hand in hand with the quality of decision-making and its implementation. To ensure proper decision-making, sports governance should be transparent by providing visibility via the disclosure of information, and the board should be held accountable for its decisions and actions.

Athlete: Sports organizations aim for transparency in decision-making. In my opinion, strengths include building trust, and enabling stakeholder understanding and accountability. On the other side, it is time-consuming, and involve potential for conflicts and sensitive information exposure.

Coach: Usually not.

Volunteer: I think most of the organisation are transparent, but I am not sure how they make their decisions. It also depends on how big organisation is.



2.3.1.4 A system to hold individuals or entities accountable for their actions

2.3.1.4.1 Germany

DE 1

Manager: Sports organizations have clear regulations and contracts in place to hold individuals, especially athletes, accountable for their behaviour. After all, they represent not only themselves, but also the organization.

Coach: When there are internal incidents and the issue isn't too significant, it's usually attempted to be resolved through a personal conversation. However, if an incident occurs during a game, the disciplinary committee is informed, and the person involved receives their punishment.

Manager: An example from the past illustrates how the code of conduct had positive effects. We had a young refugee on our team, and through the code, we could ensure that he was treated respectfully and felt comfortable within the community. In the event of violations of the code, measures can be taken, such as banning someone from the premises, to ensure that our club provides a safe and conducive environment for all children. The code thus promotes not only good governance but also social sustainability and integration.

Athlete: In my experience so far, I've mainly worked with individuals I already knew and whose values Coached with mine. In these cases, we could discuss and resolve things personally without the need for written regulations. Larger clubs often use employment contracts to define expectations on both sides and outline consequences for non-compliance. Similar approaches are common in other professions as well.

Coach: As far as I know, there is nothing of the sort. I haven't heard or experienced anything like that. To my knowledge, no. I haven't heard or experienced anything like that. This code of Ethics is introduced by the board and the coaches, and the children also receive it for their awareness. I haven't heard of any negative incidents that would suggest such a system.

Our club is very open and tolerant, at least to my knowledge. I haven't experienced or heard of any such cases. Our club is relatively new and growing steadily in Falkensee. I've only been a part of it for a year, so I might not be aware of everything. I'm not aware of any incident involving racial accusations. There have been no such incidents, at least to my knowledge. In the events we organize or participate in, many different clubs take part. From our side, I haven't witnessed or heard of cases of racist remarks towards children.



DE 2

Manager: Oh, yes, of course. We have taken measures against misconduct. There is a designated individual, a child protection officer, who handles cases of sexual misconduct and bullying. Typically, as the manager, I initially approach the individual who has violated the code of ethics and reprimand them. I inform them that something went wrong and request them to refrain from such behaviour in the future, even if it was an unintentional remark. Following that, discussions take place to address the matter. Yes, naturally. There's nothing that couldn't be discussed, right? However, if indeed there are cases of sexual misconduct, or if I learn about something I wasn't aware of, then we would essentially be hands-off. Yes, within our organization, we have a body that deals with this matter. If something is substantiated, it's immediately reported to the police.

DE 3

Manager: In most situations, the club's management takes a leading role. This role is important in the club's official rules, and some of the conduct code rules are often put into these rules. This means that all club members, whether they actively participate or not, must follow both the rules and the conduct code. But there are also others who don't have to follow the rules, just the specific rules for a certain competition—the rules for that particular event. This isn't connected to the club's official rules themselves. These rules stay the same all year long, from January to December, and there could be changes for the next year. But the conduct code stays the same and acts like a law. Another thing is the conduct code for a specific event. Let's say August 13th, for example: On that day, certain rules from the conduct code apply. People at the event need to follow these rules, and when August 13th is done, those rules stop, because the event is finished.

Definitely, the conduct code has specific rules, like those about treating everyone equally and stopping racism. The official rules remind us to focus on people, keep freedom of religion, and not get involved in politics. They protect the rights of both women and men, although most clubs specifically mention women and men in their official rules, not everyone in general. Even though the newer idea of different gender identities isn't mentioned here, it's often written in the team's rules. The idea of treating everyone equally and showing respect is included in the official rules. But these rules themselves don't automatically have ways to make sure they're followed. If someone breaks these rules, the main group of club members has to decide what happens. They talk about the situation and can do the most serious thing, like kick someone out of the club. They could also make people pay a fine, but usually, getting kicked out is the biggest punishment.



DE 4

Manager: Yes, definitely. This is particularly important in our context. As mentioned before, in motorsport in general, you learn that there are rules, and if you don't follow them, you can quickly get disqualified or taken out of the ranking. That means, as a reckless driver, you won't succeed in motorsport, regardless of the discipline—whether it's here with us or elsewhere. With us, for example, we set up pylons, and if a pylon is touched, knocked over, or moved too far, penalty seconds are given. This way, participants learn to adhere to certain rules. These lessons apply to other motorsport disciplines as well, where the vehicle must conform to the relevant regulations. This is an essential part. After a race, particularly on racetracks, there's the Parc Fermé. It's a closed-off area where all vehicles must be placed so that nothing can be altered anymore. For certain vehicles where there's suspicion of manipulation or non-compliance with regulations, inspections are carried out. This teaches children from a young age to adhere to rules and follow a certain code of conduct. Likewise, measures are taken if mistakes are made while driving or if others are intentionally endangered.

DE 5

Manager: That depends on the specific context. If it's an informal conversation between a club executive and the club operation, it usually remains within that circle. However, if there's a disciplinary action within the club based on the rules of the sport, it becomes very prominent. This needs to be documented and disclosed within the club, as the person affected has the right to contest it if they perceive it as unfair. This can occur through arbitration, sports law, etc. The club also has an elected arbitration board, which is involved in cases of disputes between board members and the club operation. In most cases, the parties, about 90 percent of the time, are accompanied by lawyers. This is done to ensure a fair and legal resolution.

2.3.1.4.2 Spain

ES 1

Manager: Yes, of course. In our case, we have internal regulations that regulate the functioning of all the users and members of our facilities, the uses that should be made of them, the behaviour, the forms, the ways of accessing and using these facilities and, obviously, it has a sanctioning procedure behind it, but it is not our particular structure, because it must necessarily be adapted to the law of sport, which establishes these regimes of functioning. And as far as responsibilities are concerned, the responsibilities of the boards of directors and of each of the members of the different, within the sports organisation, between the different levels: sportspeople, coaches, the



users of the activities themselves... we have a regulatory framework that establishes the responsibilities of the people. Let's say that what our internal regime does is to adapt the regulatory regime to our particular characteristics. They are rules that are obligatory.

ES 2

Athlete: Well, I think so, because, for example, from my point of view as a player, for example with the issue of betting, every year we have several talks about whether you get caught or you can be kicked out of the game, or your salary can be taken away, and on that issue yes.

Manager: There is also the internal regime of the clubs, at different levels, both on a sporting and extra-sporting level. All the support services staff, or auxiliary services, that is a system that clubs have to govern themselves and make people responsible for their actions as part of the entity or the group.

ES 3

Manager: You call it accountability if there is a code of sanctions?

Interviewer: For example?

Manager: Well, in this case, of course, there are a lot of people. There are people, from the president of a board, to technicians, to the members themselves. There is a sanctioning regime within the Club itself, there is even a commission. What is the name of the commission?

Volunteer: Internal Regulations Commission.

Interviewer: And is that by law? Or is it the club's decision?

Manager: I don't remember now exactly if the law of sport has a point that says that the basic sports clubs have to have a sanctioning regime. I don't know right now, but we have had it since practically its foundation. Yes. It has been evolving, logically, but as in the end things, as we said before, are not very easy to apply because each one has its own casuistry, that's why there is a commission which then has to interpret the law, as in any court, right? There is one side that defends it, another that attacks it, and in this case someone who has to put a verdict on the table, and for that there is a commission, and we also try to ensure that this commission is as legitimate as possible, varied as well, to try to touch on all aspects: that there are lawyers, people who are a bit more socially oriented, or sports people... not all mixed up so that decisions can be taken as a group.

Volunteer: And transparent



Manager: Everything that the data protection law allows, of course.

Volunteer: And the question says with regard to people, but for example in this club there are people who are members and people who are federated sportspeople. So one group is not the same as the other.

Manager: our volunteer is right, that is, for example, for the group of sportspeople, every time there is a new member in a sports section, that is, when a sportsperson joins, either the sportsperson, if they are of legal age, or in this case guardians or family, they have to sign that they have read the rules and that they abide by them, that there are rules called the NRDF (the rules for federated sportspeople). I even think my colleague had also participated in a project that we have now that is to enrich these rules and would be called the "Code of Good Conduct and commitment for sportsmen and women of the Real grupo de cultura covadonga", with the aim of enriching a little of the casuistry that is happening, that we can anticipate... and this is the result of the consensus of the work of many people.

Interviewer: But what is the difference between federated and non-federated members?

Manager: Well, imagine that my colleague decides to go with the Real Oviedo tracksuit to a relay of the Covadonga group. That is not well seen. So somehow, we have to make him understand that first and then if he doesn't want to do it and wants to continue with his blue jacket, then we have to take a decision. So, this has to be regulated somewhere, or it is different, which is what my colleague was talking about. We understand that an athlete represents the values of the club inside and outside the club when he is representing it, so he has to be an example.

Coach: And then another thing that federated sportsmen and sportswomen have to have is the behaviour they have to have in training and in competitions. In training with their teammates, with their coaches, and in competitions with their rivals.

Manager: In this case there are rules for sportsmen and women called the NRDF, the "rules for federated sportsmen and women", which we are now evolving into the "code of good conduct and commitment for sportsmen and women of the club". And then on the other hand there is the original document, which we were talking about before, which is the internal regulations, which is the one that regulates everything from services to the behaviour of the Club's members.

Volunteer: Athletes as members are also subject to that, but they also have all the others.

ES 4

Athlete: You can't generalise here, because there will be those who do, there will be those who don't, that there is normally a system to hold people responsible? Yes, you were the guilty one, the



one who messed up, the one who did this, but well nothing, as there are no people... well nothing, come on, next time... That there will be, the system, but that it will be implemented and that it will be equally strict with the same cause for all those who caused it? No. I don't think so. In the end, it's a case by case system and even in the world of refereeing it's not completely governed by the disciplinary rules. Depending on the case, it depends on how you want to approach it. As they say: the law is made, the trap is made, how can you get around the law, right? By being legal. So, there is, but I don't think it is effective and equal.

Coach: I don't think so.

Volunteer: I don't think so, too.

Coach: I don't think so, because in the end if it's a child, and he messes up, in the end it's the coach who has to scold the child.

Volunteer: All these answers are very relative. We are talking about the type of club that we know. Because maybe you go to a Barça or something like that and things will be even worse.

Athlete: Of course, but in the end it's the president or the sporting director in this case who gets the blame or the last word, but before that it goes to the coach... and maybe he doesn't make it. That's why I say that I don't think so. That there is, but that it is not effective.

Coach: For example, at our level, here in a village club, if I'm a coach and I have a goal for this season, or I did it some season that I don't agree with the club, with the club's rules, or with the club's values. Then the following year the president, or the sporting director, will be the one to decide to sack me. But it's not responsibility, either, it's deciding that you who have gone outside the values of the club, then we don't count on you.

2.3.1.4.3 Italy

IT 1

Manager: Yes, sports organizations typically have systems of disciplinary procedures, code of conduct enforcement, and rules and regulations. Organizations may have designated committees, tribunals, or governing bodies responsible for investigating and imposing penalties for misconduct or violations. These systems are essential to maintain ethical standards within sports organizations.

Athlete: I agree. Accountability is crucial for maintaining the integrity of sports. When individuals or entities are held accountable for their actions, it sends a strong message that unethical behaviour will not be tolerated. It also helps protect the rights and well-being of athletes. In cases where organizations don't have such systems, it becomes imperative to establish them. Without a proper



accountability framework, misconduct and violations can go unchecked, leading to a negative impact on athletes and the overall credibility of the sport.

Coach: Yes. Accountability systems are vital to ensure that coaches, athletes, and other stakeholders are held responsible for their actions. These systems help maintain a safe and respectful environment for all participants. Coaches, in particular, play a crucial role in shaping the behaviour and development of athletes, and having a system in place ensures that they adhere to ethical standards. Additionally, it promotes fairness and enhances the overall reputation of the sport.

Volunteer: I agree with the others. Accountability systems are necessary for sports organizations.

IT 2

Manager: Yes, sports organizations often have systems in place to hold individuals accountable. In order to address misconduct, rule violations, and breaches of ethical standards, promoting fairness and integrity. Such systems are also crucial for safeguarding the reputation of sports organizations.

Athlete: Yes, many sports organizations have mechanisms to hold individuals accountable, which are really important. I don't know exactly how it works.

Coach: Yes, they often involve disciplinary committees, codes of conduct, and clear protocols for reporting misconduct.

Volunteer: Yes, sports organizations often have these kinds of systems. These may include volunteer codes of conduct, reporting mechanisms for misconduct, and disciplinary procedures. Also, for the well-being of participants and volunteers

IT 3

Volunteer: I think they do, but I cannot explain. For sure, it is important to have it.

Volunteer: Yes, some sports organizations have systems to hold individuals and entities accountable. These systems often involve disciplinary committees or tribunals that investigate violations of rules. Penalties, such as suspensions or fines, may be imposed on those found guilty.

Manager: Yes, many organizations have established disciplinary and accountability mechanisms. These systems ensure that individuals and entities are responsible for their actions and adhere to the ethical standards set by the organization.



Coach: However, there are cases where organizations lack comprehensive accountability systems. So sometimes there are no consequences for unethical behaviour or misconduct, and this can damage the organization's reputation and compromising the principles of good governance and sustainability.

IT 4

Volunteer: I am not sure, I guess some sports organizations have systems in place to hold individuals accountable for their actions.

Manager: Yes, however, not all organizations have robust accountability systems. When accountability mechanisms are absent or weak, it becomes a problem.

Coach: The need for an accountability system is crucial. It ensures that individuals and entities responsible for wrongdoing are held responsible, facing appropriate consequences. An effective system discourages unethical behaviour, which ultimately contributes to the overall governance and sustainability of sports organizations.

Athlete: I agree. Moreover, an accountability system should be fair, impartial, and transparent. It should provide opportunities for reporting misconduct and protect whistle-blowers. So, athletes and other stakeholders can have confidence that their concerns will be addressed, and justice will be served.

2.3.1.4.4 Macedonia

Mac 1

Athlete: Through sports organizations, a certain punishment is given if the code of conduct is violated, and they are banned from participating in sports events for a certain period depending on the offense they committed. I would say that the code is not respected in every club and on a scale of 1 to 100 how much is respected I would rate it 60/100.

Manager: Except the mentioned, I would add disciplinary codes. The professional clubs should have it, what others can do also is to distance from that athlete if there is serious mistake.

Coach: I think, by law, they should have those codes. So, my answer is yes, they have it, probably have them published, but some percentage doesn't respect it. If they have connections with the decision-makers, they wouldn't get punished or get ridiculous punishment.



Volunteer: I would agree on the last part, but not with the one that some percentages are not respecting and following those codes. In my opinion, that number is huge, and it is one of the big problems and reasons why the sport is not in the right direction.

Mac 2

Volunteer: I know some clubs in cycling, that sponsor children from young ages, it means they secure a quality bike, quality equipment, specialized coach and if the child doesn't go to trainings a few weeks they have a conversation with him and parents, what is the plan is he/she going to continue, because we invest in him/her our time, resources and expertise and then decide how they proceed further. I don't think it is written in some document, after that there are sanctions.

Athlete: There haven't been something like sacking from sport organization, but of course there is disciplinary code and ethical code. If we speak in general, I don't doubt that if they have a system to hold people or entities accountable for their actions, but the impression is that is not followed. If we speak about our association and finding guilty somebody else, there have been some cases, where a girl run through shortened route, it was maybe a few hundred meters in the mountain, but she runs through asphalt which is faster. The association noted that, and she had penalty minutes for this, and she wasn't complaining, she didn't do it on purpose, but she gained advantage. In another race, a competitor missed the markations and ended up in another country, which was then also punished with some penalty minutes.

Coach: This question is more for the professional clubs, who invest in athletes. Otherwise, I think it depends on the club, but it should have all these disciplinary codes. Like everything in the country, I would make an analogy with politics, so many codes, rules, law, but implementation, responsibility the impression is that it is lacking

Mac 3

Manager: There is disciplinary code, that are meant to punish sometimes. But sometimes I think it is conducted selectively, like some laws for example. And it is the same in sport, according to me.

Coach: I think in football sphere everyone knows its job and if not done properly there is a consequence. President, management board, expert staff has different roles, the consequence is in those ethical and disciplinary codes.

Athlete: I personally didn't have any voice in the governing bodies of clubs, I suppose everyone should be following his job, but like Emil said, my impression is that in some cases, it can be selectively implemented, I mean all these disciplinary codes previously mentioned.



Mac 4

Athlete: Yes, I think they have disciplinary code and basically as I know every federation and club should have code for behaviour, as well as when players play for Macedonia. I know about betting that is forbidden, don't know specific example from Macedonia, but it was fresh that some Athlete in England couldn't play for the club/country for some time and was punished financially because of this. If that set of rules is not respected, there should be a disciplinary action followed. But again, I don't think it is much respected here.

Volunteer: I know that every club should have a disciplinary code, beside the ethical one. There is included the fair play, sports behaviour, respect of the coaches, other players, fans and referees. To respect the rules, and it was mentioned, no betting or alcohol. And to conclude we have everything written on paper, the implementation is what is lacking.

Manager: Well, I don't know what to tell you. Disciplinary and ethical codes are there to be broken according to our clubs. The general impression is that, although there are clubs that are more professional than others in this sense. It is a public secret that a lot of players bet on matches they are playing in. Like we said before, on paper we have everything, but it is not respected.

Coach: Like it was said before, we have the codes that were mentioned. I think that sport in Macedonia would be developed, and we wouldn't have scandals daily. Generally, some clubs have the right to suspend a Athlete if he is under investigation for some crime, but as I said here if you are connected to one or another political option there can be rarely investigation against players that are under protection by someone bigger than the club itself.

2.3.1.4.5 Serbia

RS 1

Manager: Sports organizations should have a system in place to hold individuals or entities accountable for their actions. This may include disciplinary processes for athletes, coaches, or other staff members who violate the organization's code of ethics or engage in unethical behaviour. It may also include mechanisms for reporting and investigating complaints of unethical behaviour.

Athlete: Not sure. Do not wish to elaborate on the subject.

Coach: Yes, the mechanism exists and is reflected in professional contracts both with professional staff and with direct contractors, athletes. Any type of liability can be foreseen and penalty motivated through a signed contract. A necessary precondition is that there is sufficient interest in the sports market to sign such contracts, and that the loss of the contract represents the ultimate



form of punitive policy. If the interest does not exist, then the lever of the penal policy loses its effectiveness. Therefore, the interest of the subjects to work in sports frameworks represents a powerful system of responsibility control, and it is necessary to constantly work on raising interest in sports and participation in it. Otherwise, if interest declines, either among participants or fans/observers, the responsibility control system also declines.

Volunteer: Each sports organization has its own statute according to which they regulate their internal organization. Depending on the level of the sports organization, that system is applied to a greater or lesser extent.

RS 2

Manager: Yes, there is. there are rules written in sport organisations statute that tackle this issue. Of course, not all organisations are the same, because they have to respect their own rules regarding the fact that they have written their own rules, according to state law. There is much more to do in this topic in all organisation. There is also external control that can be invited if inside the organisation there are some problems.

Athlete: They have a somewhat established system, because individuals who are higher up in the organization can abuse the system and bear less responsibility than they should.

Coach: I am not sure how the organisation can hold their individuals accountable. Probably it should be done by some rules and codes, of course. Personal responsibility is also very important. There are ways to ensure this by internal statute also. That every vote on any decision is written in minutes of the organisation meeting.

Volunteer: An organization that generates large amounts of money must have a proper system in place for better management of funds, and responsibility for failures must be borne.

RS 3

Manager: Yes, sports organizations should have a system to hold individuals or entities accountable for their actions. This can include disciplinary actions or sanctions. The system should be transparent and fair, and it should ensure that all individuals and entities are held to the same standards.

Athlete: I agree that sports organizations should have a system to hold individuals or entities accountable for their actions. It is necessary to maintain the integrity and reputation of the organization.



Coach: Sports organizations must have a system to hold individuals or entities accountable for their actions. This ensures that all actions align with the organization's values and goals, and it helps maintain the integrity of the organization.

Volunteer: Yes, it is important for sports organizations to have a system to hold individuals or entities accountable for their actions. This promotes fairness and transparency within the organization.

RS 4

Manager: Most organizations need a system to hold individuals or entities accountable for their actions. An organization is accountable when it fulfils its responsibilities owed to another. In sport governance, the board is accountable to its members for its decisions and actions.

Athlete: Sports organizations may have systems in place to hold individuals or entities accountable for their actions. These systems could involve disciplinary procedures, investigations, and sanctions for misconduct or rule violations.

Coach: Some mechanisms for sure exist. In many countries, disclosure of an affair leads to a change in management.

Volunteer: I think some organizations do, and some do not. The bigger the organization, the more likely is that they will have the system implemented

2.3.1.5 Involvement of stakeholders and local communities

2.3.1.5.1 Germany

DE 1

Manager: Absolutely, the opinions and interests of the community are important. Motorsport has been focusing on sustainability for decades and practices it in its events, which demonstrates the value placed on society's opinions and the opinions of its members.

Coach: With smaller sports organizations, I get the impression that they have closer ties to their local communities. But even larger sports organizations, for instance, have launched various initiatives and fundraising campaigns during natural disasters like floods to assist those affected with donations.

Manager: In the past, we've engaged to a limited extent in social matters. However, our activities have been influenced by COVID-19 restrictions in recent years. We've organized smaller events



and sports festivals, mostly involving our club members. Larger projects for social support or disaster relief haven't taken place so far. Our main focus has been on integrating children from refugee homes and promoting social sustainability through our daily involvement in sports.

Athlete: Yes, especially for sports clubs, cooperation and the joy of sports are crucial. Local and small clubs have strong ties to their communities and actively participate in community activities. Fans play a significant role, not just morally but also financially through donations. Without their support, sports clubs couldn't exist. Therefore, the community's opinions and involvement are of great importance.

Coach: When it comes to general projects we undertake, for example, we have a summer camp where children need to pay a specific fee to participate. But for that, they are taken care of for seven hours and receive meals. Coaches are there around the clock, 24 hours a day, seven days a week, for the kids. It's a holiday summer camp that we usually hold annually during the summer vacation and often during the autumn break as well. But that probably depends on participation.

What do you aim to achieve with such initiatives? Surely not just sports.

Well, the summer camp isn't just about sports. We have various activities. On one day, for instance, the children might go climbing. First and foremost, it's about relieving the parents, but it's more about promoting cohesion. I think that's our intention. We want to convey a strong sense of community. Projects are gladly started, but I don't know exactly what the board has in mind specifically.

DE 2

Manager: Of course, we also promote ourselves through our website. We try to actively attract new kids. We regularly visit schools, both elementary and secondary. This usually happens during holidays or after talking to the teachers. We go to the schools and advertise sports there. Yes, we've even been to kindergartens and promoted our club. That's a common practice in Germany.

DE 3

Manager: Let me explain this to you with a good example. One way to do things is by making decisions according to the main club rules. Often, it's written down who can make decisions – whether it's the group in charge or the biggest group of club members, called the general assembly. Imagine a club planning to host the German Championship in 2022, the European Championship in 2023, and the World Championship in 2024. The group in charge isn't sure what to do, so they decide to involve all members – those who actively participate and those who don't. They ask democratic questions: Should they have the German Championship next year, a bigger European



Championship, or even the top-level World Championship? Your opinion matters here. Who supports which idea, and who is against it?

DE 4

Volunteer: The reason for the entire organization is that each club also offers its own home race, so the race in their own premises. This requires a lot of organization in terms of setting up and positioning ourselves, and determining who takes on which responsibilities. Therefore, everyone needs to pitch in; otherwise, such an event couldn't take place at all. And this is truly an interconnected process. This means taking care of catering, and we have track marshals who need to be assigned. The entire schedule for the day needs to be in place so that we can warmly welcome other clubs here. And the same goes the other way around.

DE 5

Manager: The club initiates projects that are decided upon in a construction meeting, and these projects are then implemented by the club. However, over the course of a year, various ideas and proposals from interest groups within the club can arise, which run parallel to the projects already approved. These ideas and proposals are then presented to the board, which decides whether and how they should be implemented. Therefore, there are both projects that are firmly decided upon and those that emerge throughout the year, which can either be implemented immediately or placed on the agenda for the following year. As a club, you also participate in social events where you contribute, especially in relation to events organized by the city or municipality. However, when it comes to financial support or donations, this is relatively difficult in Germany due to the club's statutes. These statutes specify that the club, for example, engages in sports and spends money on that. The received donations or earnings from charitable activities are used for this purpose. Thanks to this focus, the club receives recognition as a charitable organization from the tax office. However, if you were to use the money for other purposes, such as donations for victims of natural disasters, the tax office could rightly argue that this does not align with the actual purpose of the club, which is sports promotion.

2.3.1.5.2 Spain

ES 1

Manager: Yes, but it's the same as with the issue of transparency. We need more participation. And that's what we need to do with people who do physical activity (we have a lot of members and many of them don't do physical activity, unfortunately, I wish we had them all involved. We



have a large social mass, and the percentage of people who regularly come to the club to do some kind of sport does not reach 25% of that social mass. Which would be great if they came to do other kinds of sports, but we have many members who have previous links, family links, which are very recognisable, very important for us, because in the end it is the families that build the networks that we have. But it would be desirable for them to live the club more. So, in terms of what you specifically ask in the question is what we do actively to encourage this participation. I think we do a lot, but it is insufficient, in any case. Of course, we're not talking about decision-making like the other thing, which we would talk about opening participatory processes, informing and opening participatory processes... here it would be a question of the different levels that are mentioned there being recognised at the times when we have to intervene directly. We do try to do this, but not sufficiently.

Coach: I believe that yes, it can be improved, and that we are improving it. Already through the ISO there is a procedure, through a form, to ask trainee members and others that their participation is ... whatever it is, right? But at the moment, as we said before, that there is a tool that allows us to a tool that allows us to go further, through digitalisation, that reaches the mobile phone and so on, well, as soon as it was possible we went there looking for that participation, because in the end that information is very valuable information to manage in a better way, closer to what the people want. So, in that sense it is a mechanism. For specific things we have also used certain forms through a programme called "discover more", for example last year we also asked about this in particular. And what can be improved? Well, yes, I understand that there are different ways to make it more participatory.

Manager: One of the things that we are doing through one of the programmes that Jose also leads within the club is to seek participation in sports management. That each level within the club: the coaches, the coaches of the swimming section feel that they are part of that management. And what we are looking for is to generate work teams, to ultimately organise the areas through a change of paradigm in management that reflects this, that there is no vertical decision-making by the people who have a certain responsibility, and that everyone feels that they are participating. I think this is essential. We are embarking on this process right now. It's not going as fast as we would like, but we have been working for several years now on changing the paradigm of club management.

Coach: Possibly they are closely linked to this because, just as the club has defined its mission, vision, and values, through the different teams, the team itself, considering the mission, vision, and values of the club, is defining its own... For example, the aquatics or life guarding team that Andrea leads defines its own mission, vision, and values, and what always starts with the stakeholders: "who is influenced by the work I do? The answer is usually just one person, isn't it? Well, the user, the one who signs up here. And then you start to scratch a little bit there and you say: the fact that I do my job well or badly also influences their relatives, the parents who sign



them up, or the person they live with, it influences the surrounding colleagues, it influences (in the case of those who focus on teaching aquatic activities) the swimming section, the coaches, because depending on how well I do it, it will later get there. It influences management, coordination, if I am an aquatic educator and I do my job badly, it will influence the coordinator, but also the director, and it will also reach the board. Then they start to analyse the impact they have on those different groups, and the next question is: what are the needs and expectations in those groups? Because I can join... someone who joins a group for the elderly, right? I am 70 years old, I come here looking for a physical activity, but there are those who come... four who are 70 years old: there is one who comes for health and what he comes looking for is that, there is another who comes to socialise, not to be alone at home, there is another who comes because he likes Master swimming and wants to continue there.... so, the needs and expectations are very different, and the impact is also different, because one has some needs, another has others. People who are not autonomous, who are not able to climb stairs, who are not able to come with their shopping bags, sign up for an activity and two months later they are able to go upstairs on their own, they don't need to call for help, they don't need to go to the swimming pool, they don't need to call for help. So, you have an impact on the family.

Athlete: We have changed that person's life in part.

Coach: You seek, of course, to personalise much more, to get much more to the end and to detect more needs.

Athlete: We talked about this a lot in recent meetings. Many of the users value it, especially the elderly, the closeness of the technicians to them, that they don't just come to do an activity, but that they care, or we care about them, don't we? Well, if a week ago a lady hadn't come for a few days and I remember that it was because her foot was hurting, as soon as she comes the first thing you ask her is: how's your foot? She remembers, and she knows who I am, she remembers that she had a bad foot, and... they value that closeness a lot.

Coach: I think that this is very well articulated in the project. In the part of the values mentioned before, each team (aquatic, life guarding, indoor activities) is progressing little by little. It's true that the maintenance and cleaning teams, the information point, the swimming section... are still missing, and in the end, you know the impact it has on your colleagues and on the organisation, because coordination between areas will flow much more smoothly, but also in terms of how you approach your work, no? It's much more enriching when you realise that your work is so important for so many people, and I think that when we talk about values: how do I add value? So, when we talk about education, about improving people's quality of life, and they (in the case of aquatics) have already worked on this, they have already analysed the interest groups, what needs they have. How do I add value? And one of the things is changing this person's life. And suddenly you start to receive comments about this sometime later. So, you say: these wheels are starting to work,



right? Of course, it is a slow process, because for example at the information point or the porter's lodge, once you are in this process, everything will be linked together, and not only the person in the swimming pool will ask you, but also when you pass by the information point: "Hey, how are you doing? The perception of the service there changes a lot.

Athlete: Yes, they feel they are not just another number, they feel important, they participate.

Manager: Exactly, my job is not only what the contract reflects, that I have to teach an activity. You have a much higher level of involvement and participation in the organisation, and it also greatly improves your motivation in your own work performance, knowing that your work doesn't end at such and such an hour, but that it has a series of consequences of those hours for many people.

Athlete: And as far as we're concerned, it's important to let that worker know, right? That maybe they get good comments from him, that he's doing well, and that he continues in that line. Sometimes we forget that. We give the bad part, and sometimes we forget the good part.

Manager: We are also working on creating channels of communication to encourage participation, so that they can contribute continuously. Because what the lifeguard can contribute directly to things that affect the safety of the pool is not a minor value. I believe that it must be essential. We have to comply with a series of regulations, but in the end all this is broken down into such an enormously varied casuistry, that who has all this information, and often operating simply on the basis of logic, is the people who spend many hours carrying out this work in the pool. So, it seems that the smart thing to do is to count on them.

Coach: About the decision-making we were talking about earlier. I am also in charge of part of the emergency and security plan. I could sit down and do a risk assessment of each space, each activity and so on, but I would be wrong for sure. If I don't count on the lifeguards, who are the ones who are there on a daily basis and see which activities have more or less risk, which parts of the facility, of the space, have more or less risk, or if you don't have maintenance and at the facility level they provide you with this information. So, it is necessary to change this dynamic, and that in the end, all the different parties have to participate in the decision-making process.

Manager: There are no exceptions. We have to seek the participation of everyone in general matters and of the affected areas in particular on those organisational issues that refer to them.

Volunteer: For our part, I come here a lot for the pool and my function is to be in dialogue with the coaches, with the kids, with the lifeguards... Listen, and if there is a problem, we are here. Information is very important. That's what we want, to always have contact with the workers and if there is a problem, with athletes or whatever, we are here. I come to see him, nobody has to tell



us, that is our obligation. To say "I am a manager", and I don't show up here, and I don't find out anything, then I stay at home, and I am not a manager.

ES 2

Manager: From my point of view, coming from the foundation, one of the things we have done since I joined is to talk to all stakeholders. We have held open innovation days when NGOs, companies, club employees have come... So, I would say yes, but if the question is to the club as a whole, I understand that not all the areas are as actively connected to each other and that they are not as active as the club itself. Connect with each other in such an active way and with the outside world. And yet on the sporting side there is a lot of conversation within the sporting area with the doctors, with the physios, with the players, with the families... but possibly not a lot of conversation with other areas of the club. And then with fans and local communities, it depends a lot on the area, the department. There is a social area that is obviously in contact all day long with fans, supporters' clubs, season ticket holders... but there are other areas, administration for example, that may not have as much conversation with the fans. The social networks are also giving us the opportunity to have more direct conversations with the fans. And then Alejandro Ibarragori, who is the president of the group, and David Lara, who is the president of the club, did the Foro de las Aficiones (Fan Forum) three months ago. They spent about four hours answering questions from the fans and the press, which I think is quite new. I don't know many clubs that have done that.

ES 3

Manager: We understand that they do, because for this reason a lot of meetings are held with all the stakeholders involved around the club's athletes. In this case, there are meetings between coaches, meetings between coaches and families... we even try to regulate, so that we give a sense to all the meetings that take place in the club, not only those that my colleague, as the person in charge, holds with the families, but also those that the handball manager, holds with his handball families. They all have a uniformity, a sense, a desire to do things in the same way... and meetings between clubs and the federation are also very frequent. For example, in any of the sports that we have, which we have 27, we understand that in order to be able to improve the rules, to be able to establish calendars and a lot of other things. With other types of organisations, for example, not so much with the Asturian federations, but also with the Spanish federations. For example, this club is now a representative in the General Assembly of 11 different national assemblies. So, there we also do our bit, and we also listen to what others think about how things should or should not be changed, which are all democratic processes. And then from all the entities that surround the club: local and regional entities, we deal with them practically on a weekly basis. For example, tomorrow



the director of the Sports Board will come to talk about a sports congress. It tends to be a regular thing to support each other to try to improve the whole sporting process. That's how we understand it.

ES 4

Athlete: If it's wanted? Yes, you look for it. What do you get? You get what you can on the level of proximity, what everyone can contribute.

Coach: I think that more and more, everyone is looking for their own. For me, to get by... they will know more about it, about looking for sponsors, but in the end, everyone looks out of their own eyes, and for what influences them as a person, or their child, or whoever. For example, if I try to help, if they ask me to help Pepito, if Pepito didn't help me the other day, then I don't help him. And things like that. Out of interest, and today for you and tomorrow for me.

Athlete: Here I would like to mention a case that is now happening, which is that of Oviedo women's handball, which was promoted to the first category of Spanish handball, and perhaps has to give up the place due to lack of support and participation, not only from private entities such as any company, but also from the city council itself, which for minority sports, at least in the areas that we know, doesn't provide enough support.

We know, do not provide enough. And not just enough, but for a team to return to the elite 8 years later and probably have to give up the place because there is no economic or financial support from the town hall....

Volunteer: And don't think that it's a crazy amount. Maybe with 100,000 euros they have more than enough. With 100,000 Euros, they can play in the elite for a season as champions.

Coach: And more than enough. But well, they're still going, with 50,000 they'll get by, but they're not making it, so let's see what happens.

Manager: That's the main problem, eh? Those of us who are here, let's say that we're all from minority sports. On the beach in Asturias, we are even more of a minority.

Athlete: It was two years ago when it was considered a sport, wasn't it?

Manager: Yes, here in Asturias. Because I'm going to give you a case, because the differences between communities are a bit shocking. The law of sport says that if you are among the top three in Spain, you can be considered an "elite athlete". If you are considered an elite athlete, the boys or girls have facilities when it comes to entering university: there are scholarships reserved for elite athletes. In our case last year, it happened to us with the junior men's team, and they sent the papers, but it turns out that here in Asturias it is not considered a sporting modality. In other



communities it is for federative licenses: if there are 500, you're in luck. And here, as there are not enough of them, it is not considered. So those kids lost that opportunity, which is a bit unfair because it's worthwhile for an Asturian team to get there, eh?

Athlete: No, and that's what you were saying before, that apart from losing that scholarship, many of those parents don't have the money to pay for the child to go to university.

Volunteer: The other day a girl was coming for the team, for the club, and the problem is not that they don't have money, it's that the parents are separated and have problems, and so they don't want to pay for it.

Manager: It's very difficult for us to find support.

Volunteer: Because in the end they have to pay for everything. And a season of beach handball can cost you a thousand euros.

Manager: You try to look for sponsorships, but they are small sponsorships and of course, for example, I'll give you another example, subsidies. Well, you can't ask for the subsidy from the Principality of Asturias, because beach handball doesn't appear. Track handball appears, but not beach handball. So, I send it anyway, but I know what they are going to tell me, because it is not considered a sport here. And in the end, you have to fight to get resources from companies that, well, there are companies that do give you, but they give you a little, they help you.... but you don't have institutional support, you don't have it. And I think, in my humble opinion, that minority sports, not just handball, in general, are the ones that should have more support, because they are the ones that generate the least income.

Volunteer: Of course, it's a question of productivity.

Athlete: But you have to look at investment for the future. Why do you give more money to football? Because in the end, football is going to give me more.

Volunteer: But wait a minute: when the beach handball, when 5,000 people came to Gijón, I went to ask the bars around, and they told me: "Why should I give you anything if I'm going to fill it anyway? Yes, but I'm filling it for you. And all the surrounding bars all answered the same thing: "I'm not interested in giving you money because I'm going to fill it anyway".

Athlete: Not even a menu offers to give to the clubs, or anything. If I'm going to charge the same, then I'll charge two euros more than I was going to give you cheaper, and I'll earn more. And what are you going to say? And that in teams from your city!



Manager: In our case, yes, I mean, I think we have been in this dynamic for many years, but right now I think we are at a regular level of involvement. We are involved in practically all initiatives where we can get involved. Both at the level of associations here in our area and initiatives that the city council has, for example, linked to projects and agenda 2030 and so on, we're in the soup, we're very heavy.

Coach: And I think it appears in our mission, in our vision too, in other words, the responsibility for the impact we have on our environment. And I think that from the moment that this mission and vision were updated to what reality is, it is something that is present there. And there is a programme in this case that looks for many types of initiatives, and with the 2030 agenda, which I also believe helped us to give value to things that were already being done in the club, but that perhaps we were not aware of the value they have, because recently we were asked to participate in a city council initiative, and we started to go through the number of activities we were doing, and with all the SDGs we contributed a lot of things. So, I think so.

Manager: We have also hosted activities related to other associations, trying to be physically present or to be the recipients of other associations, and to look for these connections. It's also strategically interesting for us, because we establish contacts that are often of interest, or people who are working along the same lines on certain issues... anything that generates synergies in our field is interesting.

Coach: I think that the perception from outside is more and more like that, that is, to take the club as a friend, a collaborator, or a... Recently a school next door needed the assembly hall for an activity related to education, that TV was coming and so on, and they were going crazy trying to find a space, and there was no way, and so you try to channel, to help in that sense. Neighbourhood associations here, or the city council itself, I think in that sense...

Volunteer: Yes, we are open to everyone, there is no problem. And many people come here to visit and leave, and they are amazed, they are shocked, "oh, I didn't know it was like this". That's why information is very important, so that people get to know us. Here, if you're not a member, you come here to take courses, which is very important. And there are a lot of people who protest, from the members. But let's see if that influences people to come, and many of those who come become members.

Manager: Thanks to that, we are beneficial to society as a whole.

ES 2

Volunteer: As far as I know from here, Sporting does get involved with other local communities where other sports are played. For example, there are players within sporting who play basketball,



karate, etc. So, I think it has a positive social impact because they are being encouraged to do sport, and it is important that they do sport to develop their psychomotor skills and that when it comes to... you create a positive atmosphere among them when it comes to doing sport, and I think that motivates them.

Manager: From the foundation we work with a lot of foundations, NGOs... we have relationships with a lot of interest groups as I mentioned before, city councils, councils... So, I think that as a foundation there is undoubtedly a lot of collaboration. As a Club, I think there is also, but to a greater or lesser extent depending on the needs each year. With the economic kitchen for example we go every Wednesday to do voluntary work, with the food bank we have collaborated, with the Red Cross, with the SESPA, with the health area here in Gijón we are going to start a league for people over 35 with serious mental health problems. And then for the over 65s, we are going to start a walking football league in September. We are continually looking outwards.

Coach: I think the organisation is. Support is increasing a lot. Everything that is being done... a lot of people are getting involved. For example, we train here on Mondays and Wednesdays when other sports come here, they come from basketball, the girls who won the European Championships with hockey were here the other day, and... they're always seeing things. The business club too, right, that we're also launching, the president of the league was there recently, and they're getting more and more involved with regional businesses, and they're going to do a lot of activities with them. Well, I think the club is very involved in the community.

Volunteer: And according to what Diego told me, since Alejandro Iragorri arrived, the organisations have become more involved. More projects have arrived. For example, the club president's wife has a social organisation in Mexico, and she is promoting this social impact, because she is a social worker and has an organisation in Mexico, so she sees this as a good thing. And I think that the number of people in the organisation has increased compared to before this owner was there. I mean, with the previous owner there were fewer people in the organisation, as far as I understand.

ES 3

Manager: A lot to say here as well. Well, we are even involved with neighbourhood associations. The one we belong to and others as well. We participate and have collaboration agreements today with many other clubs, non-profit organisations, for example we also do CSR with a lot of non-profit associations, in events that we organise to try to help them in some way, in collaboration with other clubs, such as Santa Olaya, which you met with this morning. Through a twinning race that we have between the two clubs, we always look for an association in which there can be



voluntary donations so that we can help them. Our volunteer is, in fact, the main promoter of Operation Kilo also within the Club itself.

Volunteer: That's what I was going to say. That our Club collaborates with other social organisations such as the food bank, for which we collect food every year. We also collaborate with the toy collection association, "un juguete una ilusión". Then, for example, when we do the 10 km race of the Siempre group, we collaborate every year with an association to give them the money from the money collected from the registrations. We do a lot of social collaborations of this kind.

Manager: It's not just the signature. Even for example in the "operation kilo" it is not just signing the agreement and whoever wants it can leave it in the box. The whole club is involved, all the sports sections take a photo together with the kilos to make an appeal to others... and it is a way to give a sense of belonging to all this and to be able to help the rest.

Volunteer: We ask for volunteers, because the collection... the collection of toys is different, because they are left in a box and stored, but for the collection of food, as there are many types, that's what the volunteers are for, because the food of each group is put into boxes, and then it is weighed, boxes are made, pallets are made, and well, it requires effort.

Manager: In "Operation Kilo", above all, the younger ones are very involved so that when they grow up they are used to doing this type of thing within the sections and to sharing with others, which I think is quite good.

Coach: Well, regarding this issue, I think it is something that is quite well introduced in the club.

ES 4

Volunteer: Until you've had enough, and you say: "that's it, leave me alone", I mean, why should I bother to tell you what I'm going to bring, what I'm going to do... to get nothing in return? Because in the end, what happened to us with the city council? A little less? In other words, a little less, in the end you always try and do the study "how many people am I going to bring you, how many pernotations, how much I don't know what, how much I don't know how much" and they say "ok yes, I'll give you so much". And you say, "excuse me? So, if you get involved? Yes, the answer is yes, but you don't have an answer. Then you say, "why am I going to be here selling you the bike if you're not going to buy it from me?"

Manager: When we organised the arena, it was a lot of months of fighting with everyone, fighting, fighting, fighting, fighting, fighting, fighting, fighting, fighting, to die on the line. Well, in the end it turned out well but...



Volunteer: It turned out well because the Spanish federation supported us. Not the Asturian one.

Manager: Well, but it went ahead. And now that you're talking about the communities, it was post-pandemic, in '21. And I can tell you, so that you can see the involvement, that most of us parents were there working as volunteers, putting on masks, I don't know what, Laura with the vouchers, helping people... that is, the club's involvement with society is great, it's great because you try to do what my colleague said, you try to educate the kids in values, work with them, teach them that sport is very important, the parents are involved... but the feedback that you give to the families and to society in general, because when you organise this type of big event you are giving profit to the rest of the city, right? We fill hotels, we fill bars... Look at the people who came from Portugal, from Melilla... well, from everywhere. In the end, you say, and what do they help me with? In other words, there's no way back. And I'm not just talking about us, how many beach teams are there here in Asturias?

Coach: Official, 3.

Manager: Well, look how easy it would be, we're not talking about helping 20 teams, how easy it would be to help less than 100 athletes. It would be very easy, you know? Between all of us. But that part is not done. In other words, we have to be fighting, and if I was talking about. We try to help each other: you give to me, I give to you, because as we are few we have to help each other, because as there are few of us, we have to help each other, competition is absurd. And we take part in their tournaments, they take part in ours, because we have to help each other, because you make money out of misery.

Coach: But the problem is what I say: we help each other, and possibly we help Laura, but tomorrow we ask Laura for help, and Laura doesn't give it to us. Then, when Laura asks us for help the day after tomorrow, we don't give it to her. So, we start like that, and often we all end up shooting at each other.

Volunteer: It's that managing misery is impossible. So, what happens happens happens. Why do you look at those things? Why are you thinking if I helped you, if you helped me? You know? Why are we thinking about that? Because it's misery! If I ask you for four duros, you won't give it to me!

Coach: I think that in the end the public entities, in this case the town council and the patronage, are the ones who help the least. Both on the beach and on the track. This year on the track, the pavilions are almost all falling down. There was a week that... we were lucky in winter, it only rained for a week... I spent a whole week without being able to train, play or compete. I couldn't train, play or compete.

Manager: It's true that Moreda was flooded, isn't it?



Coach: I was unable to play. I ask for a postponement of the match, and they don't give it to me until Friday at three in the afternoon, and they say "Well, we'll give it to you because you asked for it, but you should be able to play" and I say: what if it rains tomorrow, what do I do?

Manager: It's just that the court will be in such a condition...

Coach: The court is in one piece. Unlevel... the wood is swollen. A kid fell there two years ago and denounced the patronage, and they paid him 27,000 euros. And on top of that, right now every time it rains you have to train under the responsibility of the coach. And I said no.

Manager: But I don't understand that because if it's public....

Coach: I'm responsible for the kids going down to the court. So, if something happens on the track, it's supposed to be my responsibility. But it's not like that, because if a kid trips and falls, it's your responsibility, because you're not taking good care of the pavilion. I have trained there with leaks. In the end, I have to train, because what do I do? Do I spend 15 days without training? Apart from the fact that they don't give you another hall, eh? Even if there are free ones, they don't give you another one. And you pay 45 euros per hour for the court, right? So that it's in perfect condition.

Athlete: 45 euros per hour, they're there 8 hours a day... that's almost 500 euros a day that they make. 10,000 a month... Of course, but they spend 500,000 euros to remove the scoreboard from the sports centre. 500,000, to remove an electronic scoreboard and fix the roof a bit, there were umbrellas holding the leaks. And Moreda is not supposed to fix it because they are so clever that they put solar panels on top and then, of course, they have to remove the solar panels.

2.3.1.5.3 Hungary

HU 1

Manager: What little money we get, we also get from the municipality, so we need to be seen. Our members are mainly residents of the town and the area. We hold events a couple of times a year, which open up our sports organisation a bit to those who are not members. We also show up at events in town. The orienteering run is our own, we use maps, and we make them, a good part of them is given to the city for tourism purposes. We also get a lot of press coverage in the local press, because it is quite an effective sport. If our association was based in the capital rather than in the countryside, we might not have such close links with the local community.

Coach: We have a good relationship with the municipality, but it's also the most important part of our livelihood. We have to be on good terms with everyone. We also participate in district events, especially in water sports, e.g. there was a district swimming competition recently. Politically, it's



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also important that they know we're here, so we can advertise in the newspaper for free. It is also important for recruitment to be known and to be involved in the community.

Coach: Community involvement is specific to the organisation because of its specific situation and activities. On the one hand, it is not site-specific, it is not only Budapest, not only the district, but we are present in many places, we work closely with the smaller communities there, we do our work among them. Wherever we take our methods, our aim is community building.

Athlete: The association tends to have strong links with other sporting organisations. The important thing is to have close cooperation within the sport. Our sport is a pretty closed community. (The sports organisation also shows their values when they present themselves and their activities)

Manager: In orienteering, it is during the run-up to the race events that we also clean up high-traffic areas that are important for tourism. When looking for sponsors, it is also important to have a common link, e.g. this is also when the sponsoring organisation can use the area we have cleaned up or our maps.

HU 2

Coach: It's very important how we can set some kind of goal towards the community, not the athletes, not the sports leaders, but the environmental community. I have a civic initiative called "the impossible does not exist" NGO, which we took from the motto that was posted on the wall of our first training camp. Our slogan is educating with sport, educate for sport, and we work with underprivileged children. We bring sport to children's homes, they can meet national team players. It moves the community. In our village, if we say training camp, they may not be there all the time, but if we end with a sports day, the children and parents and adults are there all the time.

Manager: The head of the football department told me that right now one of the talented kids in the U18 team has been caught stealing, and a very serious work has started in the department to save him. The family has been involved in this process. On the way to professional sport, there is also the factor of the expert saying that we need the biggest chap on the pitch, because in reality he will be the one who will be able to pull the last trick. So, we can't lose him, so we're trying to help (Manager) him and look at what got him into this situation. We're mediating with the team to get the kid back into the fold. If professional sport is the goal, we need players of a slightly deviant type who can do something surprising on the pitch. It's a nice thing too, because we're not disciplining the kid, we're trying to deal with the problem and get a moral message to the kid that he's going to learn not to do that again.



Athlete: To your question, When I came down for the first training session, the little ones were doing the training, and then the bigger ones came, and I started training with them. The coach didn't specifically tell me the rules, but I followed the others.

Manager: The role of community ownership, community building is to build a base, without a supply of people the organisation will not be sustainable. Sure, not everyone will become a world champion, a professional athlete, an Olympian, but those who grow up here can carry on the values they have learned here. Even if they don't become professional athletes, they will become supporters, coaches, referees, sports managers, maybe the next sponsor of the club where they played as a child. But to do that, you have to build a relationship with the kids and the adults first. It's easier with children than with adults, but it's not as easy with children as it used to be.

Coach: I started to contact the surrounding municipalities, to broaden the contacts. I was thinking of setting up tables, especially where there used to be table tennis teams. We would go to community centres, schools, and seed rotation to hold training sessions with our sports partners. But somewhere they just bought outdoor tables for community spaces, we'd like to go there too, we'd like to be present at village fetes. We would like to invite people for training visits. The problem now is that by the time the children come to training, some of them have 8th-10th classes, third special session and they are very tired. It would be good if they wanted it as much as possible. There are so many opportunities for the kids now. If you involve the children, in a good case you involve the parent. It is important to have a wide network of contacts.

Just for the sake of youth education?

Coach: No, we're happy to see more people doing sport as a hobby. It's not only about the justification, it's about getting as many people as possible.

Manager: It's hard to get kids out of the room. 20–30 years ago, there was no real stimulation in the room, it wasn't worth it to have kids in there for so long. Today we can provide conditions in the room that can be attractive even for a 16-17-year-old child, and they don't think about where they should go, they think they can spend their time there in a useful way and have fun. It's up to all of us, in some small or big way, to get them out of it. It is a societal issue, there are many aspects to why it is increasingly difficult to get children to exercise. Circumstances have changed. Sport is a tool in pedagogy to bring these kids up. A lot of people think of UTE as a professional sport, but professional sport cannot actually be a goal and is only a tiny segment of what we do. We want to give something to the 2,800 kids who play sport with us, and we try to guide them and teach them to work and to be a team Athlete and try to give them goals. That's what it's all about.

Coach: In our family life we also feel, as parents, that the child says he will stop playing sport, and then he will find his way back. We have to do tricks, for example, I got my daughter to come



again by asking her to pass on what she knows to the other little girls at a village fair. Since then, she's been back to training.

Coach: Chess has given me a lot personally. The ability to concentrate, it keeps me fresh. I'm sure it's the same in other sports, but in chess it's particularly important, it's how many steps you can see ahead. (Strategic planning) Life is like that, how much I can see the steps ahead and my own development. There are consequences if I see the right move, and if I don't, I lose. It's also important as a child to learn not only to win, but also to lose and to deal with loss. And when you lose, not to put the board on the other guy or beat him outside a game. Learning that even if you lose, nothing is lost because the next day the sun will rise.

2.3.1.5.4 Italy

IT 1

Manager: Yes, organizations should actively seek input and involvement from various stakeholders. Athletes, coaches, trainers, fans, and other relevant individuals should participate in decision-making processes. Organizations should value the opinions and perspectives of stakeholders and create channels for their input. Community involvement focuses on engaging with local communities, collaborating on initiatives, and using the sport as a platform for positive social impact. It's essential for organizations to be proactive in fostering relationships with communities and addressing their needs through various programs and initiatives.

Athlete: I fully support the importance of stakeholder involvement. Athletes, as key stakeholders, possess valuable insights and experiences that can help shape the sport. Organizations should create opportunities for athletes to voice their opinions and actively involve them in decision-making processes. Additionally, engaging with local communities is crucial for promoting inclusivity and building positive relationships.

Coach: I couldn't agree more. Stakeholder participation and community involvement play vital roles

Volunteer: I agree with Coach.

IT 2

Manager: Participation means involving individuals as active participants in sports, giving them opportunities to compete, contribute, and engage. Organizations should actively seek input, involve stakeholders, and engage with communities to ensure diverse perspectives, foster social cohesion, and create a positive impact.



Athlete: Participation means actively involving athletes in decision-making processes, providing them opportunities to have a voice and influence their sport. Sports organizations should actively embrace diversity, and work towards sustainable community development.

Coach: Participation involves encouraging athletes, trainers, and coaches to actively engage in sports, promoting inclusivity, and fostering a supportive environment. Community involvement means also engaging with fans, local communities, and social initiatives to create positive change.

Volunteer: I agree with all of them, I do not know what else to add.

IT 3

Volunteer: Sports organizations should actively seek the opinions and perspectives of athletes, trainers, coaches, fans, and local communities. Engaging with local communities allows organizations to contribute positively and create a social impact beyond the sport itself.

Manager: Participation and community involvement are essential. By engaging stakeholders, organizations can gather valuable insights, build stronger relationships, and work together to address societal issues. I do not know how much this is done

Coach: Organizations that actively involve stakeholders can make informed decisions and various advantages. Engaging with local communities helps organizations understand and address the unique needs and challenges of those communities, promoting positive social impact.

Volunteer: I agree with all. By understanding and addressing the needs of everyone, organizations can create programs and initiatives that have a meaningful and lasting impact.

IT 4

Volunteer: 'Participation' means involving athletes, trainers, and coaches, in decision-making processes and giving them a voice. 'Community involvement' means actively engaging with local communities, addressing their needs, and developing with them positive relationships.

Manager: Many sports organizations recognize the importance of participation and community involvement and look for input from stakeholders through surveys, forums, and discussions. They also engage with local communities by organizing events, promoting sports education, and supporting social initiatives.

Coach: However, there's still room for improvement. Some organizations may not adequately involve athletes, coaches, and other stakeholders in decision-making processes. They may also



miss opportunities to collaborate with local communities, which can limit the positive social impact they could achieve.

Athlete: It's important for organizations to actively involve athletes, coaches, and other stakeholders in shaping policies and initiatives. After all, they are the ones directly impacted by the decisions. Engaging with local communities not only strengthens the relationship between sports organizations and society but also creates opportunities for positive change and social development.

2.3.1.5.5 Macedonia

Mac 1

Athlete: I don't know if I am on the right track with the answer, but every competition season there are new athletes and there are also new coaches and new volunteers are voluntarily involved in sports competitions, because the sport clubs and organizations are actively seeking this input. And of course, this has a positive effect through healthy lifestyle first, then competition spirit and development of children from early ages.

Manager: Yes, Bojan mentioned the positive social impact, like healthy lifestyle which we do by our running event and also care about environment by our planting tree actions and picking up trash. Every year more sponsors and institutions are supporting us, but it can be a lot better. If we speak on country level, we can agree that the support is really low.

Volunteer: I would only add that there are more good examples of positive social impact like runs for raising awareness of rare diseases, non-violence against women.

Coach: The support for the clubs is almost non-existent. They ask for support, and I know examples of clubs from the same sport that collaborate in many ways. Don't get me wrong it is better than previous years but more to be done for sure.

Mac 2

Athlete: TREX organises two bigger races, in Ohrid and in Skopje. We actively seek for participation from other athletes, fans and local communities. We have volunteers that are the same over the years, they apply and wait for the race to happen because they enjoy the experience. Especially in Matka, local people who live there, local mountaineering clubs are included. Additionally, we share the call through our social media and secure accommodation in



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mountaineering places in Ohrid, food and travel. All of this is positive social impact, healthy lifestyle, development of tourism in Skopje and Ohrid.

Volunteer: We have different experience with participation from local communities. We actively ask for participation of volunteers to our events, but it often happens that we need a certain number of volunteers. Some of them are really nice, but over the years it happened that some of them just don't do what is supposed to be done, don't show up. So, we have some funding, and we decided to give some funds as a daily work to them. About the other part of the question, everything sport associations do, especially with work from younger generations, is a positive influence.

Athlete: As I know, the volunteers to our trail events are not paid, but as I mentioned before food is secured, accommodation in mountain lodges and transfer to Ohrid as well.

Manager: In my opinion the positive is all this meeting new people, new ideas, not spending time in closed rooms or any kind of addictions. My question is are those volunteers to your events able to do, are they responsible, what is the percentage?

Volunteer: It is divided, I don't have the actual statistics, but regarding the question yes most of the clubs and organization seek input from local communities and in these cases other competitors, clubs. Us for example invited young scouts, deliberately, so that we can have peer to peer knowledge sharing.

Coach: The same thing is about European mobilities. Some sport organization buy tickets in advance for participants, with covered food and accommodation, and it happens that those volunteers cancel. Sometimes it is stated that the volunteers have to be local, specifically in the call. To sum up, the organization do ask for input and participation of fans, other clubs and that is the positive influence.

Athlete: Regarding the seeking interaction of fans, as I mentioned some of the clubs do ask for this, but in some other countries, the culture is different, people don't run, but will join especially that weekend, to cheer and support. We are not at that level.

Mac 3

Manager: Yes, we are involved in organization of events in mountain biking. We collaborate with other cycling clubs and all the stakeholders are mentioned I think are essential for further development. We try to engage more youngsters to practice sport and cycling and every time we are on the line, at the moment we are connecting with other clubs. Likewise, we collaborate with



mountaineering club, the mountain connects, and I think it is important to have this to promote positive change and healthy lifestyle.

Coach: Thanks to the popularity, there is a lot of interest for youngest to play and train. There is help from the institutions like support of events in which the teams from young children who are rivals on the field, we bring them together so that they can hang out. This we do to teach them that other aspects then to win are as equally important. In my opinion, it can be done in a better way. In order to promote healthy nation and positive social impact, I think we can have more agility from local institutions, above everything.

Athlete: In my town Struga for example, I can share good practice, triathlon is more and more popular, a lot of children are new into this sport who promotes healthy lifestyle and competitiveness. There should be more interaction with local government, I would sometimes say with central government as well. Clubs like are trying to influence with their tours and small projects about environment somewhere, but with bigger support we can see even better results.

Volunteer: Velo schools is a network that is constantly collaborating with local communities, more specifically with schools, and we have a network to promote cycling as a safe and sustainable way of travel. And about positive impact I would say it is to acquire the habit of sport, competitiveness, healthy habits. Here is also the sustainability part, learning from young age and developing. I know a lot of organisations who have similar impact through different activities, and I can conclude that I think we influence positively.

Mac 4

Athlete: I know sports clubs and sports organizations which through their work promote positive social impact. For example, there are organizations and clubs who organize sport events with using less resources, no plastic, waste separation. Some of them engage in action on planting trees, as well as having trainings around Europe on sport. I know other organizations from different sports who collaborate, for example MTB clubs and mountaineering associations, nature and mountain connect them. Through all these events of course, local communities are engaged, fans, new athletes. I would say that the support from local institutions and central is welcomed and needed.

Volunteer: I also know a lot of sport clubs and sports organizations which through their work promote positive social impact. First and most important according to me is that through sport they promote healthy lifestyle. If we speak about training from early ages, it means development of children, which is very positive as well. Regarding the other part of the question, in my opinion they seek input and participation, new members in the clubs, engage with volunteers for daily work or organization of events. They seek support also from local communities, sponsors, institutions, but I think it is not well appreciated the work in sport and the support must be bigger.



Manager: Well, to be fair, there are clubs and organizations that set up a good example in Macedonia. For me, a great example are clubs who have pioneer and youth categories. They include children in sport activities and give them good example how to be far from every day challenges in school like sitting in front of computer, problems with back. I know clubs that constantly seek interaction in the form of new members, volunteers, engage with other clubs, but we can all agree that the support from the country is not small, but it is equal to zero.

Coach: In this question I found a lot we discussed until now, like a club, like a state champions we have a membership of 314 children we are included in eco projects, humanitarian actions, we constantly try to be involved in a local community. All this is an example of positive social impact. Our membership and success constantly rise, but I can say that we don't have support from the country and municipality. In fact, they tried to punish us. I know a lot of clubs like this, if you are not connected somehow with one or the other political option that it is hard for your club.

2.3.1.5.6 Serbia

RS 1

Manager: Participation and community engagement are crucial for good governance and sustainability in sports organizations. Organizations should actively seek input and involvement from stakeholders, including athletes, coaches, and local communities. They should also engage with local communities and work to promote positive social impact. This can include initiatives that support local youth sports programs, promote environmental sustainability, or promote social equity.

Athlete: Organizations do seek input from key stakeholders. However, the frequency of that cannot be estimated from a player/athlete standpoint. As for the latter, there are instances where organizations engage with local communities.

Coach: A healthy sports organization certainly cannot exist without the active participation of the entire community - active promotion, recruitment, monitoring, support, purchase of promotional materials and goods as financial support for the club, organization of special promotional days that would additionally involve the community in taking part in the days when there is no competition field and thus additionally strengthen the connection with the sports club. Work in schools on the source of new talents, cooperation with local basic sports (athletics, rhythmic and athletic gymnastics, swimming, fitness...) for the purpose of recruitment into team sports. Involvement in humanitarian and socially useful actions, at the global, regional and local level, in order to raise the level of awareness among athletes and staff, as well as raising the level of recognition of the sports club as a responsible member of the local community.



Volunteer: The sports organization should be one of the initiators of relations in the local community, starting with educational institutions at all levels and ending with broader relations in the local area on topics such as ecology, social changes in terms of the psycho-physical development of young people who are involved as active participants or as volunteers, fans, sympathizers.

RS 2

Manager: From my experience, we welcome participation of all individuals that are eager to help us. Those are ex-players, parents of the players and others. Also, players are active in all the works, not only in games and practices.

Player: Yes, they participate in various familiarization actions as well as humanitarian events in order to bring their organization closer to people who are interested in it.

Coach: It massively depends on the size of the organisation. Big organisation with more financial power can pay monthly salaries to employees and pick whoever they want. Also, sponsors are potentially interested depending on how the sport is popular. In smaller organisation we depend on the help from ex-players, players parents and other friends to help in all the work one small sport club needs to do.

Volunteer: The proper functioning of any sports organization, amateur or professional, cannot be imagined without the support of sponsors and local communities that will help generate the necessary funds and conditions for further development of the organization

RS 3

Manager: Participation and community engagement are crucial elements for sports organizations. In my experience, some organizations do actively seek input and involvement from stakeholders, including athletes, coaches and trainers, fans, and local communities. However, more can be done to improve community engagement and promote positive social impact.

Athlete: Sports organizations should always seek input from all stakeholders, especially athletes and coaches. They are the ones who know the sport the best, and their ideas and opinions can help improve the sport and make it more sustainable.

Coach: As a coach, I believe that sports organizations should definitely seek input and involvement from all stakeholders, including athletes, coaches, and fans. Their opinions can help make the sport better, both in terms of governance and sustainability. Furthermore, sports organizations should actively engage with local communities and work to promote positive social



impact. This can be achieved through various initiatives, such as promoting healthy living and education.

Volunteer: It is essential for sports organizations to seek input and involvement from all stakeholders, including athletes, coaches, and fans, as well as local communities. In this way, sports organizations can better understand the needs and desires of all stakeholders, and work to improve the sport in a way that is both sustainable and beneficial to the local community. Moreover, sports organizations can also use their platform to promote positive social impact, such as promoting environmental awareness and social justice.

RS 4

Manager: While some organizations are involved with the community and actively seek inputs from various entities, most still need to improve on this important aspect. Sports fans increasingly seek to support socially responsible and sustainable organizations, and sports organizations that engage in community initiatives can differentiate themselves from their competitors.

Athlete: Sports organizations should actively involve stakeholders by seeking their input and engagement, while also working to engage with local communities and promote positive social impact through various initiatives and programs.

Coach: This is tightly coupled with the resources the organization has, apart from a personal organizer's motivation to promote engagement.

Volunteer: I am not sure, but I think that smaller clubs and organisations have help of their former players and some volunteers. In bigger and professional clubs, it is all about money and how big their budget is.

2.3.1.6 Important challenges against good governance and sustainability in sport organizations

2.3.1.6.1 Germany

DE 1

Manager: Societal awareness is an important factor, but it requires intelligent concepts and expertise to bring about actual changes. It's not an easy task.



Manager: Yes, we've faced challenges in implementing good governance and sustainability in the past. One example was the introduction of different performance levels within the club to cater to both performance-oriented and leisure-oriented members. This led to disagreements and divisions within the club. However, through open communication and the flexibility of the coaches, we were able to reach a consensus and successfully implement a diverse setup. There have also been successful situations, such as the integration of refugee children into our team. Clear guidelines and a respectful environment allowed us to successfully facilitate their participation and promote social sustainability. Overall, this highlights the importance of clear communication, flexibility, and a shared code of values in addressing challenges and promoting good governance and sustainability within the club.

Athlete: In my view, the financial aspect plays a crucial role. Many sports, even those represented at the Olympic level, don't receive sufficient financial support from the government. Moreover, there's often a lack of knowledge about these principles. As mentioned before, I myself have limited knowledge about this and see it as a significant challenge.

Coach: I've already mentioned the sustainability aspect. We don't discard sports clothing, which is very sustainable. We avoid significant waste production, and clothing that's still in good condition isn't thrown away. Regarding water consumption, I can't precisely predict what lies ahead for us. The question is quite broad. For example, a challenge could be raising the children's awareness about how their actions influence water consumption. Another example could involve addressing the use of electronic devices like phones and the internet, as they also impact the environment. This awareness might need to be instilled in the children.

For us, the topic of mobile phones is crucial, since we use a special app for our training principles. Through the app, our training session guides and club policies are accessible. We also communicate and organize training and match days that parents can participate in. Overall, the use of apps in sports clubs is widespread and simplifies many processes.

Of course, that's just one example. Every club has its own challenges. For us, it could be a shortage of personnel to work specifically with the children and delve deeper into topics like sustainability. There might also be financial constraints that make it difficult to carry out sustainability projects. We're not always able to implement comprehensive initiatives, such as in the field of electromobility or similar areas. There are many aspects to consider in promoting sustainable development within the club. It's an ongoing challenge, but we strive to make improvements step by step.



Manager: Absolutely, these principles apply whether it's about sustainable water use or reducing noise. A sport club often makes noise on weekends, especially if it's located in a residential area like Berlin. The neighbours might not always be happy about it. But one thing is certain: Sustainability and the overall work of the board require honesty and transparency.

On the other hand, in my company, decisions are made by the boss – and in this case, I am the boss. At least until someone votes me out. The good thing about a club is that if I make mistakes or other issues arise, I can simply be voted out at the annual general meeting. Then someone else takes over. This is one of the positive aspects of being part of a club.

DE 3

Manager: Dealing with these challenges isn't always easy. It's about actually doing the things that make a club work well and last a long time. One big question is: How can sport organizations make sure they do these things successfully?

DE 4

Manager: So, I think what's important is that motorsport at the grassroots level needs to be made more accessible. Of course, Formula 1 and other major competitions and big races will always happen, but the access to those isn't possible for everyone. It's quite expensive and not many can afford it. The key is to provide more opportunities, especially for children, in the lower tiers. As I mentioned, we see how many requests we have and can't accommodate, and every time we have to turn kids away, it's sad to see their disappointed faces. This passion exists, and you can't prevent that. Just like there's a passion for soccer or any other sport, motorsport can rarely be catered to, and that's an inequality. It's not fair that those with more money can easily do it because they might have a large piece of land, buy some car, and pay someone to give them advice. Yes, it's unequal, and clubs like ours allow people from different socioeconomic backgrounds to participate, at a cost that would otherwise be quite expensive. This is done through a lot of volunteer work and commitment, the maintenance and repair of the karts, and so on, the whole package. And that should be made more possible. There are many who want to do this, to make it possible for others, but they can't because they can't get a location in Berlin. They have to drive out of Berlin, which isn't sustainable. It doesn't make sense that ten parents have to drive across Berlin just to get their kids to train, when they could stay in the city and cycle there, and have their kids train with the karts for two hours.

DE 5



Manager: It's important that awareness of the needs of small clubs exists within the higher sports associations. Smaller clubs can contribute a lot and be engaged, but ultimately, this has to be financially feasible. Large sports associations like the German Football Association, the German Motorsport Association, or the Volleyball Association often have an interest in the economic profit of the association. From my perspective, the German Football Association no longer appears to be solely nonprofit in order to promote football in Germany; it's also about generating money. At least, that's how I see it. Similar perceptions exist with other sports associations like the Handball Association or others. This dynamic only changes in small niche sports, where the association usually wants to promote the sport. With the large and media-present associations, I see the opposite. An example is the German Motorsport Association. There's little concern for the small motorsport activities that take place away from the major events, like motocross in fields or small racetracks. This hasn't piqued much interest within the German Motorsport Association. There's no promotion or financial support from the top. On the contrary, small clubs already have to pay substantial fees for permissions and licensing rights to the German Motorsport Association just to be able to practice their sport. The big money, on the other hand, is earned in areas like DTM and Formula 1. That's where the focus and interest lie, as the motorsport associations themselves also want to generate money. After all, there are individuals at the top who want to secure their own salaries.

2.3.1.6.2 Spain

ES 1

Coach: Nowadays, I think it's a challenge that there are more and more regulations of all kinds, and for a large organisation it implies an effort, but for the smaller ones... Perhaps a smaller club that is managed by its own board of directors, I think it's quite complicated for them, between the plans that have to be developed, the regulations, etc.

Quite complicated, between the plans that have to be developed, regulations, etc., etc. A large club with a certain organisation implies work and a series of resources. Right now, we're working on a project to develop a plan, and what does participation imply? That we already have our schedule, our workload, that we're already going full steam ahead and then another one comes along that is necessary, and that has to be taken out.

Manager: That it's compulsory.

Athlete: But even if it wasn't compulsory, we get involved in everything. I mean, we want to continue revolutionizing and improving, and in this case, they are projects that are obligatory, it's true, legally, but if it's not true that we set ourselves challenges, then maybe we wouldn't have to,



and we set them anyway. And I think it's important, because it's the way to grow, also, but for real small clubs, that maybe it's more difficult for them to simply assume what is legally established, because maybe they are smaller boards, they are boards that maybe are... well, thinking about swimming, that are run by the parents of these swimmers, who maybe don't have the necessary knowledge and, well, the challenge is more important for them, or more difficult to take on.

Coach: Above all, I think that the management part is complicated for many clubs, and that in the end this type of management function, from my point of view, there are no highly trained people, nor is it highly valued, because how long does it take to develop a plan? And who's going to do it? Well, whoever it is, right?

Manager: I think it's along those lines.

Coach: And maybe it's up to a parent, or it's up to someone on a board of directors, who knows that it has to be done, but you can see that they don't even know where to start.

Manager: In any case, I think the problem is a question of size. We are obviously not a small club, but we are not a very big club either. We are somewhere in between, where we have a very big boat with few sailors.

Manager: And so that makes it clear: What do we need? What do we need to advance in sustainability and good governance? Well, we need to advance either in professionalisation, or in obtaining external resources, either through collaborations with other entities, or support for projects that serve to develop those parts of the club that are not yet completed, focused precisely on sustainability. And that ultimately means economic resources. We are an entity that in fact has less than 50 workers in the club, and a social mass of 15,000 members, and we carry out a certain activity, but we are not, for example, the Covadonga Group, which has two and a half times our size, and we are not the same as the Covadonga Group, which has two and a half times the number of members, but it has six times more staff, six times I'm saying. And there you see the professional profile of the people, and they have very specific areas of development, and very specific responsibilities. There is not the format that we have here, which is juggling. And of course, that's all very well, but it has its limits. So, in order to make progress there, we need more professionalisation, and we are working on it. Right now, a new girl is going to join the club tomorrow to develop a new branch, which is marketing. It is impossible to make progress today in an organisation like ours, which has to project itself much more, which has to organise its resources, which has to sell its benefits, generate services, modify and adapt them, seek contact and offer services through new channels. And that requires a specific professional in these areas. So, what have we had so far? Well, all-terrain vehicles, but the all-terrain vehicle doesn't run along the freeway, nor does it climb a wall, it goes along a road. So, we have to make progress in



specialisation, yes, and become another entity... we have to grow, and of course, the problem is limited resources. So, we also have to model.

Volunteer: Then you start to calculate how much money you have to pay to the staff, and of course, how much is the fee paid here? And of course, tomorrow, you tell the members that you're going to raise the fee and...

Manager: Yes, but that's necessary. If not, it's impossible. Is it possible to improve without injecting more resources? No system works if you don't inject the energy to make it work. And then you can organise it well, badly, regularly or worse, but there comes a point at the limit that no matter how much you optimise, you can't optimise very limited resources, especially when you have a very large installation and a very large entity, a very large social mass...

Volunteer: Of course, we want to expand, but we have to expand the staff as well.

Manager: You grow, and we will have to clean it, of course, we will have to maintain it, we will have to put in energy and consumption. You increase the social mass.

Coach: That part of communication that can be improved a lot, that is, to inform about the things that are done and why they are done, not only at the time of an assembly, but in a more continuous way. Because the perception of the members is that improvements are being made all the time. And then you compare the membership fees paid here with those paid in other clubs, and maybe it would help a little more to see that perhaps we are very fortunate, all that we have with what we are paying. That's where I think the need to say: now we have to grow and... it wouldn't have to be an exaggerated increase either.

Volunteer: The extraordinary fee that is paid, because the ordinary fee cannot be increased (there are certain parameters according to the CPI), so another separate fee was approved because the money that is being paid for this other thing does not arrive, and as by law it cannot be done, we did it this way, it was approved in an assembly, and it is being paid separately, because if you take away that extraordinary fee, after four days we have to close, because the money does not arrive.

Manager: Yes, yes, the ordinary fee is limited, and we are an energy monster. So, our cost increases have nothing to do with the CPI, or they will have something to do with it, but come on...

Volunteer: If the CPI goes up by 1 and the electricity goes up by 10, let's see.

Manager: People can look for resources, they can try to make the most of sporting activities, but there is a limit. In short, we need to grow to the point where we can have a higher level of professionalisation, provide better services, to be able to ask more money for them. Quality has a price.

Volunteer: Quality has to be paid for, that's for sure.



Manager: People are demanding more and more services, more quality, more activities?

Volunteer: Look, many people leave here from the courses they do and go to a gym, and many of them come back. And the quality that we have here we don't have there. Of course, because you come here, and you have, when I was doing spinning for example, you come here and you have your bike. You go to the other side, you arrive, you don't have your bike. You go to the other side, you don't have the instructor who is correcting you, which you have here. So of course, you have to pay for that. I'm happy here. I pay a bit more, but I know I have a good service. And I'm interested in having a good service and paying a little more, rather than paying less and then not having a good service. A lot of people come back here.

Manager: Following on from what my colleague was saying earlier, we have to go further in differentiating ourselves from other sports services that can be provided by a for-profit company and be a club that always puts it up front that we are a sports entity, that we promote other values, and that we try to give a different return to the member.

Coach: Continuing with the challenges, I think that one is the need for management, for professionalisation. From monitors to management tasks: professionalisation in sport... and, on the other hand, the economic side. Clubs pay fees. In other words, there are other services, activities, that are much more professionalised, it is understood that you have to pay for a service, i.e., I go to an English class, and I pay for a service. Now, it is striking when here you pay half the price for a one-hour activity, there you pay I don't know how much, and here you pay less. In sport, in activity, we want quality in terms of sports education, sport, etc., but it's hard to pay for leisure. And it is necessary. To be able to professionalise it is necessary.

Manager: But in other areas, for example, there is not, let's say, competition, in inverted commas, because it is always positive that there is a public sports offer, for example, that is more accessible, and that is subsidised because they put resources into it to be able to offer a sporting activity at a loss. So, of course, we have to compete, in inverted commas, with them. We cannot be on an equal footing with them. There are things that we cannot compete, that we cannot offer them. What we have to look for is to try to differentiate ourselves with the contribution of what a club offers as opposed to other offers.

ES 2

Manager: I think that training, awareness-raising, resources, people, resources, people, containers... making it easier for people to come by public transport, to share, to go to the stadium by bicycle... providing resources, training, awareness-raising.



Coach: Like in San Sebastián. When I went to a match there, they have a school where they have bicycle racks, but not 30, no, no, no, in a B team match there were 200 bicycles there.

ES 3

Manager: The word sustainability is so broad...

Interviewer: In the framework of this project, we understand it as economic, environmental and social sustainability.

Manager: Well, social sustainability depends a little more on what we have just mentioned, doesn't it? On the people who get involved in this type of project. But economic sustainability... in our particular case, we do need help from organisations. We only receive 0.1% of our club's budget through grants. It is frankly not enough for all the work that the club does. And then environmental sustainability... I think that on this specific point there is still a campaign to raise awareness so that this can take root through federations and clubs in a different dimension to the one we have right now. Now blue flag events are starting to be created and... but we don't even know what the conditions are that have to be met... I think that's where we still need to put our heads together and... there's still a lot of educational work to be done to see how all the clubs, through the federations, can go along these lines.

Interviewer: What are blue flag events?

Manager: For example in this case they come through the triathlon federation, which created its own "fertri" brand, and in order to get it they have to meet a series of milestones within the event itself that gives them access to the blue flag, which is a flag (I think I remember) that was a European flag, but for example in this case that is within this club that we manage 27 different sports, precisely triathlon is not one of them. So, the fact that the case comes to you through a sport that has nothing to do with the Club itself, is striking.

And that is something that I think there is now a very great social awareness, and we should try to insist on. For example, in this sense we try to give it some attention, but perhaps it doesn't have the repercussions it should. For example, Alejandro was talking before about the 10 K of the group. for example, Coca-Cola always participates in the event as long as there is an environmental sustainability project "behind", and it is simply detailing such as for example the collection by the volunteers themselves of the whole issue of habituation halfway through the race, or that for example in this case Coca-Cola installs a kind of basket at the finish line so that when they hand over the product, the bottles, you can put them in the basket, and they give you a little gift... or these kinds of measures. But I think that they have to be evaluated in some other way in order to be able to obtain subsidies... In other words, to make the sports society a little more aware of the



fact that this is a necessary issue. And then with regard to the issue of good governance, what my colleague was saying before, that we are probably a little ahead of the rest, perhaps in terms of means, or history, or the way of doing things, but, well, ahead of the rest. The more they can give us, the better, but at the moment we believe we are doing it the way it should be done.

Coach: We are very self-demanding. In the end, a society like this one makes demands on you from all sides... or you do well... Alejandro can tell you. You don't have any other choice, given the way everything is organised, the way the statutes are...

Interviewer: Are there any other challenges you would like to comment on in order to achieve sustainability and good governance?

Volunteer: Well, this was also mentioned by Nacho. Regarding environmental sustainability, we also have some projects to install more solar panels, we already have some in the south pavilion, and we have a project to install more solar panels here in the 25-metre swimming pool. Well, we are working on it.

ES 4

Coach: I think that nowadays, trying to get children to be able to have an income to be able to do things well.

Volunteer: Counting children as money. So, in the end it's all money. It doesn't matter whether it comes from children or sponsorship.

Coach: Yes, but if you have sponsors, and you don't have children, it doesn't matter.

Volunteer: Yeah, but it's almost parallel.

Coach: It's more about having children.

Manager: I have to disagree with my colleague, because we have children, many boys and girls, and the truth is that we have a good base, but in the end, you need sponsors who believe in our sport, because here in Asturias people don't believe in beach handball, they think... well, what's more, many don't even know what we play.

Volunteer: Well, the typical beach handball question: "How do you shoot the ball on the beach?"

Manager: Right, right.

Volunteer: But in beach handball, you don't vote for the ball! Just look at the lack of knowledge there is.

Manager: Right.



Volunteer: In the end, it all comes down to money. And of course, logically, you have to have children.

Coach: And facilities. To be able to practise. In the case of beach handball, to be able to play if it's not summer and the water is below, and it's not sunny.

Manager: Or that you don't have to fight with the coast to get a permit. Because for example in July here you can't ask for a permit because the beach is for other things.

Athlete: They can even denounce you, a fellow countryman or countrywoman who is sunbathing will denounce you to the police and if you don't have a permit they'll throw you out, and not only that, you could get a nice octopus.

Manager: In the end, if in a town of 1000 or 2000 inhabitants in León they have a permanent a court or two permanent beach handball courts.

Volunteer: But the first and second Spanish beach handball championships for national teams were in Getafe in their sports complex, Alhóndiga 2, which has two sand courts all year round where they practise, train beach handball. Beach handball league.

Athlete: And not only that, but there are IHF clinics at European level, and training sessions for clubs from all over Europe in Getafe to be able to enter, and courses for coaches are held in Getafe.

Volunteer: And Getafe has 133 inhabitants.

Interviewer: What is the IHF?

Athlete: The International Handball Federation.

2.3.1.6.3 Hungary

HU 1

Economic anomaly e.g. spending, accounting constraints

Manager: One of the biggest shortages in many organisations is capacity, human resources. It is often difficult even to pay attention to the obligations that are required, for example, to account for an EU project, administrative obligations. Human resources in the first place, and skills can also be a limiting factor. There are also administrative barriers, too much paper. Too strict disclosure requirements, (red tape)



Coach: The political context is changing, it could cause serious problems for the current privileged, they could lose big. Continued political support would be good for all sports organisations to have a secure vision. The challenge is the attitude of the new generation of youngsters towards sport, the computing world is distracting them from sport. It is more important for them to be on their phones than playing sport. And fewer and fewer kids want to play sport at an organisational level. They lack motivation, and it's cheaper for families if the child is at home on the phone. It's getting harder to get them involved, fewer families feel that their child needs exercise outside of school. Membership fees for organisations can also be a barrier for families, especially with more children.

Manager: no fewer people doing sport than before

Coach: few people will have sport in their lives. It's easy for parents to let their child continue playing sports.

Interviewer: As an adult, if you don't become a professional athlete in youth sport, how well can you stay in the sporting organisation?

Manager: More adults are playing sport than 30–40 years ago. Health consciousness, the desire to do something for health, is becoming more and more common. Not necessarily in an organisational context, but look at how many people are now running, cycling, swimming, exercising. I think that in an association context, there are more and more people in football, in the TAO sports. It's hard to bring the same quality to the masses as before. Big crowds come where there is a lot of money.

Coach: They come and go. They don't stay in.

Manager: On the one hand, they're under the spell of numbers nowadays, to get more members, to get more public funding. There should be a change of mindset, to decide whether they want to build a mass base and get as many children to like sport as possible, or whether they want to train elite athletes. The more people, the more everyone is driven by the need for results, and they crumble because they feel they are not successful enough. E.g. 5 out of 20 are good, the other 15 don't get as much attention, they don't feel as good about going to training. The other half of it is that the legal environment doesn't allow organisations to operate according to the ideals of good governance and sustainability. There is over-regulation, there is too much administration, these regulations are not focused on the things that would allow sport to develop in its role in society.

2.3.1.6.4 Italy

IT 1



Manager: For me, ensuring transparency and accountability in decision-making processes is often a challenge, especially when there are conflicts of interest involved. Regarding sustainability, organisations face challenges related to environmental impact, resource management, and the balance between economic growth and social responsibility.

Athlete: I agree. Another significant challenge is the lack of athlete representation in decision-making processes. Athletes should have a stronger voice in shaping the rules and policies that directly affect them.

Coach: Absolutely. A crucial challenge is ensuring adequate support and resources for coaches to implement ethical practices and develop athletes effectively. Coaches need access to training and educational programs that emphasize ethical conduct and promote fair play.

Volunteer: I agree with the mentioned challenges. Another significant challenge is ensuring diversity, inclusion, and equal opportunities for all participants within sports organisations. It is important to create an environment where everyone feels welcomed and valued, regardless of their background. Organisations need to address issues of such as discrimination, racism, sexism.

IT 2

Manager: One major challenge is finding a balance between commercial interests and maintaining fair play, integrity, and sustainability. Managing financial pressures, ensuring transparency, and preventing corruption are ongoing challenges, like aligning diverse stakeholder interests.

Athlete: I agree with Manager challenges also are combating doping, match-fixing, and other forms of cheating that undermine fair play. Ensuring equitable opportunities for athletes from diverse backgrounds.

Coach: Sure, also ensuring fair and transparent decision-making processes, combating corruption and unethical practices, and promoting gender equality and diversity within sports organizations and reducing the environmental footprint of sports events.

Volunteer: I agree, balancing financial considerations with ethical and sustainable decision-making can be difficult.

IT 3

Volunteer: One of the challenges is the lack of transparency and accountability within some organizations. Additionally, the pressure to generate revenue and achieve short-term goals can sometimes overshadow the long-term sustainability and ethical considerations.



Manager: Another challenge is ensuring that all stakeholders are adequately represented, and their voices are heard. Inclusivity and diversity need to be prioritized to avoid bias and ensure that decisions are fair and inclusive.

Coach: Balancing the commercial aspects of sports with ethical considerations and sustainability can be challenging. Some organization prioritizes short-term gain of money over sustainability and social impact.

Volunteer: yes, I think organizations need to work together, share best practices to achieve broader positive outcomes.

IT 4

Volunteer: One significant challenge is the influence of money and commercial interests in sports, which can compromise the principles of good governance and sustainability. Another challenge is the lack of awareness and understanding among stakeholders about the importance of these principles.

Manager: Additionally, the globalization of sports brings complexities in governance and sustainability. Ensuring consistent standards and practices across different regions and cultures can be challenging.

Coach: Furthermore, addressing systemic issues, such as corruption, doping, discrimination, and abuse, poses significant challenges to good governance and sustainability. It requires a collective effort from all stakeholders to tackle these issues and create a positive sporting environment.

Athlete: The lack of resources and funding can also hinder the implementation of sustainable practices and good governance. Sports organizations need support and investment to prioritize sustainability.

2.3.1.6.5 Macedonia

Mac 1

Athlete: Continuity is the most important thing in sports. Without continuity there is no quality and the most persistent always succeeds.

Interviewer: I meant challenges like finances, transparency?



Athlete: They should be distributed according to the achieved result of the club/individual. The clubs should be persistent to this challenge and push the responsible in the governing bodies to be transparent and honest.

Manager: Finances are important, so as we can guess it is a challenge. I mean to have it. How they are distributed is another challenge, and to be transparent is a must.

Volunteer: For instance, for the running event the municipality is supporting it and a few local companies as well. Bigger support would mean bigger event, competition, youngsters and children motivated. The challenge is to convince more companies that it is a win-win combination to collaborate.

Mac 2

Manager: Finances, not only from institutions. Sponsors and successful companies must be more aware. We were climbing peaks above 5000m with bikes, the support was really low, we had countless meeting with many companies.

Volunteer: To add, some of the companies didn't believe that we will succeed. After that, when we published a photo from the summit with a bike they were contacting us. I can see the struggle in many professional clubs, regarding finances and sustainability, the economical sustainability. It would be a win-win combination if the support were at some level.

Athlete: As an individual I have support from one big brand for running shoes, the association finds some opportunities I don't know if that is enough I am not in charge of finances, but it is the obvious answer that more support is needed. Even if you are individual, I mentioned the example from where individual were participating in international competition, it has to be clear about finances from the beginning.

Mac 3

Manager: I would say finances, relations with governments, local and central. We are in good relations with municipality. And what've been mentioning all the time during this time I think it is a challenge, major challenge: transparency. Challenge can also be relations with young athletes, sometimes they are in the mood for training, sometimes not and how to solve it.

Coach: It was all mentioned by Emil, the challenges about good governance can be categorized from different aspects, but if we speak about sustainability, economical sustainability, I would just add to develop good players from young ones in order for the club to function well in all aspects.

Athlete: I agree with Emil and Filip about what was said about sustainability and good governance. On a club level, without mentioning governing bodies, one of the challenges is not to be submissive



to the new managements of the clubs, if we want any development or to put it with in other words, clubs should hear what can members suggest.

Mac 4

Athlete: Like I mentioned in the beginning, what is important for good governance and sustainability in sport is transparency, accountability, to respect the ethical codes, fight against match fixing, corruption. In my opinion, this is what is a big challenge that should be faced together with institutions.

Volunteer: What he said I agree, I would just add challenge about sustainability can be to held sport events with less spent resources and challenge are obvious finances. Support from institutions and sponsors is always welcomed.

Manager: I would say honesty, like I said at the beginning, Honest work is the best example. Or better said the mindset to respect the rules, the codes, to be transparent are the challenges.

Coach: To me the problems are at the higher level, federations and committee. First, the goal is to have everything aligned on the highest level, the least is for the clubs. Asking me about the clubs the challenge is not to be followers of politics and just raising hands at annual meetings, but to ask questions.

2.3.1.6.6 Serbia

RS 1

Manager: The most significant challenges facing good governance and sustainability in sport organizations include issues related to corruption, lack of transparency, inadequate stakeholder engagement, and environmental impact. Other challenges may include issues related to financial management, athlete welfare, and social equity.

Athlete: Biggest challenges are lack of resources and facilities to properly enforce organizations' long-term plans and motivate players/athletes to remain engaged with their sport (Baseball in this case).



Coach: Recruitment. Access to communication channels (sports fairs, social networks, internet, television channels...) has led to the recognition of numerous sports being equalized, and the challenge is to choose young people to turn to your sports club (or that particular sport). Then, the attention span (both interest and love for sports) among young generations is drastically shortened, so one of the challenges is keeping young people in sports.

Volunteer: Education of all members of the sports society as well as the spread of those values in the wider community (from the local to the region) as well as the inclusion of various sports organizations from around the world as well as exchanges with them, so far successfully implemented actions in which they were involved.

RS 2

Manager: Balancing between the current needs of the organization and those that will be necessary in the future, choosing between the lesser evil.

Athlete: Financial sustainability is a prerequisite for normal functioning.

Coach: In good governance, it is probably transparency and how educated leaders of sport organisations are. In terms of sustainability, I think that the most important is financial aspect and how organisation will gain more funds.

Volunteer: I think that for good governance, you have to be persistent in your work and find funding to help sustainability.

RS 3

Manager: One of the biggest challenges in front of good governance and sustainability in sport organizations is corruption. Corruption can undermine the integrity of the sport and create an unfair advantage for certain individuals or organizations. Another challenge is the lack of transparency in decision-making processes, which can lead to mistrust among stakeholders. Lastly, many sports organizations face financial challenges, which can make it difficult to invest in sustainability initiatives.

Athlete: Another issue is doping and other unethical practices. The lack of financial transparency and accountability can lead to corruption and unethical behavior.



Coach: Corruption and lack of transparency are significant challenges facing many sports organizations. Another challenge is the lack of investment in youth development programs. Many sports organizations do not invest enough in developing young athletes, which can hinder the growth and sustainability of the sport in the long run.

Volunteer: Another challenge is the lack of diversity and inclusion in decision-making processes. Many sports organizations are not representative of the diverse communities they serve, which can lead to a lack of understanding of the needs and desires of all stakeholders.

RS 4

Manager: Corruption, doping, refereeing, and the selection of playing surfaces are just some of the issues facing sports in the modern era. Challenges for Good Governance and Sustainability in sport organizations are highly linked to the technological needs and challenges of the sports industry, such as: disinterest of the new generations, performance of athletes, game data, engagement of the public and fans, personal health and the fitness industry.

Athlete: The key challenges in good governance and sustainability in sport organizations include corruption, financial management, environmental impact, and balancing commercial interests.

Coach: Probably the transparency and the ending of the "burazer" economy (corruption).

Volunteer: I am not sure, but for good governance you have to have educated persons and for sustainability sufficient financial resources.

2.3.1.7 Effective implementation and monitoring of the good governance and sustainability principles in code of ethics

2.3.1.7.1 Germany

DE 1

Manager: Motorsport is already on the right path. By empowering environmental officers and establishing clear rules, we're heading in the right direction. Soon, the DMSB (German Motor Sport Federation) will gradually introduce the requirement for an environmental officer at all events, whether on two or four wheels. Other sports could draw inspiration from this. It's also worth noting that the DMSB Environmental Award, originally introduced in 2000 to recognize outstanding environmental protection efforts in motorsport, has been continuing since 2023 as the



DMSB Sustainability Award. This development allows us to not only recognize environmental projects but also those that consider economic and social aspects, such as youth development, gender equity, and inclusion.

Coach: In my opinion, education is crucial, regardless of any field. The individuals involved should be well-educated and continuously stay up-to-date.

Manager: To effectively implement good governance and sustainability in the sports sector, several measures should be taken. Above all, clear and open communication within the club is essential. Regular club meetings allow members to exchange information and make decisions together.

Promoting the club's social responsibility can be achieved through projects that integrate disadvantaged groups or support the community. Flexibility and adaptability are also important to respond to current challenges and changes. Collaborating with other organizations, partners, and the city can help pool resources and achieve common goals.

In summary, clear values, open communication, social responsibility, and collaboration should be at the center of promoting good governance and sustainability in the sports sector.

Athlete: I believe that sports clubs should establish clear structures and guidelines from the outset that define the organization and leadership of the club. Experts could assist in developing these frameworks and provide guidelines for clubs to follow. Additionally, having an advisory service with comprehensive knowledge of sustainability and good governance would be helpful, assisting clubs in implementing and monitoring these principles.

DE 2

Manager: I'm not exactly sure what could be improved. As I mentioned, the principles of equality and respect, respect for the opponent, are of great importance to us. In rugby, it's not just about the sport; it's also a way of life. It's a physical contact sport where things can get tough, but we make sure not to hurt the opponent, as we respect them. The same goes for referees. We're not allowed to argue with the referee. The referee's decision is final, and there's no questioning it. No matter how big or strong someone is, there are no exceptions. We play fairly and respectfully, and we expect the same from our players. The referee is a respected figure whom we all honour. We also take a different approach. We provide tips and support to the players. Likewise, we encourage them to step back before we have to intervene. Our goal isn't to impose penalties, but if someone doesn't listen to us, we have to step in to prevent injuries. Our approach to interactions is quite different.



DE 3

Manager: In a perfect world, everyone would know and understand these things. But in real life, it's often hard to explain all the rules to everyone, especially the people who organize things. Usually, the people who do the organizing need to think about these rules. They have to make sure that the competition or event is done in a way that's good for the environment and follows the rules about behaviour.

One way to make sure everyone knows these things is to talk about them when you first invite people. You can give clear instructions to the people who will take part, like telling them where to park, how to throw away trash, and how to be nice to the environment. You can put this information online so that everyone knows about it before the event.

But some people might already know a lot of complicated rules, either from their own experience or from stories. If you add more rules, it might make them frustrated. Some people who volunteer their time might find it hard to follow lots of rules and still have fun doing their sport. It's not easy to find the right balance between rules that are needed and doing things because you want to. This is a big challenge.

DE 4

Manager: What we see working well in our case is that we actively involve parents, even from the first trial training session. We make it clear that everyone must participate; it's not an option to just drop off your child and do nothing. Additionally, we're working on creating opportunities beyond the initial stages. We have cars that children can start practicing with from around 10 or 11 years old here on the premises. Then, from ages 13 or 14, they can start training in autocross. We're providing a motorsport discipline after kart slalom, creating a future for them in the sport. We've had very positive experiences with this. For instance, next weekend we'll be for the DMV Goodyear Racing Days, big races with powerful, fast cars. On the side-lines of the event, we'll be conducting our autocross training for the youth. Some participants come from Hesse, Bavaria, and other places, as not many clubs offer this. We've found this to be very successful. It's a great next step for the kids or teenagers, being able to do this affordably in cooperation with the DNT.

Volunteer: Another thing that works well for us is nurturing connections among the children. They inquire about when they can meet up outside of motorsport, which allows them to interact and play together. While they may not have much time for this during training, we offer opportunities for activities such as game nights. We get together with different clubs in the area, engaging in outdoor games, water battles, foosball tournaments, or just having a barbecue, all to



foster community. This initiative is gaining momentum, and I believe it's beneficial for kids who may not have strong social connections outside the club. They find a sense of belonging and support here. This sense of community is something we've achieved quite successfully.

Manager: We have a wide age range, from 5-year-olds to young adults, and they exchange experiences and admire each other. The older members guide the younger ones, showing them how to remove a spark plug or involving them in the process. During Speedway events, the kids even get to ride in the cars, and they take pride in it. It's truly a big family, encompassing everyone from the young to the old. Even our oldest members still attend and celebrate their summer festivals here. The extent of how interconnected this all is really amazes me.

We have facilities and clubrooms, which good clubs usually don't have. They can gather here in the café. Yes, that's something missing. But that's also a consequence of the fact that many clubs have to migrate, and then they can only train on supermarket parking lots on Sundays, keeping their karts in containers and taking them out when needed. So, this club life is very feasible for us, and we make it happen. It would be desirable to create more such opportunities for all sports. It doesn't have to be just motorsport. However, we've had excellent experiences connecting people through this approach. Regardless of social backgrounds or ethnic origins, we all share a common interest and work together. It's truly something wonderful.

DE 5

Manager: In my opinion, who receives financial support and how finances are managed and allocated needs to be carefully examined and restructured. I'll stick with this example of a seminar; ideally, if someone wants to participate, they should be able to attend without it costing them money, and not the other way around. As per my conviction, the expenses incurred by a participant should be covered by the event. It doesn't make sense to then tell them, after they've travelled 1,000 kilometers, that they still need to pay 300 Swiss francs or euros. It's nonsensical. And then people wonder why everyone is running away.

2.3.1.7.2 Spain

ES 1

Coach: I think that the positive impact here is to define well, to ask oneself the question: why do we exist: mission. Where do we want to go: vision. And what values. It helps a lot to structure all this. I believe that defining the DNA of each organisation is something basic to organise and create the structure when you want to, and create the structure when you want to have good governance,



isn't it? It means that there should be a series of processes, that there should be a guide, that there should be a why, a what for, for everything that is done. So, I think that's necessary.

Athlete: Yes, I think it's very important to know what we want, and...

Coach: Where we want to get to.

Athlete: Where we want to get to.

Coach: And how we want to get there.

Athlete: And how we want to do it.

Coach: And obviously to have the code of ethics, governance, everything.

Athlete: And obviously to have... the code of ethics we talked about before, but to know who we are, and where we want to get to, and how we want to get there, I think it's fundamental to have it established, to know it, and as I said before, to believe in it. It's not enough to just put it out there and "look how beautiful". No, believe in it, and then know how to transmit it.

Coach: And that there is strategic planning to get from here to there. Planning in terms of resources, and we have to be realistic. I may want to get there, but if with the resources I know that it's not going to happen in the short or medium term.

Volunteer: Knowing who we are and the possibilities we have. That's the simplest thing there is. We can't want to get somewhere if we can't get a base. If we have a base, and we can grow upwards? If we have the possibility, we'll never say no, that's for sure.

Manager: In any case, I believe that the question raises measures to guarantee the effective implementation and monitoring of principles and good governance in its code of ethics. It asks not only to put our feet on the ground and see where we are and where we want to get to, but also how we want to get there.

Coach: Yes, the strategic plan.

Manager: And that these principles of the code of ethics are present in all the actions that are taken, to guarantee precisely this good governance.

ES 2

Manager: It's just that "guaranteeing" sounds a bit strong. There are two ways of guaranteeing, or getting closer to guaranteeing: either by rewarding or by punishing. In terms of punishment, more and more laws are coming out. I think there are more than 200-odd laws in the European Union last year in 2022 that have to do with sustainability, and in 2012 there were about 10. We're going



to be getting hit from all sides in terms of punishment. And then when it comes to rewarding, I think that one of the things we could do as an organisation is to recognise those who are doing well, and who are making progress, right? There are some applications that can allow you to do what Isma said before... at the Real Sociedad ground, I don't know if they give them a voucher, a ticket, and they accumulate points, and they can exchange them for prizes...

Coach: Yes, they put on the scoreboard (it has nothing to do with that, eh?), but they put on the scoreboard that, "220 people came by bicycle, so we've saved I don't know how much".

Manager: You, as an athlete, what measures do you think would be... how do you think the club could help to encourage these measures?

Athlete: For example, to reward, yes, what you say... a discount on some first team tickets, or... we for example now at the end of the season we like there to be people, there to be atmosphere... so giving free tickets to members... or making them quite cheap for people who want to come and watch us, would be a good measure.

Manager: So that those who come by bike, for example, can come to the games for free.

Athlete: Well, it's a bit complicated to get here.

Volunteer: Maybe we should offer a bigger prize, because going up to Mareo.

Coach: Well, right now it's difficult to park here.

Manager: Well, by bike you can come along the Viesques path. You practically get off here.

Athlete: Man, when you get here, you don't even feel like watching the match.

ES 3

Manager: Almost nothing, the question. You left it to the end because of that. I think that what the group does, which is to have almost everything already included in its statutes and in its way of operating, is the beginning and the end, in other words, if you already operate with that in your DNA, you won't need much more. Improve, be alert and evolve, but...

Interviewer: Any other thing you can think of?

Manager: Well, perhaps what we were talking about, that economic sustainability comes within the statutes, the internal rules and above all because you have to pass an exam every year, which is a general assembly of members in which you are evaluated not only in terms of sporting activity but also economically. I think that environmental sustainability today depends a little more on the people and the degree of commitment than on the fact that it is written down in a document. In



other words, if tomorrow, for example, a board of directors comes and decides to cut the 10k we were talking about before with the Coca-Cola agreement, or the kilo operation, because it involves work on people... It is not something that is in the statutes or the internal rules, but rather it depends a little more on the people. And then the good governance of their code of ethics was what my colleague was talking about, that as it is already within the internal regime and statutes, it would already be contemplated.

Interviewer: Nothing more to add?

Volunteer: Well, for example, one thing that also distinguishes our Club is that the members are very participative, in the sense that they are very demanding because, as we all pay a fee, and so let's say that the club is ours, the club belongs to the members, so we all feel a sense of belonging. The club is like our second home. So, the members are very demanding, they are very participative. They are asking for things, giving contributions, suggestions, complaints... and we take many of these things into account when it comes to improving and evolving.

Interviewer: Well, thank you very much.

Manager: Thanks to you.

ES 4

Coach: As my colleague said before, one of the first things she said was that sponsorships should be equitable, especially for minority sports. That is what is needed in the end. Major sports, in this case football, basketball... don't need so much sponsorship because they are going to have a lot of income because people go to the games and pay for their season tickets, more television, more sponsorship from big companies... but minority sports need more help. Including marketing support. Nobody knows what beach handball is, but if you give me help to put an advert on television so that people can see it, then tomorrow you go to a place and see it on the beach and people say "look, they're playing beach handball, they showed it on television the other day". You see a Chinese fourth division football match on TV every day, but you only see the finals of the Spanish Beach Handball Championship on TV.

2.3.1.7.3 Hungary

HU 1

Manager: 4-5-year olds playing soccer against each other in oval soccer, and parents talking to their little ones as if their future depends on it. Parental responsibility is also a big part of getting them to like the sport.



Coach: Do more child psychology in coach education. More people drop out because they're in the old generation and the generation gap is too big. Not sure if you can change the older coaches, but you can encourage the up and coming generation of coaches to consider the characteristics of the kids now, rather than this strong authoritarian system.

Athlete: I agree. The mental well-being of the riders is also important. There have been times when the coach didn't consider the mental state of the rider, there was no, just physical preparation.

Interviewer: Other considerations should also be considered when planning for the future. How do you experience it as a leader?

Athlete: An association leader today has to be a very good lobbyist. He can survive in the market if he has a flair for mediating and asserting interests, and also for standing up for the sporting ethos. For me, it is not a burden, it is what I was socialised to do. In our sporting world, for example in team sports, individual performance is not so important. If your partner doesn't pass, your game is dead. Adaptability is also very important. To the circumstances.

Athlete: (question to young athlete -Criteria for choosing a sports organisation) - The financial aspect is also important. There are somewhere you have to pay a lot of money to even start training in the organisation, to be able to play in a junior sport. It also depends on whether you want to do it professionally or as a hobby. If you just want to play sport as a hobby, you can go to every second club, but if you want to play professionally, it's quite difficult. If you can't find yourself, your place among the players. My first experience with football was very bad, my teammates didn't accept me, I switched to water polo, I was there for 6 years, I got along with everyone, including the coach. It was difficult for me to play football (*from abroad*) because of my papers, they couldn't arrange the international transfer, they just kept telling me that if I got my nationality I could go to the championship. I just showed up for training and paid the membership fee. Now the papers are in, but you have to wait. If I wanted to transfer to another team, I would have to start all over with the paperwork. The attitude of the club will also affect me, because in the meantime they have good strikers, why would I change. It's difficult at the beginning, if you find yourself, the confidence in the team, they get to know you, accept you, be nice to you until you get on your feet.

2.3.1.7.4 Italy

IT 1

Coach: Sport organisations should prioritize education and training programs that promote ethical behaviour, good governance, and sustainability. These programs should be accessible to all stakeholders, including athletes, coaches, administrators, and volunteers. Regular communication and awareness campaigns can help reinforce the importance of ethical conduct and sustainability



principles. Organizations should also establish clear mechanisms for reporting violations, conducting investigations, and imposing appropriate sanctions.

Volunteer: I agree. It's important for organizations to integrate the principles of good governance and sustainability into their planning and decision-making processes. For example, involving stakeholders in policy development, establishing transparent mechanisms for decision-making, and implementing a culture of accountability.

Manager: Additionally, organizations should engage with external stakeholders, such as government bodies, sponsors, and fans, to promote transparency and gather feedback on governance and sustainability practices. It's important to have a robust system.

IT 2

Manager: Sports organizations should establish robust governance structures, and clear lines of accountability. They should integrate sustainability practices into their operations, establish monitoring and reporting mechanisms, and involve stakeholders in decision-making processes.

Athlete: I think that sports organizations should prioritize education and awareness programs to ensure that athletes, coaches, and officials understand and embrace the principles of good governance and sustainability.

Coach: Sports organizations should create a culture that promotes the principles of good governance and sustainability from the top down. For example, organizations should invest in education and training programs to enhance understanding and commitment to these principles among all stakeholders.

Volunteer: Sports organizations should integrate the principles of good governance and sustainability into all levels of decision-making, from strategic planning to day-to-day operations. They should establish clear processes for reporting ethical concerns, develop training programs for all stakeholders, and regularly assess and monitor adherence to the ethical code and sustainability practices.

IT 3

Volunteer: Sports organizations should establish clear guidelines and policies that reflect the principles of good governance and sustainability. They should regularly communicate these principles to all stakeholders and provide training and education on it.

Volunteer: I am not sure.



Manager: Regular monitoring and evaluation of the organization's adherence to ethical standards and sustainability goals is crucial. This can be done through internal audits, and external assessments to ensure compliance and identify areas for improvement.

Coach: I think it's important for sports organizations to encourage transparency and accountability throughout the organization. It is important to involve stakeholders in decision-making, establishing clear reporting channels for ethical concerns, and ensuring appropriate consequences when roles are not followed.

IT 4

Manager: Implementing auditing mechanisms can help monitor compliance and identify areas of improvement. Additionally, promoting diversity and inclusion in decision-making bodies is key.

Coach: Collaboration between sports organizations, governments, NGOs, and other stakeholders is crucial. By working together, we can share best practices, exchange knowledge, and collectively address challenges related to good governance and sustainability.

Volunteer: I think sports organizations should establish clear policies and guidelines that reflect their principles. Education is also key.

Athlete: Lastly, sports organizations should regularly evaluate their practices and policies to ensure they align with evolving ethical standards and sustainable principles. Feedback from athletes, coaches, and the wider community should be actively sought and considered in decision-making processes.

2.3.1.7.5 Macedonia

Mac 1

Athlete: Of course, the codes should be respected because there will never be justice if everyone does what they want. The club should strive for fair play, but the members of the federation should do the same.

Manager: I would not only the codes to be respected, but to have one sports culture and positive atmosphere. If you see and find out about injustice and irregularity, fight about it, protest, join with other sports workers. Don't be just obedient.

Coach: I totally agree on what Boris said and wouldn't add much more.



Volunteer: I would just add about environmental sustainability. The organizations and clubs should ask for more information about those international standards and join more educational opportunities on topics organized by higher bodies in the country and in the world.

Mac 2

Athlete: Here I would say that the money in our association is spent transparently. For design, for races, and there is evidence. If I ask, I would get the information. Even though we are not a big club, I think it is important how the money is spent. Every member of the association is heard. I think it should be like this in every sport organization or club. In my opinion, should just follow some basic honest attitude and respect the rules.

Manager: If a club or organization don't have memberships fee, have some donations, I think it is possible that there is going to be some misunderstandings, regarding the money, so to ensure transparency for good governance in my opinion good communication is essential.

Athlete: While we are on the topic, some road running clubs have separated into more groups, because of this lack of communication. I don't know exactly why, but in my opinion the most often cause is when finances enter some small organization and club.

Volunteer: I don't want to mention names, but I've heard those separated because of different views in which direction the club should go, which is also a legitimate reason. And we are back to the better communication before we do something big like a huge event in which we are getting some funding or talking about future plans on time.

Coach: To me all of what we speak, transparency, good governance, sounds like political analogy, so many rules, codes, laws, but the question is how much is supported? In my opinion we have measures, we should just follow it.

Mac 3

Manager: If they have it, to practice it. The measures are there, it is up to management boards, decision makers and everyone in sport to respect ethical code, disciplinary codes, to be transparent. We mentioned this in the previous questions

Coach: I can speak for football, for good governance and sustainability it is essential to have and to improve collaboration with governments, for example for sport infrastructure. It is something without it is not possible to advance in any field, especially in a sport like football.

Athlete: We discussed this, we don't have to make up something new, we already have, just it has to be respected and everything to be done by the set of standards and guidelines.



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Volunteer: As I said I am not expert in this but judging by what is being said I can also agree and wouldn't add much more.

Mac 4

Volunteer: Speaking about this, I would say, environmental sustainability depends on more of the behaviour of people, not what was written in a document. Speaking about good governance, the principles we mentioned like transparency, accountability needs to be followed. And to add every club has members, just listen to their suggestions, not just from decision makers in the club. I know that clubs have membership fee, it is only logical that for most decisions' members should be heard.

Athlete: Everything was said from the first question, first respect everything that is written. If you see there is no

Manager: I am now thinking what to say, and I mean, the clubs cannot change too much because they are directly dependent from the state and the country is not in the best condition. Maybe an association like ours, with mountain biking maybe we can change something with the mindset of the people with mountaineering actions, eco actions. It is really hard, but I see hope for small steps, start regarding environmental sustainability.

Coach: I would just add to what the previous speaker said, everything is well said. It is not well to say maybe, but everything you do as organization or as a club the work is from above. Change should be from above levels in the federations, it is a reason why nothing works, there is no transparency and basic respect. I am speaking generally, like a coach and president of an organization, I personally have reported countless irregularities over the last 7 years if you believe me, nothing is done, not even investigation. That is why we are staying at one place, which in sport is going in totally wrong direction.

Regarding finances, not even one club can do much if there is no support from the institutions. It was mentioned the membership fees, which is huge money for us, but we spent all the membership fee for travelling to races, we have more than 46 races annually. European cups, Balkan and World Championships, organizing Balkan International Championship in Struga with more than 200 competitors. There is no support, local institutions don't help, everything is through membership fees and asking for donations.

2.3.1.7.6 Serbia

RS 1



Manager: To ensure effective implementation and monitoring of good governance and sustainability principles, sports organizations should take several measures. These may include developing clear policies and procedures that align with the organization's values and principles, promoting stakeholder engagement and participation, providing training and education for staff and stakeholders, conducting regular audits and evaluations, and establishing mechanisms for reporting and investigating unethical behavior. Organizations should also be transparent in their decision-making processes and prioritize sustainability and social impact in their operations.

Athlete: Do not have enough information on "good governance and sustainability principles" to tackle this question.

Coach: Even distribution of "quality" of every kind (talents, financial resources, infrastructure, professional staff...). The concentration of quality leads to immediate short-term successes, which in the long-term lead to the decline of other clubs and sports as a whole, contrary to the opinion that such concentrated quality would help motivate others to reach that level - experience shows that this is not the case in any sport in Serbia. The tools of equal distribution of quality (salary cap, draft, free agency...) have led to increased interest in professional sports, interchangeability in winning titles, and generally even development of each of the clubs, and therefore the sport as a whole.

Volunteer: Creation of documentation as clear guidelines and directions for the development of the sports organization. Educating all individuals at all levels related to sports organization.

RS 2

Manager: Talk to everyone in the organization about their views on a given topic, as well as collective solidarity.

Athlete: I cannot answer this question precisely and would like to hear a word from an expert in this area.

Coach: Organisation should be able to provide a person in charge of monitoring of these principles.

Volunteer: I cannot say this with the knowledge that I possess. I think this is a question for educated sport workers.

RS 3

Manager: Sports organizations should establish clear governance structures and ensure that ethical principles are followed. This should be supported by effective monitoring and evaluation



mechanisms. They should also diversify their sources of income and create financial sustainability plans.

Athlete: Sports organizations should establish clear rules and regulations to prevent doping and other unethical practices.

Coach: Sports organizations should have clear ethical guidelines, prioritize transparency, and ensure financial sustainability.

Volunteer: Sports organizations should prioritize education, establish clear guidelines for ethical behaviour, and have a mechanism for reporting violations while engaging with stakeholders.

RS 4

Manager: Sports organizations should adopt and implement their own, adapted, sets of good governance. One of the major roles of a sports manager is to handle a player's Public Relations. So, keeping that in mind, a manager can ensure that their Athleteadopts sustainability in ways that don't hamper their progress. An example of this could be to make sure your Athlete doesn't waste water, buys only what they need, and avoids buying single-use plastics and throwaway items.

Athlete: Sports organizations should establish policies, provide education, enforce accountability, engage stakeholders, evaluate regularly, and promote collaboration to ensure effective implementation of good governance and sustainability principles.

Coach: Clear strategy on how to delegate decision-making within the organization, how to do reporting, and how to do success monitoring.

Volunteer: I am not sure how to answer this question.

2.4 Analysis of Findings

As explained in the methodology section, the answers of the interviewees were taken into the MAXQDA software and analyzed there. Table 11 summarizes the summarization of the important factors that were found in the responses of the focus group members.



Table 11. The factors mentioned in the discussions of the focus group.

| Question No. | Question | Answer No. | Factor | Factor Description |
|--------------|--|------------|------------------------------------|---|
| Q1-a | Meaning of good governance in sport practice | 1 | Transparency | Transparency as open and clear communication, including financial disclosures and decision-making processes. |
| | | 2 | Managing in better way | Effective management in order to efficient use of resources, enhances performance, and helps organizations achieve their goals. |
| | | 3 | Resource management | Handling financial, human, and facility resources efficiently to ensure long-term success and athlete support. |
| | | 4 | Ethical cods | Having Ethical codes for preventing cheating and fostering trust among athletes, fans, and stakeholders. |
| | | 5 | Set the rules | For maintain fairness, consistency, and competitive integrity. |
| | | 6 | Principles of work | To guide organizational behavior, promoting a positive and respectful sports culture. |
| | | 7 | Promoting the popularity of sports | Efforts to boost sports visibility and participation attract fans, sponsors, and contribute to sports industry growth. |
| Q1-b | Meaning of sustainability in sport practice | 8 | Environmental aspects | Considering and minimizing the environmental impact of sports activities and events. |
| | | 9 | Complicated and to many aspects | Sustainability in sports can be challenging due to its multifaceted nature, with numerous interconnected aspects to consider. |
| | | 10 | Longevity of sports organizations | Sustainable sports organizations focus rather on long-term viability and success. |
| | | 11 | Environment and social aspects | Sustainability encompasses both environmental responsibility and social considerations within sports practices. |
| | | 12 | Economic aspects | Sustainable sports practices address economic factors, ensuring financial stability. |
| | | 13 | Economic and environment aspects | Sustainability in sports strikes a balance between economic viability and environmental responsibility. |



| Question No. | Question | Answer No. | Factor | Factor Description |
|--------------|--|------------|---|--|
| | | 14 | Economic, environment, and social aspects | Comprehensive sustainability includes economic, environmental, and social considerations for a well-rounded approach. |
| | | 15 | Preparation of appropriate documentation | Proper documentation is essential for tracking and managing sustainability efforts within sports organizations. Creating and having the appropriate documentation is one of the sustainability factors in sports practice, and it is essential for promoting sustainable practices within sports organizations. These documents can guide athletes, coaches, organizations, and stakeholders to understand and implement sustainable principles in sports. |
| | | 16 | Economic and social aspects | Sustainability in sports encompasses both social impacts, including community engagement and development, and economic factors. |
| Q2-a | Code of ethics of sports organizations | 17 | Set the rules and duties | A code of ethics within sports organizations establishes clear rules and duties, defining acceptable behavior and responsibilities. |
| | | 18 | code of ethics are the limitations and standard behaviour | Codes of ethics serve as guidelines, setting boundaries and promoting standard behaviors within the organization. |
| | | 19 | related to sustainability and good governance | Ethical codes are integral to achieving sustainability and good governance within sports organizations. |
| | | 20 | There is no code of ethics | The absence of a code of ethics within the organization. |
| | | 21 | There is a code of ethics | The presence of a code of ethics within the organization. |
| | | 22 | Transparency between managers and players | Ethical codes facilitate transparency and open communication between management and players, fostering trust and accountability within the organization. |



| Question No. | Question | Answer No. | Factor | Factor Description |
|--------------|--|------------|--------------------------------------|--|
| Q2-b | Promoting principles of sustainability and good governance | 23 | Control and monitoring | A well-established code of ethics acts as a framework for controlling and monitoring ethical and sustainable practices within sports organizations, ensuring compliance and accountability. |
| | | 24 | Encouragement and reward | A code of ethics encourages and rewards individuals and organizations for adhering to principles of sustainability and good governance, motivating others to follow suit by recognizing and promoting ethical behavior. |
| | | 25 | Broad vision | A code of ethics promotes a broad and forward-looking vision. |
| | | 26 | Further development of sports | By setting ethical standards and promoting responsible conduct, a code of ethics contributes to the continuous development and growth of sports. |
| Q3 | Organization transparency | 27 | Mostly | Certain organizations prioritize transparency, keeping information and decision-making processes more transparent |
| | | 28 | Depended to the type of organization | The level of transparency within an organization vary significantly based on the specific type and nature of that organization. Transparency in sports organizations varies depending on the type of organization (such as professional sports teams and clubs, nonprofit and grassroots sports organizations, sports marketing and sponsorship agencies, and even educational and training institutions in sports). |
| | | 29 | They are transparent | Certain organizations prioritize transparency, keeping information and decision-making processes transparent |
| | | 30 | They are not transparent | Certain organizations may not prioritize transparency, keeping information and decision-making processes more closed |
| Q4 | Accountability in sports | 31 | Yes | There is a framework of rules to force the sport organisation accountable for their actions |
| | | 32 | I do not think so | The interviewee does not have a clear information about this topic. |
| Q5 | Participation | 33 | There is some | sports organizations actively engage in community participation, demonstrating a commitment to involving and serving their local communities. |



| Question No. | Question | Answer No. | Factor | Factor Description |
|--------------|------------------------------|------------|--|---|
| | | 34 | Rarely | Community participation in sports organizations is infrequent, with limited efforts to involve and connect with the community. |
| | | 35 | mostly they are looking for their profit | In some cases, sports organizations primarily focus on profit-making rather than actively participating in or supporting the community. |
| | | 36 | Lack of support | Community involvement in sports is hindered by a lack of support from sports organizations, potentially limiting the positive impact on the local community. Lack of support from sports organizations hinders participation and communities, potentially limiting the positive impact on the local community. Lack of support from sports organizations for participation and community engagement (such as financial Barriers, limited outreach, volunteer shortages, etc.) can negatively affect the organization and the communities it serves. Hence, addressing this issue is crucial to fostering a positive and inclusive sports environment. |
| Q6 | The most important challenge | 37 | Economic | Ensuring economic sustainability is a significant challenge in achieving both sustainability and good governance in sports |
| | | 38 | Corruption | The challenge of corruption highlights the need to combat unethical practices within sports organizations to uphold principles of good governance and sustainability. |
| | | 39 | It is so broad | The multifaceted nature of the challenge underscores the complexity of addressing sustainability and good governance in sports, with numerous interconnected aspects to consider. |
| | | 40 | Transparanecy | An open and clear communication to maintain trust and accountability within sports organizations is challenging. |
| | | 41 | Lack of warness | Raising awareness about sustainable practices and good governance principles within the sports community is the most important challenge. |
| | | 42 | Management | Effective management is a key factor in implementing and maintaining sustainability and good governance in sports organizations. |
| | | 43 | Facilities | Ensuring that sports facilities meet environmental and sustainable standards is essential for responsible sports governance. |



| Question No. | Question | Answer No. | Factor | Factor Description |
|--------------|---|------------|-----------------------------------|--|
| | | 44 | Capacity and human resource | Developing the knowledge and skills of individuals within sports organizations is vital for effective governance and sustainability practices. |
| | | 45 | Complicated regulations | Complex regulations and bureaucracy pose challenges in ensuring compliance and adherence to sustainable and governance standards. |
| | | 46 | Changing the political context | Adapting to changing political dynamics and government policies is crucial for achieving sustainability and good governance in sports. |
| | | 47 | Environmental | Environmental challenges involve minimizing the ecological impact of sports activities and events, aligning with sustainability goals. On the other hand, changing the political context within sports organizations can be complex and challenging, as it often involves navigating power dynamics, resistance to change, and the need for transparency and accountability. |
| | | 48 | Less interest to sport | Decreasing interest and participation in sports is a challenge to sustain the overall sports ecosystem |
| Q7 | The measures of sports organizations that should consider | 49 | Creating the structure | Establishing a clear organizational structure is essential for effective management and decision-making within sports organizations. |
| | | 50 | Strategic planning | Developing strategic plans helps sports organizations set goals, allocate resources, and chart a course for sustainable growth and success. |
| | | 51 | Fair sponsorships | Sports organizations should seek sponsorships and partnerships that align with their values and objectives, promoting ethical and fair relationships. |
| | | 52 | Participative actions | Involving stakeholders and the community in decision-making and actions fosters a sense of ownership and support for sports initiatives. |
| | | 53 | Educational program and awareness | Implementing educational programs and awareness campaigns helps inform stakeholders about important sports-related matters and promotes responsible practices. |



| Question No. | Question | Answer No. | Factor | Factor Description |
|--------------|----------|------------|--|--|
| | | 54 | Recognizing the capabilities | Acknowledging and leveraging the capabilities and talents of individuals within sports organizations can lead to more effective and efficient operations. |
| | | 55 | Knowing the needs | Understanding the needs of athletes, fans, and the community is crucial for tailoring sports programs and initiatives to meet their expectations and requirements. |
| | | 56 | The fundamental definition of organizations | Establishing a clear and concise mission, vision, and set of values is fundamental for guiding the actions and decisions of sports organizations. |
| | | 57 | Coach training for the encouragement of people | Providing training and support for coaches to encourage and motivate athletes and individuals involved in sports fosters a positive and empowering environment. |

The extracted factors were counted in the scripted speech of each interviewee to find out, in general, how much the whole group agrees or disagrees with each of the factors. In this way, a variable named as “segment” was created. The percentage of the respondents were calculated based on the frequency of the responses addressing each one of the segments. Table 12 summarizes the frequencies of segments and their percentages for each question.

Table 12. The frequencies of segments for each question for the overall focus group in all countries

| Question No. | Question and Segment | Segment Frequency | Segment Percentage |
|--------------|--|-------------------|--------------------|
| Q1-a | 1. The most relevant meaning of good governance in sport practice | | |
| | Transparency | 25 | 31.25 |
| | Managing in better way | 23 | 28.75 |
| | Resource management | 12 | 15.00 |
| | Ethical codes | 7 | 8.75 |
| | Set the rules | 6 | 7.50 |



| Question No. | Question and Segment | Segment Frequency | Segment Percentage |
|--------------|---|-------------------|--------------------|
| Q1-b | Principles of work | 6 | 7.50 |
| | Promoting the popularity of sports | 1 | 1.25 |
| | Total | 80 | 100.00 |
| | 2. The most relevant meaning of sustainability in sport practice | | |
| | Environmental aspects | 14 | 21.54 |
| | Complicated and to many aspects | 11 | 16.92 |
| | Longevity of sports organizations | 9 | 13.85 |
| | Environment and social aspects | 7 | 10.77 |
| | Economic aspects | 8 | 12.31 |
| | Economic and environment aspects | 6 | 9.23 |
| | Economic, environment, and social aspects | 7 | 10.77 |
| | Preparation of appropriate documentation | 2 | 3.08 |
| | Economic and social aspects | 1 | 1.54 |
| | Total | 65 | 100.00 |
| | 3. Code of ethics of sports organizations | | |
| | Set the rules and duties | 26 | 25.24 |
| | code of ethics are the limitations and standard behaviour | 27 | 26.21 |
| | related to sustainability and good governance | 18 | 17.48 |
| | There is no code of ethics | 12 | 11.65 |
| Q2-a | There is code of ethics | 11 | 10.68 |
| | Transparency between managers and players | 9 | 8.74 |
| | Total | 103 | 100.00 |
| | 4. Promoting principles of sustainability and good governance | | |
| Q2-b | | | |



| Question No. | Question and Segment | Segment Frequency | Segment Percentage |
|--------------|--|-------------------|--------------------|
| Q3 | Control and monitoring | 3 | 33.33 |
| | Encouragement and reward | 3 | 33.33 |
| | Broad vision | 2 | 22.22 |
| | Further development of sports | 1 | 11.11 |
| | Total | 9 | 100.00 |
| | 5. Organizational transparency | | |
| | It is mostly there | 19 | 29.69 |
| | Depended to the type of organization | 17 | 26.56 |
| | They are transparent | 17 | 26.56 |
| | They are not transparent | 11 | 17.19 |
| Q4 | Total | 64 | 100.00 |
| | 6. Accountability in sports organizations for their actions | | |
| | Yes | 87 | 81.31 |
| | I do not think so | 20 | 18.69 |
| Q5 | Total | 107 | 100.00 |
| | 7. Participation and community | | |
| | There is some | 56 | 73.68 |
| | There is rarely participation | 11 | 14.47 |
| | Mostly participants are looking for their profit | 6 | 7.89 |
| | Lack of support | 3 | 3.95 |
| Q6 | Total | 76 | 100.00 |
| | 8. The most important challenge | | |
| | Economic barriers | 25 | 25.51 |
| | Corruption | 11 | 11.22 |



| Question No. | Question and Segment | Segment Frequency | Segment Percentage |
|--------------|--|-------------------|--------------------|
| Q7 | It is so broad | 10 | 10.20 |
| | Transparency | 10 | 10.20 |
| | Lack of awareness | 9 | 9.18 |
| | Management | 8 | 8.16 |
| | Facilities | 9 | 9.18 |
| | Capacity and human resource | 4 | 4.08 |
| | Complicated regulations | 3 | 3.06 |
| | Changing the political context | 3 | 3.06 |
| | Environmental | 3 | 3.06 |
| | Less interest to sport | 3 | 3.06 |
| | Total | 98 | 100.00 |
| | 9. The measures of sports organizations that should be considered | | |
| | Creating the structure | 18 | 26.47 |
| | Strategic planning | 13 | 19.12 |
| | Fair sponsorships | 11 | 16.18 |
| | Participative actions | 7 | 10.29 |
| | Educational program and awareness | 7 | 10.29 |
| | Recognizing the capabilities | 4 | 5.88 |
| | Knowing the needs | 4 | 5.88 |
| | The fundamental definition of organizations | 2 | 2.94 |
| | Coach training for the encouragement of people | 2 | 2.94 |
| | Total | 68 | 100.00 |

According to Table 12 and Fig. 7, the two most important factors that bear the meaning of good governance in the eyes of the focus group respondents are transparency (31.25%) and managing



in better way (28.75%). Only these two factors make up 60% of the responses, while the rest comprises of resource management, ethical codes, setting the regulations, the principles of work, and promoting the popularity of sports.

However, the most important factors explaining sustainability in sport sector has a better distribution among responses (Fig. 8). The most important factor explaining sustainability is related to environmental aspects (21.54%), followed by a complicated and multifaceted combination of different elements suggested by 16.92% of the responses. The latter response shows the good understanding of the group experts about sustainability.

According to Fig. 9, the most widespread idea about codes of ethics believed by the group experts is that codes of ethics serve as guidelines, setting boundaries and promoting standard behaviours within the organization. This idea is supported by 26.21% of the responses, followed by the idea that a code of ethics within sports organizations establishes clear rules and duties, defining acceptable behaviour and responsibilities, addressed by 25.24% of the responses. Only these two perceptions about codes of ethics make up more than half of the responses. According to the experts in six countries, the most important ways for promoting the principles of sustainability and governance is to control and monitor as well as to encourage and reward. Altogether, two-thirds of the responses mention these two ways as the most effective ones (Fig. 11).

More than 81% of the discussions in the group address accountability as an important element in the governance of sport organizations (Fig. 12). This supports the idea raised in academic literature related to democratic governance in sport sector.

As seen in Fig. 13, less than 74% of the responses show that the respondents perceive a relative presence of participation and sense of community in the governance of sport organizations in their countries. This perception has gained far more supporters than ideas supporting weaker participation in sport. Less than 8% of the responses shows some sort of pessimism that supports the idea that people who participate in sport governance look for their personal benefit rather than a sense of participation or community.

One-fourth of the responses depict the perception that the economic problems are the most effective factor against good governance in sport in the six countries of this study. This gained much more supporters in the interviews than other factors such as corruption, transparency, lack of awareness, which that were mentioned in 10% to 11% of the responses (Fig. 14).

Finally, the most effective measure that sport organizations should support in favour of good governance is establishing a good structure, in other words, providing a framework including regulations and codes for transparency and democratic management. This has been mentioned in the discussions more than any other factor and was addressed in 26.5% of the responses (Fig. 15).

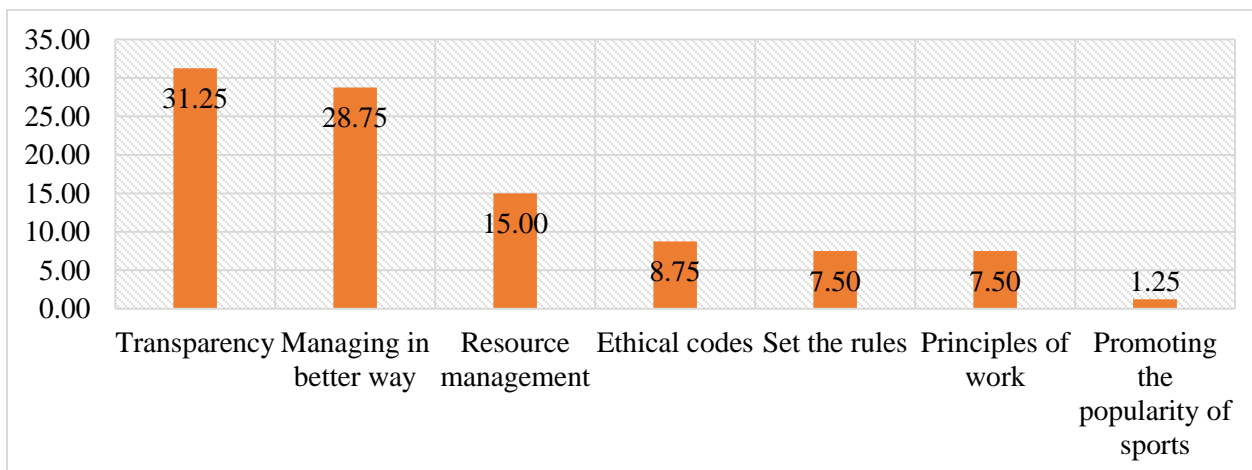


Figure 7. The percentage of responses addressing the most relevant meaning of good governance in sport practice

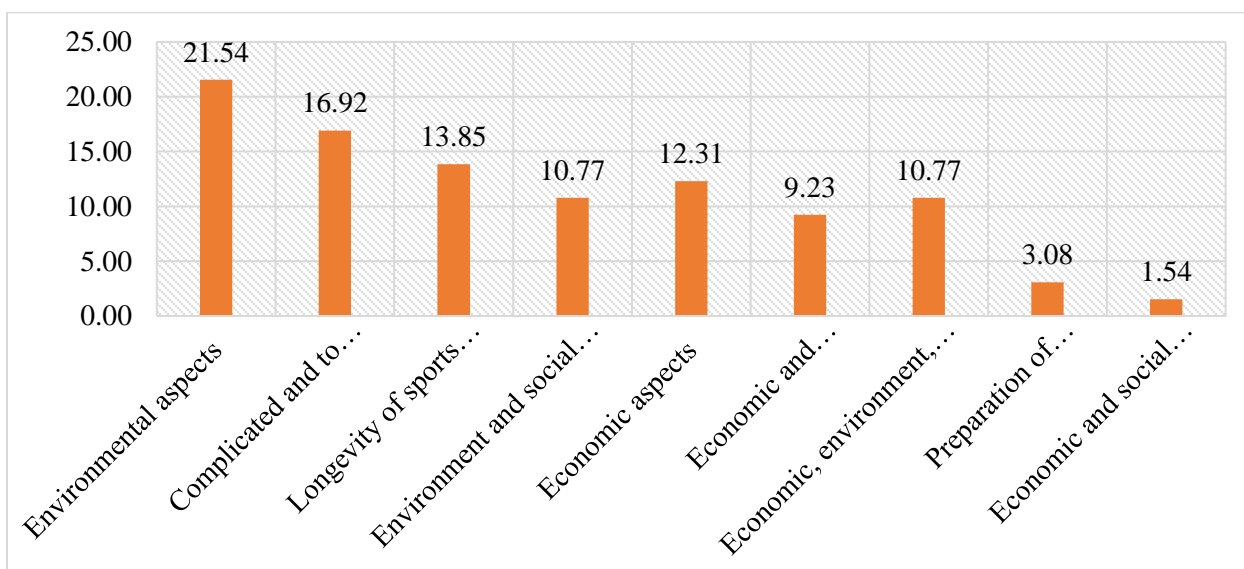


Figure 8. The percentage of responses addressing the most relevant meaning of sustainability in sport practice

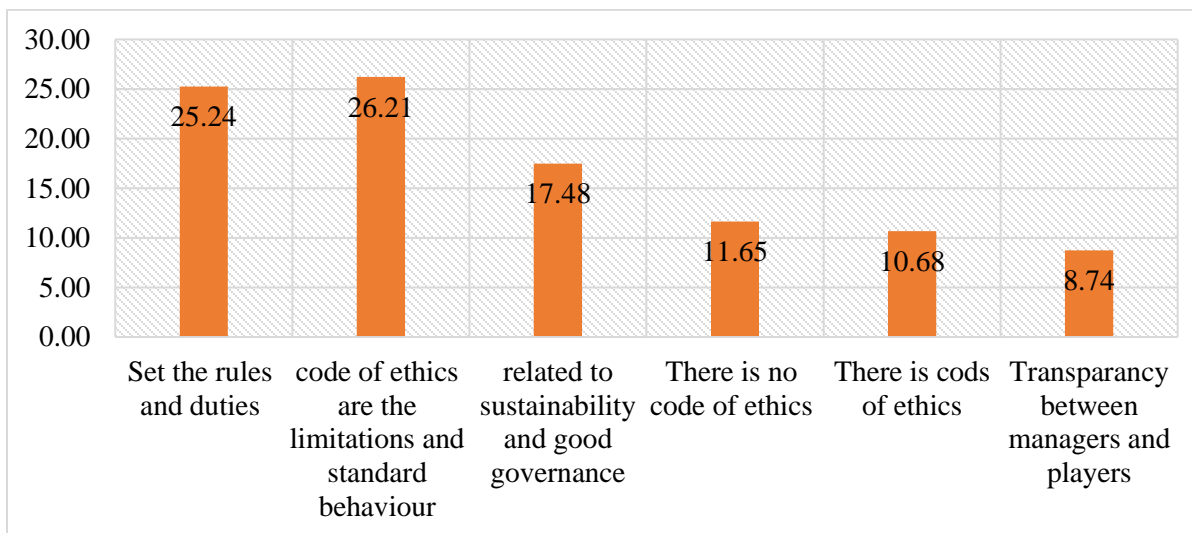


Figure 9. The percentage of responses addressing the importance of different aspects related to code of ethics in sport management

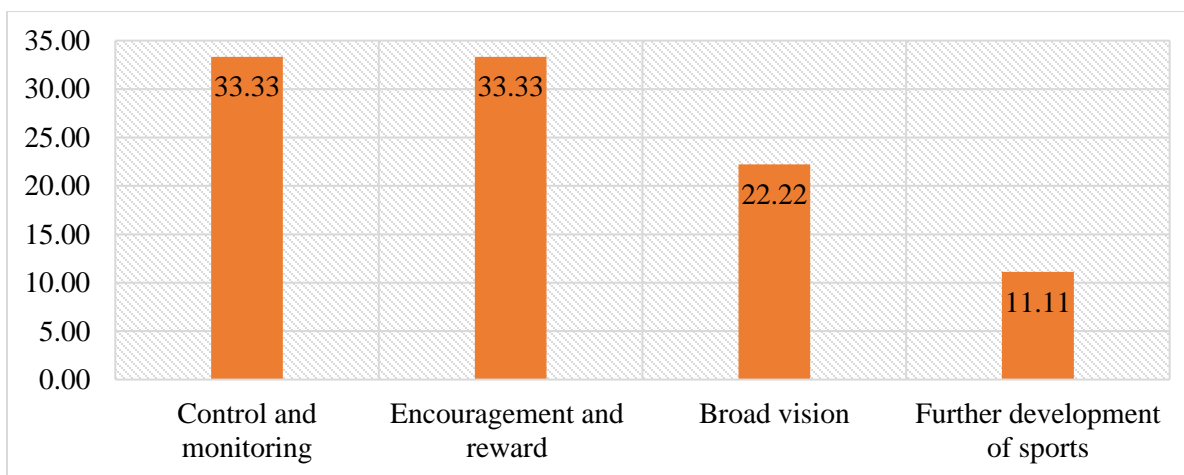


Figure 10. The percentage of responses addressing the importance of different aspects related to promoting the principles of sustainability and good governance.

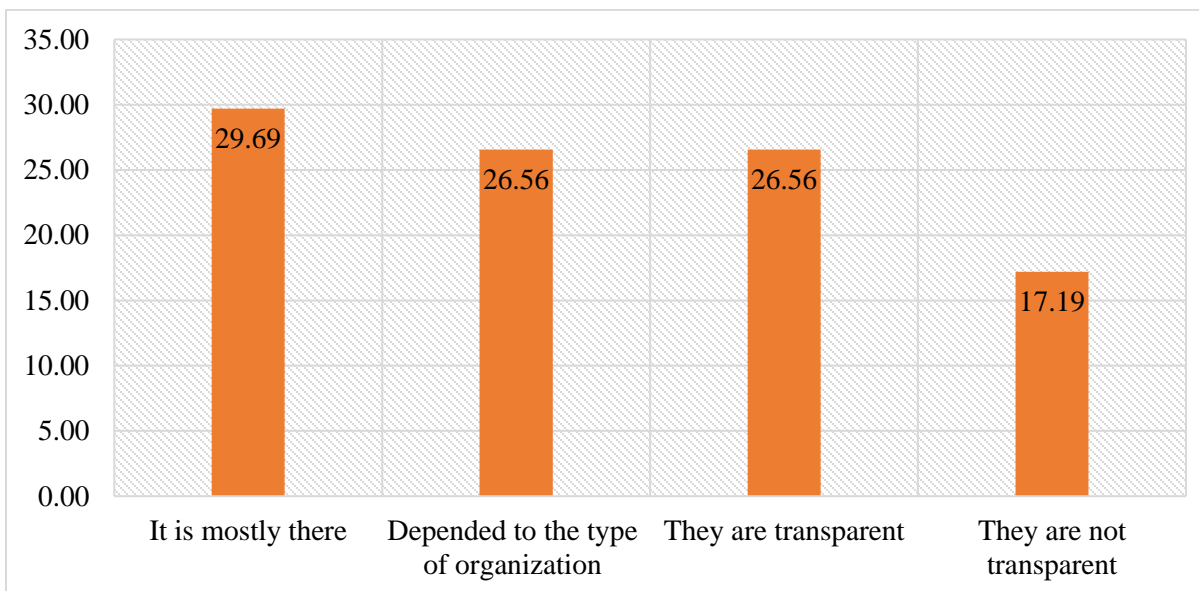


Figure 11. The percentage of responses addressing the importance of different aspects related to organizational transparency.

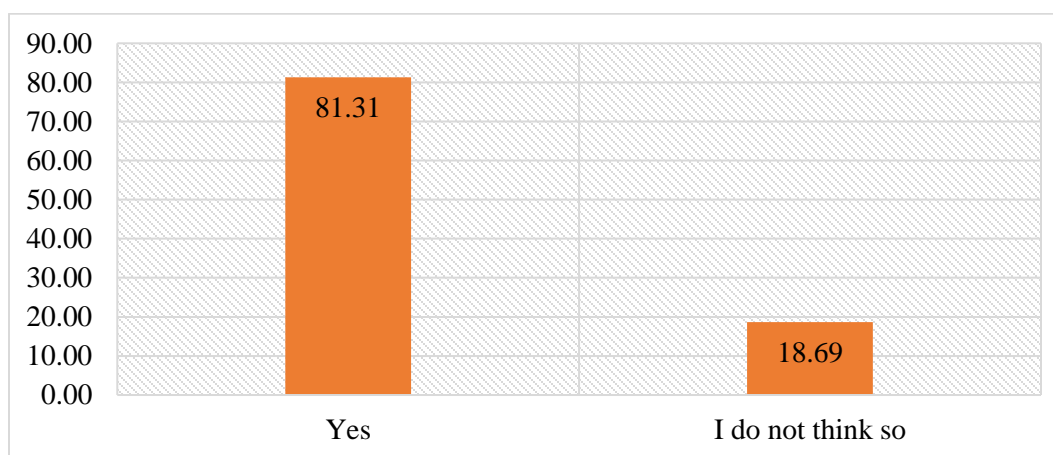


Figure 12. The percentage of responses addressing the importance of accountability in sport organizations.

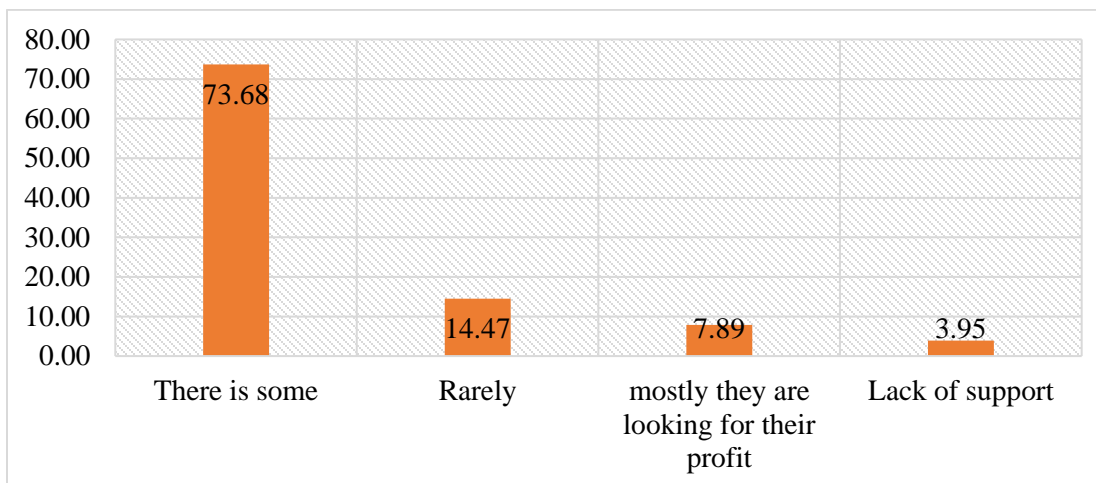


Figure 13. The percentage of responses addressing the availability of participation and sense of community in sport governance.

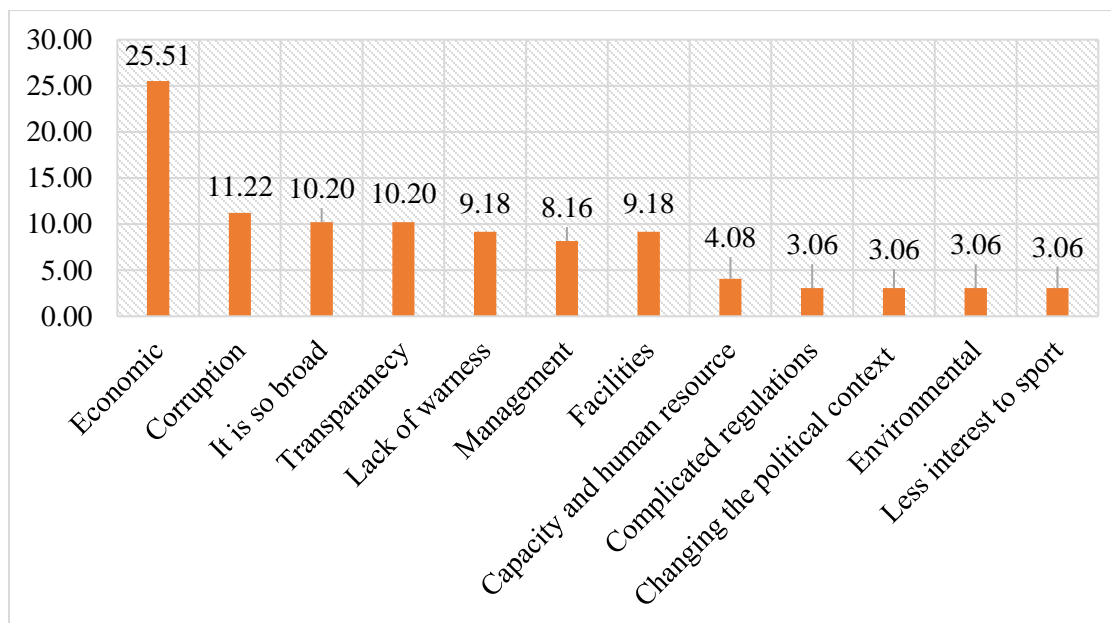


Figure 14. The percentage of responses addressing the most important challenge against good governance in sport sector.

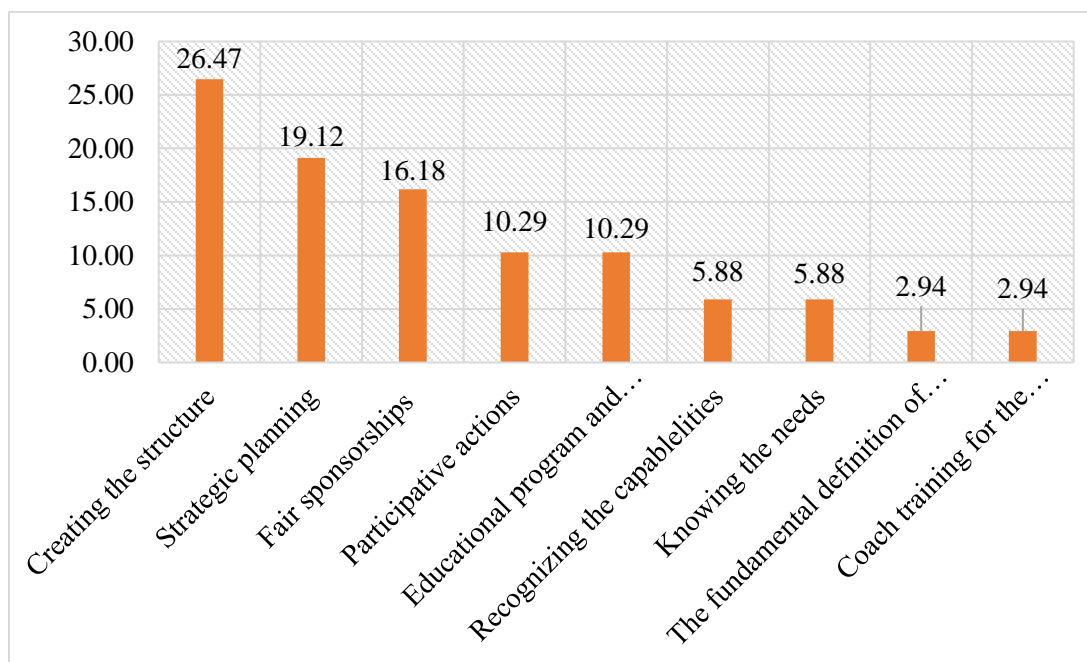


Figure 15. The percentage of responses addressing the most important measures that sport organizations should support in favour of good governance.

2.5 Conclusion

The current study on the focus group in six countries including ideas and discussions of 95 individuals active in the sport sector provides valuable inputs that clarify a variety of perspectives to the issue of sustainability and good governance in sport.

In short, good and transparent management with clear views to multifaceted aspects of governance, especially the environmental aspects are recognized by the professionals of the group as a gateway to sustainability and good governance. Good governance can be elaborated by a clear structure of regulations, supported by a strict code of ethics and continuous monitoring on the one side and encouraging co-workers of the sport organisations by rewards on the other side. A general view to the responses of the group members clarifies that, according to them, there is to some extent transparency, accountability, participation, and sense of community in the sport organisations in Germany, Spain, Hungary, Italy, Macedonia, and Serbia. Nevertheless, these important elements of good governance can still be improved particularly by overcoming a handful of challenges, the most serious of which are economic barriers, mismanagement, and corruption. For fighting these challenges, the most effective strategies are seen as establishing a solid management and governance structure as well as following effective strategic planning and finding fair sponsorships.



Co-funded by
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3 Data Collection and analysis



3.1 Introduction

The current data collection and analysis is a part of the WP2 of the project GAIA. The data collection deals with the perceptions and opinions of individuals active in the field of sport about good governance, sustainability, and code of ethics in their countries.

Before starting this data collection, the GAIA partners conducted a state-of-the-art study on the same topic in the partner countries. This led to identification of the main sub-topics with the wide topic of good governance and sustainability in the field of sport management. The state-of-the-art report can be observed in the previous section of this report.

This section (report on the findings of the survey) includes a short methodology including the way the data were collected as well as some questions to be answered by the study. The next subsection includes the findings of the data collection and analysis. The findings include the descriptive statistics of the survey results at the beginning, followed by statistical analysis leading to answering the study questions.

3.2 Methodology

3.2.1 Survey and questionnaire

During the first half of the year 2023, a questionnaire including 26 questions was shared with respondents in the six countries of the GAIA project (Germany, Hungary, Italy, North Macedonia, Serbia, and Spain). The target group of this data collection includes individuals active in the field of sport as mentioned previously. These people included managers/administrators, athletes or sportsmen, coaches and trainers, volunteers, and fans.

Google Forms was used to share the online questionnaires with the respondents. The partner organization responsible for leading the study (TUB) provided a guideline for partners to consistently collect data from respondents.

The survey instrument included 26 questions in sections related to personal and demographics (four questions), perceptions of sustainability and good governance in sport organizations (five questions), code of ethics (five questions), quality and conditions (seven questions), and challenges and opportunities (five questions). Below, the questions can be seen, exactly as they appeared on the online survey instrument.

Demographic Questions

1- How old are you?

2- What is your gender?



- Male
- Female
- Other
- Prefer not to say

3- What is your occupation?

- Athlete
- Coach
- Administrator
- Fan
- Other

4- What type of affiliation to sports organizations do you have?

- Member of a sports organization
- The employee of a sports organization
- Supporter of a sports organization
- Other (please specify)

Perception of sustainability and good governance in sports organizations

5- How important do you believe good governance principles are to sports organizations? (Provide a score of 0 to 100, where 0 is the least important and 100 is the most important)

6- How important do you believe sustainability principles are to sports organizations? (Provide a score of 0 to 100, where 0 is the least important and 100 is the most important)

7- How important do you think sustainability and good governance are for sports organizations? (Provide a score of 0 to 100, where 0 is the least important and 100 is the most important)

8- Which of the following sustainability principles do you think should be included in your code of ethics? (select the most important one)

- Environmental stewardship
- Social responsibility
- Economic sustainability



- Climate action
- Resource conservation

9- How much do you believe sports organizations in your country are currently implementing good governance and sustainability practices? (Provide a score of 0 to 100, where 0 means not at all and 100 refers to complete compliance with good governance and sustainability).

Code of Ethics

10- Do you know about the existence of a code of ethics in sports organizations in your country?

- Yes
- No

11- If you answered yes to question 11, how much are you aware of the code of ethics in sports organizations in your country? (Provide a score of 0 to 100, where 0 is not aware at all and 100 is completely aware)

12- Do decision-makers in clubs and federations adhere to the rules and laws in your country?

- Yes
- No

13- Do you think sustainability principles and good governance should be included in a code of ethics in sports organizations?

- Yes
- No

14- If you answered yes to question 14, how important do you believe it is to include the principles of sustainability and good governance in a code of ethics in sports organizations? (Provide a score of 0 to 100, where 0 is the least important and 100 is the most important.)

Quality and Conditions

15- How well do you think that sports organizations in your country are implementing and monitoring their code of ethics? (Provide a score of 0 to 100, where 0 refers to not at all and 100 is complete)

16- Is there any corruption in the sports systems/organizations in your country that you know of?

- Yes
- No



17- In your opinion, how transparent is sport governance and decision-making on sports in your country? (Provide a score of 0 to 100, where 0 is very low transparency and 100 is maximum transparency)

18- Can a sports organization achieve good governance without implementing transparent decision-making processes and promoting ethical behavior among its stakeholders?

- Yes

- No

19- How much is the level of bureaucracy in the sports organizations in your country? (Provide a score of 0 to 100, where 0 is very low and 100 is very high)

20- How do you feel about the level of bureaucracy in the sports organizations in your country?

- It is appropriate for the organization's needs

- It is too low and should be increased

- It is too high and should be decreased

21- How important is stakeholder engagement in promoting good governance and sustainability in sports organizations? (Provide a score of 0 to 100, where 0 is the least important and 100 is the most important.)

Challenges and opportunities

22- What are the main challenges to the effective implementation of good governance and sustainability principles in sports organizations?

- Lack of awareness

- Limited resources

- Regulatory issues

- Lack of accountability

- Cultural barriers

23- Do you think sports organizations improve their good governance and sustainability practices in your country?

- Yes

- No

24- How much can we ensure the integrity and sustainable governance in sports in your country?



- Not at all
- Moderately
- Completely

25- Do you think sports organizations should establish clear policies and procedures that promote good governance and sustainability?

- Yes, it is essential for promoting transparency and accountability
- No, it is not necessary

26- Should sports organizations in your country develop and implement a sustainability plan that outlines their environmental and social impact goals?

- Yes, it is necessary to promote sustainability and accountability
- No, it is not necessary

3.2.2 Formation of the output data

The minimum number of filled questionnaires for each partner country was 34, so the sample was meant to have at least a sample size of 204, however, some of the partner organizations filled even more questionnaires, leading to a sample size of 208. Table 13 shows the number of filled questionnaires per partner country. The output dataset includes 27 variables including country and 26 variables of different types resulted from the survey instrument. The list of variables and types can be seen in Table 14. The variable types consist of categorical, binary, and continuous. Fig. 16 depicts the occupation of the respondents in each country.

Table 13. The distribution of filled questionnaires per partner country

| Country | Frequency | Percent |
|-----------|-----------|---------|
| Germany | 35 | 16.8 |
| Hungary | 35 | 16.8 |
| Italy | 34 | 16.3 |
| Macedonia | 34 | 16.3 |
| Serbia | 36 | 17.3 |
| Spain | 34 | 16.3 |
| Total | 208 | 100.0 |



Table 14. The variables and their types

| Variable | Variable Type |
|---|---------------|
| Country | Categorical |
| Age | Continuous |
| Gender | Categorical |
| Occupation | Categorical |
| Role in relation with sport | Categorical |
| Perceived importance of GG for sport organizations | Continuous |
| Perceived importance of sustainability for sport organizations | Continuous |
| Perceived importance of sustainability and GG for sport organizations | Continuous |
| Most important sustainability principle that should be included in CE | Categorical |
| Success of the sport organizations in implementing GG and sustainability in the country | Continuous |
| Awareness about presence of a CE in organization | Binary |
| Score for awareness about presence of a CE in organization | Continuous |
| Perceived adherence of decisionmakers to regulations | Binary |
| Perceived necessity for including sustainability and GG in CE | Binary |
| Score for necessity for including sustainability and GG in CE | Continuous |
| Perceived quality of implementing and monitoring the CE | Continuous |
| Corruption in sports system | Binary |
| Perceived transparency in decision-making in sport | Continuous |
| Possibility of achieving GG without transparent decision-making & promoting ethical behavior | Binary |
| Perceived level of bureaucracy in sports organizations | Continuous |
| Opinion about the level of bureaucracy in sports organizations | Categorical |
| Perceived importance of stakeholder engagement in GG & sustainability in sports organizations | Continuous |
| Main challenges to implementation of GG & sustainability principles in sports organizations | Categorical |
| Possibility of improving the implementation of GG and sustainability principles in sport system | Binary |



| Variable | Variable Type |
|---|---------------|
| Perceived level of ensuring the integrity and sustainable governance in sports | Categorical |
| Necessity of establishing clear policies for promoting GG & sustainability | Binary |
| Necessity of developing sustainability plan outlining environmental & social impact goals | Binary |

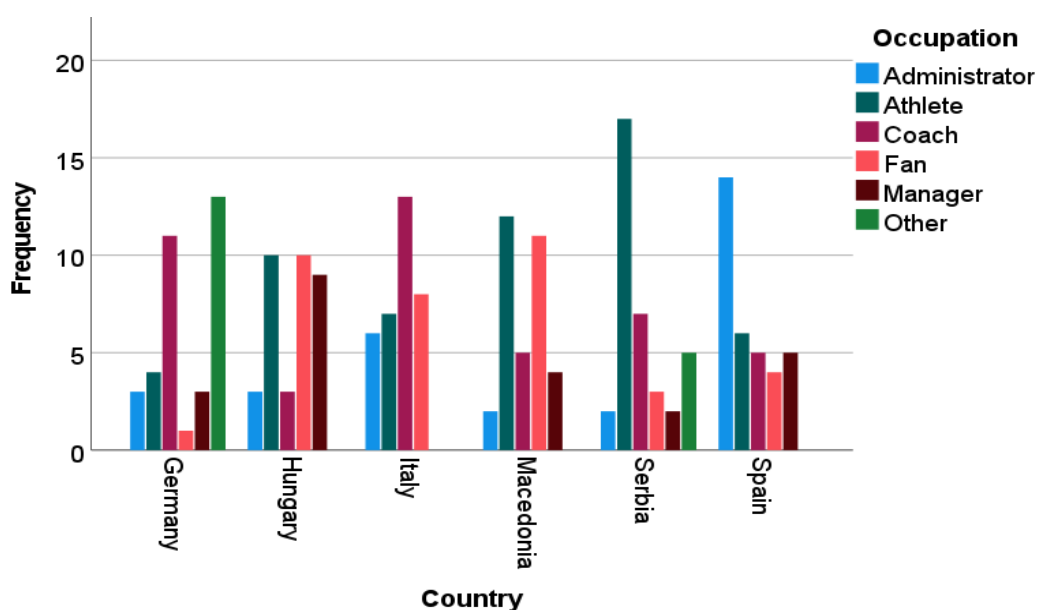


Figure 16. The occupation of the respondents in country-wide sub-samples

3.2.3 Research questions

The following Research Questions (RQs) have been answered in this report:

RQ1: Are the perceived importance of good governance and sustainability different among individuals with different occupations in sport organizations?

RQ2: Are the perceived success of the sport organizations in implementing good governance and sustainability different in the partner countries?

RQ3: Are the main challenges of implementation of GG and sustainability principles in sport organizations significantly different among individuals working in sport occupations?

RQ4: Are the main challenges to implementation of GG and sustainability the same in different European countries?

RQ5: What subjective variables correlate with the success of sport organizations in implementing GG and sustainability in European countries?



RQ6: How can corruption in European sport systems be weakened?

RQ7: Is the perceived possibility of improving GG and sustainability principles in sport different in the countries of the sample?

3.2.4 Analysis methods

The analysis method for answering each of the research questions of this study have been separately explained below.

Method for answering RQ1: Since the continuous variables of this dataset are non-normal, T-test cannot be used. Instead, three Kruskal-Wallis tests were applied to compare the mean rank among groups of occupation separately for the perceived scores of good governance, sustainability, and good governance/sustainability. P-values of less than 0.05 indicated significant difference between the subjective importance of good governance, sustainability, and good governance/sustainability among occupations among individuals in different sport occupations such as manager, administrator, athlete, coach, fan, or others.

Method for answering RQ2: Kruskal-Wallis test was applied to find significant differences between the perceptions of respondents in different countries regarding the levels of success in implementing good governance in sport organizations, whereas P-values of less than 0.05 indicate significant difference. Then, pairwise comparisons were applied using Kruskal-Wallis between pairs of countries.

For answering RQ3, Chi-square test of independence was applied. P-values less than 0.05 indicated an association among occupation and perceived challenges of implementing GG and sustainability principles. For finding the strength of the association, the Proportional Reduction in Error (PRE) method was applied, based on which the indicator Phi showed the strength, whereas values of between 0 and 0.2 are weak association and values between 0.2 and 0.4 were moderate, and finally values of more than 0.4 indicated strong correlation.

For answering RQ4, Chi-square test of independence was used, where the significance levels were the same as RQ3. The null hypothesis was that the challenges were the same in the countries of the sample. The association between the perceived barriers and the countries were checked by the indicator Cramer's V, whereas values of between 0 and 0.2 are weak association and values between 0.2 and 0.4 were moderate, and finally values of more than 0.4 indicated strong correlation.

In order to answer RQ5, a multivariate Ordinary Least Square (OLS) model was applied. Seven variables were taken as explanatory variables, four of which were omitted from the model after five iterations (perceived importance of sustainability and gg for sport organizations, score for necessity for including sustainability and gg in CE, perceived level of bureaucracy in sports organizations, and perceived importance of stakeholder engagement in GG & sustainability in



sports organizations). For avoiding multicollinearity between explanatory variables, Variance Inflation Factor (VIF) was calculated for predictors, whereas values of between one and three showed no multicollinearity. ANOVA – F test was applied to test the validity of the results, where P-values of less than 0.05 indicated a valid model.

For answering RQ6, a Binary Logit (BL) model was generated and the continuous, perception variables were included in it. After some iterations, the final model including two significant predictors was produced. Hosmer and Lemeshow test was run to test the validity of the model, where P-values of more than 0.05 showed a valid model.

For answering RQ7, again Chi-square test of independence was applied, whereas P-values of less than 0.05 showed a difference between the perception levels among countries, and Phi indicated the strength of the association between the country and the level of success perceived by respondents.

3.3 Findings

3.3.1 Descriptive statistics

3.3.1.1 Continuous variables

Eleven variables of the final dataset were continuous (exact numbers). These include the variables listed in Table 15. These include self-reported numbers like age, or the scores of between zero and one hundred that reflects the importance of factors in the eyes of the respondents. The latter types of variables quantify the perceptions of the respondents and can produce a good variability for statistical analysis. The table summarizes the descriptive statistics including the frequency of the responses for each variable, the minimum, the maximum, mean, and finally standard deviation. The descriptive statistics were also calculated for the sub-samples on the national level. To make the related table, only the means and standard deviations have been illustrated on Table 16.



Table 15. The descriptive statistics of the continuous variables (acronyms: GG: good governance; CE: code of ethics).

| Variable | N | Min. | Max. | Mean | Std. Deviation |
|---|-----|------|------|-------|----------------|
| Age | 208 | 10 | 72 | 38.46 | 13.659 |
| Perceived importance of GG for sport organizations | 207 | 6 | 100 | 85.33 | 18.47 |
| Perceived importance of sustainability for sport organizations | 207 | 0 | 100 | 81.81 | 20.73 |
| Perceived importance of sustainability and GG for sport organizations | 206 | 8 | 100 | 84.35 | 18.50 |
| Success of the sport organizations in implementing GG and sustainability in the country | 207 | 0 | 100 | 48.42 | 23.66 |
| Score for awareness about presence of a CE in organization | 195 | 0 | 100 | 34.53 | 33.18 |
| Score for necessity for including sustainability and GG in CE | 205 | 0 | 100 | 82.34 | 22.81 |
| Perceived quality of implementing and monitoring of the CE | 206 | 0 | 100 | 49.03 | 25.90 |
| Perceived transparency in decision-making in sport | 206 | 0 | 100 | 47.10 | 26.90 |
| Perceived level of bureaucracy in sports organizations | 205 | 0 | 100 | 67.16 | 23.33 |
| Perceived importance of stakeholder engagement in GG & sustainability in sports organizations | 206 | 35 | 100 | 83.35 | 17.68 |

Table 16. The means and standard deviations of continuous variables for the country-wide sub-samples

| Country | Germany | | Hungary | | Italy | | North Macedonia | | Serbia | | Spain | |
|--|---------|----------------|---------|----------------|-------|----------------|-----------------|----------------|--------|----------------|-------|----------------|
| Measure | Mean | Std. Deviation | Mean | Std. Deviation | Mean | Std. Deviation | Mean | Std. Deviation | Mean | Std. Deviation | Mean | Std. Deviation |
| Age | 36.71 | 16.4 | 36.7 | 13.7 | 38.1 | 10.0 | 36.3 | 14.8 | 35.9 | 10.9 | 47.4 | 12.5 |
| Perceived importance of GG for sport organizations | 82.24 | 21.4 | 80.4 | 17.3 | 93.7 | 9.3 | 84.3 | 15.6 | 90.5 | 13.7 | 80.8 | 25.9 |
| Perceived importance of sustainability for sport organizations | 70.68 | 25.5 | 83.3 | 15.8 | 91.76 | 14.24 | 77.1 | 19.6 | 115.4 | 152.3 | 77.1 | 25.0 |



| Country | Germany | | Hungary | | Italy | | North Macedonia | | Serbia | | Spain | |
|---|---------|----------------|---------|----------------|-------|----------------|-----------------|----------------|--------|----------------|-------|----------------|
| Measure | Mean | Std. Deviation | Mean | Std. Deviation | Mean | Std. Deviation | Mean | Std. Deviation | Mean | Std. Deviation | Mean | Std. Deviation |
| Perceived importance of sustainability and GG for sport organizations | 76.97 | 23.4 | 83.5 | 16.8 | 91.2 | 10.7 | 81.9 | 17.2 | 92.1 | 12.9 | 79.8 | 22.8 |
| Success of the sport organizations in implementing GG and sustainability in the country | 60.53 | 29.3 | 42.1 | 18.9 | 51.0 | 21.5 | 47.4 | 22.1 | 40.7 | 23.3 | 49.5 | 21.9 |
| Score for awareness about presence of a CE in organization | 45.80 | 34.2 | 24.8 | 26.9 | 35.1 | 36.9 | 43.2 | 31.4 | 29.6 | 34.6 | 31.6 | 32.4 |
| Score for necessity for including sustainability and GG in CE | 79.94 | 17.4 | 79.6 | 27.7 | 84.68 | 25.85 | 84.6 | 17.7 | 84.9 | 23.2 | 80.1 | 23.6 |
| Perceived quality of implementing and monitoring the CE | 65.64 | 22.4 | 43.4 | 25.5 | 50.3 | 27.0 | 52.2 | 23.9 | 42.2 | 28.4 | 41.4 | 20.6 |
| Perceived transparency in decision-making in sport | 63.52 | 24.6 | 34.9 | 26.2 | 55.6 | 26.4 | 45.3 | 25.6 | 40.9 | 27.6 | 43.6 | 21.8 |
| Perceived level of bureaucracy in sports organizations | 74.75 | 20.0 | 65.8 | 20.7 | 71.3 | 22.2 | 59.7 | 24.2 | 58.8 | 26.9 | 73.5 | 21.2 |
| Perceived importance of stakeholder engagement in GG & sustainability in sports organizations | 71.74 | 20.5 | 81.7 | 19.8 | 85.2 | 15.6 | 86.7 | 12.9 | 86.0 | 17.7 | 88.8 | 13.6 |

3.3.1.2 Categorical variables

Categorical and binary (dummy) variables include the questions that quantify the perceptions and



attitudes of the respondents about good governance and sustainability in sport organizations. The summary of the frequencies and percentages of the responses on multiple choice questions can be found in Table 17.

Table 17. Summary of categorical data

| Variable | Cetegory | N | % | Variable | Cetegory | N | % |
|--------------------------|--|-----|------|--|--|-----|-------|
| Gender | Female | 70 | 33.7 | Perveived necessity for including sustainability and GG in CE | Missing | 1 | 0.48 |
| | I'd rather not say | 1 | 0.5 | | No | 10 | 4.81 |
| | Male | 137 | 65.9 | | Yes | 197 | 94.71 |
| Occupation | Administrator | 30 | 14.4 | Corruption in sports system | No | 79 | 37.98 |
| | Athlete | 56 | 26.9 | | Yes | 129 | 62.02 |
| | Coach | 44 | 21.2 | Possibility of achieving GG without transparent decision-making & promoting ethical behavior | No | 159 | 76.44 |
| | Fan | 37 | 17.8 | | Yes | 49 | 23.56 |
| | Manager | 23 | 11.1 | Opinion about the level of bureaucracy in sports organizations | It is appropriate for organization's needs | 72 | 34.62 |
| | Other | 18 | 8.7 | | It is too high and should be decreased | 96 | 46.15 |
| Role in the organization | Employee of a sports organization | 54 | 26.0 | | It is too low and should be increased | 39 | 18.75 |
| | Executive Director | 1 | 0.5 | Main challenges to implementation of GG & sustainability principles in sports organizations | It meets the needs of the organization | 1 | 0.48 |
| | Leader of a sports organisation in social work | 1 | 0.5 | | Missing | 31 | 14.90 |
| | Member of sport organization | 89 | 42.8 | | Cultural barriers | 15 | 7.21 |
| | Other | 10 | 4.8 | | Lack of accountability | 38 | 18.27 |



| Variable | Cetegory | N | % | Variable | Cetegory | N | % |
|---|--|-----|------|---|--|-----|-------|
| | President of Sports Federation | 4 | 1.9 | | Lack of awareness | 56 | 26.92 |
| | Subcontractor of the sports organisation | 1 | 0.5 | | Limited resources | 47 | 22.60 |
| | Supporter of sport organization | 48 | 23.1 | | Regulatory issues | 21 | 10.10 |
| Most important sustainability principle that should be included in CE | Missing | 26 | 12.5 | Possibility of improving the implementation of GG and sustainability principles in sport system | No | 79 | 37.98 |
| | Climate action | 14 | 6.7 | | Yes | 129 | 62.02 |
| | Economic sustainability | 25 | 12.0 | Perceived level of ensuring the integrity and sustainable governance in sports | Completely | 28 | 13.46 |
| | Environmental stewardship | 34 | 16.3 | | Moderately | 160 | 76.92 |
| | Resource conservation | 15 | 7.2 | | Not at all | 19 | 9.13 |
| | Social responsibility | 94 | 45.2 | | To a full extent | 1 | 0.48 |
| Awareness about presence of a CE in organization | No | 97 | 46.6 | Necessity of establishing clear policies for promoting GG & sustainability | No, it is not necessary | 5 | 2.40 |
| | Yes | 111 | 53.4 | | Yes, it is essential for promoting transparency and accountability | 203 | 97.60 |
| Perceived adherence of decisionmakers to regulations | No | 58 | 27.9 | Necessity of developing sustainability plan outlining environmental & social impact goals | No, it is not necessary | 10 | 4.81 |
| | Yes | 150 | 72.1 | | Yes, it is essential to promote transparency and accountability | 198 | 95.19 |



3.3.1.3 Test of normality

For testing if the distribution of the continuous variables on the overall sample is normal, Kolmogorov-Smirnov and Shapiro-Wilk tests were applied. The results can be seen in Table 18, according to which the continuous variables do not follow a normal distribution ($P < 0.05$). The only variable that enjoys a distribution near to normal is age, where the result of Kolmogorov-Smirnov test shows a normal distribution, but Sharipo-Wilk test rejects normality. To stay on the safe side, it is assumed that the distribution of age is non-normal. As a result, applying non-parametric analysis methods for testing hypotheses is recommended for all continuous variables.

Table 18. Results of Kolmogorov-Smirnov and Shapiro-Wilk tests of normality for continuous variables

| Variable | Kolmogorov-Smirnov Test | | | Shapiro-Wilk Test | | |
|---|-------------------------|-----|--------|-------------------|-----|--------|
| | Statistic | df | P | Statistic | df | P |
| Age | 0.064 | 190 | 0.056 | 0.983 | 190 | 0.023 |
| Perceived importance of GG for sport organizations | 0.239 | 190 | <0.001 | 0.760 | 190 | <0.001 |
| Perceived importance of sustainability for sport organizations | 0.458 | 190 | <0.001 | 0.206 | 190 | <0.001 |
| Perceived importance of sustainability and GG for sport organizations | 0.219 | 190 | <0.001 | 0.806 | 190 | <0.001 |
| Success of the sport organizations in implementing GG and sustainability in the country | 0.125 | 190 | <0.001 | 0.973 | 190 | 0.001 |
| Score for awareness about presence of a CE in organization | 0.205 | 190 | <0.001 | 0.865 | 190 | <0.001 |
| Score for necessity for including sustainability and GG in CE | 0.237 | 190 | <0.001 | 0.759 | 190 | <0.001 |
| Perceived quality of implementing and monitoring the CE | 0.113 | 190 | <0.001 | 0.966 | 190 | <0.001 |
| Perceived transparency in decision-making in sport | 0.118 | 190 | <0.001 | 0.966 | 190 | <0.001 |
| Perceived level of bureaucracy in sports organizations | 0.128 | 190 | <0.001 | 0.929 | 190 | <0.001 |
| Perceived importance of stakeholder engagement in GG & sustainability in sports organizations | 0.203 | 190 | <0.001 | 0.842 | 190 | <0.001 |



3.3.2 Difference in perceived importance of good governance and sustainability among occupations related to sport

The results of the Kruskal-Wallis test (Table 19) show that there is no significant difference between the perceived importance of good governance, sustainability, and good governance/sustainability among occupations among individuals working in different occupation groups, namely manager, administrator, athlete, coach, fan, or others.

Table 19. Kruskal-Wallis test results for finding significant difference between the perceived importance of good governance, sustainability, and good governance/sustainability among occupations

| Measure | Good governance | Sustainability | Good governance and sustainability |
|-------------------|-----------------|----------------|------------------------------------|
| Total N | 207 | 207 | 206 |
| Test Statistic | 3.551 | 5.776 | 2.486 |
| Degree of Freedom | 5 | 5 | 5 |
| P | 0.616 | 0.329 | 0.779 |

3.3.3 Differences between the perceived success in implementing good governance in sport organizations in different countries

The perceived success of sport organizations in implementing good governance in different countries received different scores from the respondents based on their understanding. Fig. 17 illustrates these differences. Kruskal-Wallis test was applied to find out if these differences are significant. The result shows that there is a general difference between the six countries ($P=0.017$). However, this still does not guarantee if the differences between each pair of countries are statistically significant. Thus, pairwise Kruskal-Wallis test was applied among all pairs of countries, the results of which can be seen in Table 20. The results show that the scores of perceived success in Germany is significantly higher than in Hungary ($P=0.003$), North Macedonia ($P=0.046$), and Serbia ($P=0.001$). Moreover, the scores of Germany are marginally significantly higher than the scores of Spain ($P=0.093$). Finally, the success scores of Italy are marginally, significantly higher than those of Serbia ($P=0.052$). These findings reflect that people working in the sport sector of Germany have a more positive perception about the success of the implementation of good governance in their country compared to most of the other countries in the sample.

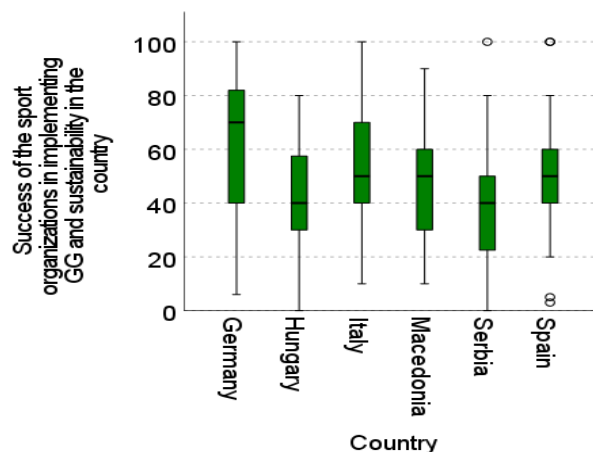


Figure 17. Difference in the scores for success of sport organizations in implementing good governance

Table 20. Kruskal-Wallis test for perceived success in implementing good governance in sport organizations among six European countries.

| Compared countries | Test Statistic | Std. Error | Std. Test Statistic | P |
|---------------------|----------------|------------|---------------------|-------|
| Serbia - Hungary | 4.698 | 14.114 | 0.333 | 0.739 |
| Serbia - Macedonia | 17.833 | 14.219 | 1.254 | 0.210 |
| Serbia - Spain | -22.377 | 14.219 | -1.574 | 0.116 |
| Serbia - Italy | 27.613 | 14.219 | 1.942 | 0.052 |
| Serbia - Germany | 46.569 | 14.219 | 3.275 | 0.001 |
| Hungary - Macedonia | -13.136 | 14.318 | -0.917 | 0.359 |
| Hungary - Spain | -17.680 | 14.318 | -1.235 | 0.217 |
| Hungary - Italy | -22.915 | 14.318 | -1.600 | 0.109 |
| Hungary - Germany | 41.871 | 14.318 | 2.924 | 0.003 |
| Macedonia - Spain | -4.544 | 14.421 | -0.315 | 0.753 |
| Macedonia - Italy | 9.779 | 14.421 | 0.678 | 0.498 |
| Macedonia - Germany | 28.735 | 14.421 | 1.993 | 0.046 |
| Spain - Italy | 5.235 | 14.421 | 0.363 | 0.717 |



| Compared countries | Test Statistic | Std. Error | Std. Test Statistic | P |
|--------------------|----------------|------------|---------------------|-------|
| Spain - Germany | 24.191 | 14.421 | 1.678 | 0.093 |
| Italy - Germany | 18.956 | 14.421 | 1.314 | 0.189 |

3.3.4 Difference in perceived challenges against implementation of GG and sustainability principles among individuals working in sport occupations

Fig. 18 depicts the frequencies of responses about the perceived challenges of implementing GG and sustainability principles among administrators, athletes, coaches, fans, managers, and other occupations in sport organizations in the sample. According to the output dataset, 15 respondents voted for cultural barriers, 38 for lack of accountability, 56 for lack of awareness, 47 for limited resources, and 21 for regulatory issues, while there were 31 missing data (no response).

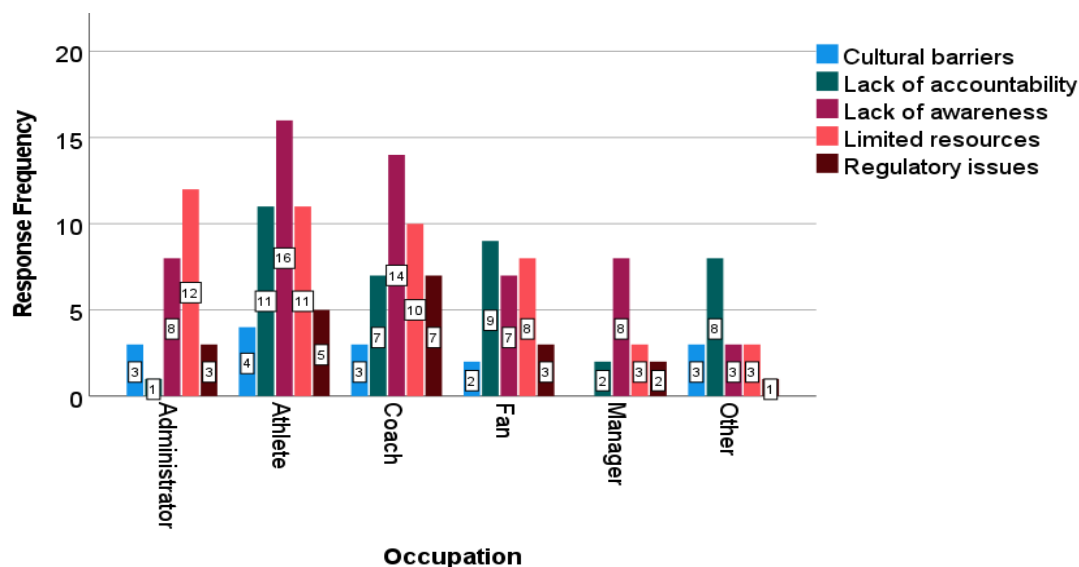


Figure 18. Frequency of responses about perceived challenges against implementation of GG and sustainability principles among individuals working in sport occupations



Table 21. Chi-square test of independence and Phi for comparing the perceived challenges against implementation of GG and sustainability principles among sport occupations

| Value | df | P | Phi |
|--------|----|-------|-------|
| 39,388 | 25 | 0.034 | 0.435 |

For testing, if the number of these responses are significantly different among different occupations, a Chi-square test of independence was applied, the results of which are shown in Table 21 indicate that the barriers of GG and sustainability among persons with different sport occupations are significantly different. In other words, a change in the sport occupation is related with a change in the perceived barrier against GG and sustainability in sport organizations. As seen in the table, the indicator Phi, which shows the level of association between occupation and perceived barrier, equals 43.5% that is a strong level of association, meaning that perception of barriers among sport occupation are strongly different.

3.3.5 Correlation between challenges to implementation of GG and sustainability with the country of respondents

Table 22 summarizes the responses about the challenges of implementation of GG and sustainability in different countries of the sample. The percentages have been shown in this table, so that they become comparable. As seen in the table, the most important challenge selected by the respondents have been lack of awareness about GG and sustainability (26.9%), followed by limited resources (22.6%). Approximately half of the respondents have chosen these two options. To test the significance of the difference between the percentages of each category among different countries, Chi-square test of independence was applied, the results of which can be seen in Table 23. The results show that there is a significant difference between what has been chosen in different countries as the main challenge against GG and sustainability in sport organizations ($P < 0.001$). In other words, if the country changes, the main barrier perceived by the respondents will change. The value of Cramer's V shows that there is a strong association between the country of respondents and the selected barrier (44.9%).



Table 22. Frequency and percentages of responses about challenges to implementation of GG and sustainability in different countries

| Country | Measure | Main challenges to implementation of GG & sustainability principles in sports organizations | | | | | | Total |
|-----------------|---------|---|-------------------|------------------------|-------------------|-------------------|-------------------|-------|
| | | Missing data | Cultural barriers | Lack of accountability | Lack of awareness | Limited resources | Regulatory issues | |
| Germany | N | 1 | 4 | 9 | 12 | 5 | 4 | 35 |
| | % | 2.9 | 11.4 | 25.7 | 34.3 | 14.3 | 11.4 | 100 |
| Hungary | N | 30 | 0 | 1 | 1 | 2 | 1 | 35 |
| | % | 85.7 | 0.0 | 2.9 | 2.9 | 5.7 | 2.9 | 100 |
| Italy | N | 0 | 8 | 4 | 7 | 8 | 7 | 34 |
| | % | 0 | 23.5 | 11.8 | 20.6 | 23.5 | 20.6 | 100 |
| North Macedonia | N | 0 | 3 | 6 | 15 | 8 | 2 | 34 |
| | % | 0 | 8.8 | 17.6 | 44.1 | 23.5 | 5.9 | 100 |
| Serbia | N | 0 | 0 | 14 | 8 | 11 | 3 | 36 |
| | % | 0 | 0 | 38.9 | 22.2 | 30.6 | 8.3 | 100 |
| Spain | N | 0 | 0 | 4 | 13 | 13 | 4 | 34 |
| | % | 0 | 0 | 11.8 | 38.2 | 38.2 | 11.8 | 100 |
| Total | N | 31 | 15 | 38 | 56 | 47 | 21 | 208 |
| | % | 14.9 | 7.2 | 18.3 | 26.9 | 22.6 | 10.1 | 100 |

Table 23. Chi-square test of independence and Cramer's V for comparing the challenges to implementation of GG and sustainability with the country of respondents

| Value | df | P | Cramer's V |
|---------|----|--------|------------|
| 209,384 | 25 | <0.001 | 0.449 |



3.3.6 The subjective correlates of the success of sport organizations in implementing GG and sustainability in European countries

The final multivariate model shows which subjective variables are correlated with the success of sport organizations in implementing GG and sustainability in European countries. These include three correlates: perceived awareness about presence of a CE in organization, perceived quality of implementing and monitoring the CE, and perceived transparency in decision-making. Only by improving these three variables, it is likely to improve the chance of success in implementing GG and sustainability, the way people active in sport organizations understand it (Table 24). The strongest predictor of success is the perceived quality of implementation and monitoring of the CE. This variable is a highly significant predictor of success ($P < 0.001$). By each score added to this variable, nearly half a score will be added to the perception of workers in sport careers about the success in implementing GG and sustainability principles ($\beta = 0.448$). The next strongest predictor is perceived transparency in decision-making. This explanatory variable is also significant ($P = 0.029$). One score increase in this variable is correlated with a 14.8% of increase in the score of the success variable. Finally, the next important independent variable is perceived awareness about presence of CE in the organization. This variable is marginally significant ($P = 0.085$). An increase of one score in this variable leads to 11.3% increase in the perceived score of success. The model particularly shows the important of employing or increasing the quality of CE in sport organizations, as two out of three significant predictors of success are related to CE. There is not multicollinearity between the explanatory variables of this model, as the VIF values fall between one and three (Table 24). The model is valid according to the results of the ANOVA – F test ($P < 0.001$) and its R^2 is equal to 35.5%, meaning that the model explains 35.5% of the variability of the success variable. In other words, by increasing only three explanatory variables, the value of the dependent variable (success) will be improved by more than one-thirds.

Table 24. OLS model for success of sport organizations in implementing GG and sustainability in European countries ($R^2 = 35.5\%$).

| Variable | Unstandardized Coefficients | | Standardized Coefficients | t | P | VIF |
|--|-----------------------------|------------|---------------------------|-------|--------|-------|
| | B | Std. Error | β | | | |
| (Constant) | 20.170 | 3.135 | | 6.433 | <0.001 | |
| Awareness about presence of a CE in organization | 0.078 | 0.045 | 0.113 | 1.729 | 0.085 | 1.263 |



| Variable | Unstandardized Coefficients | | Standardized Coefficients | t | P | VIF |
|---|-----------------------------|-------------|---------------------------|--------|--------|-------|
| | B | Std. Error | β | | | |
| Perceived quality of implementing and monitoring the CE | 0.398 | 0.064 | 0.448 | 6.243 | <0.001 | 1.507 |
| Perceived transparency in decision-making in sport | 0.127 | 0.058 | 0.148 | 2.195 | 0.029 | 1.333 |
| ANOVA - F test | | | | | | |
| Sum of Squares | df | Mean Square | F | P | | |
| 35834.048 | 3 | 11944.7 | 34.750 | <0.001 | | |

3.3.7 The correlates of corruption in sport systems

Table 25 is the final BL model for corruption that shows that the perceived necessity of including sustainability and GG in CE as well as the perceived transparency in decision-making in sport are significantly correlated with perceived corruption. Perceived necessity for including of sustainability and GG in CE is marginally significant ($P=0.065$). When respondents add one score to sustainability and GG in CE, it is likely that 0.012 scores are added to the level of corruption. In other words, when corruption is felt more in European countries, the necessity for an effective CE is perceived stronger.

Perceived transparency in decision-making is negatively and highly significantly correlated with perceived corruption ($P<0.001$). If the respondents add one score to perceived transparency in decision-making, it is probable that 0.027 of a score is decreased from perceived corruption.

This model is valid according to the Hosmer and Lemeshow test results ($P=0.166$) and the Nagelkerke Pseudo R^2 of the model is 15.2%, in other words, by only focusing on two independent variables in the model, 15.2% of the variability of perceived corruption can be controlled.

Table 25. Binary Logistic model for perceived corruption in sport systems (Nagelkerke Pseudo $R^2=15.2\%$).

| Variable | B | S.E. | Wald | df | P | β |
|---|-------|-------|-------|----|-------|---------|
| Perceived necessity for including sustainability and GG in CE | 0.012 | 0.007 | 3.413 | 1 | 0.065 | 1.012 |



| Variable | B | S.E. | Wald | df | P | β |
|--|-----------|----------|--------|----|--------|---------|
| Perceived transparency in decision-making in sport | -0.028 | 0.006 | 19.558 | 1 | <0.001 | 0.973 |
| Constant | 0.834 | 0.601 | 1.928 | 1 | 0.165 | 2.303 |
| Hosmer and Lemeshow Test | | | | | | |
| Chi-square | df | P | | | | |
| 11.672 | 8 | 0.166 | | | | |

3.3.8 Difference in perceived possibility of improving GG and sustainability principles in different countries

Table 26 summarizes the frequency of responses about the perceived possibility of improving the implementation of GG and sustainability principles in different countries. As seen in the table, out of 208 respondents, 129 are optimistic about the possibility of improving GG and sustainability. To test if this belief is the same in the six countries of the sample, Chi-square test of independence was applied, the results of which are shown in Table 27. According to this table, the distribution of optimistic and pessimistic responses is different in the six countries ($P < 0.001$). In fact, this belief is moderately, significantly dependent to where the respondents are located ($\Phi = 0.358$).

Table 26. The frequency responses about the perceived possibility of improving the implementation of GG and sustainability principles in different countries.

| Country | Possibility of improving the implementation of GG and sustainability principles in sport system | | Total |
|-----------|---|-----|-------|
| | No | Yes | |
| Germany | 6 | 29 | 35 |
| Hungary | 16 | 19 | 35 |
| Italy | 13 | 21 | 34 |
| Macedonia | 16 | 18 | 34 |
| Serbia | 23 | 13 | 36 |
| Spain | 5 | 29 | 34 |
| Total | 79 | 129 | 208 |



Table 27. Chi-square test of independence for possibility of improving the GG and sustainability principles across six countries.

| Value | df | P | Phi |
|--------|----|--------|-------|
| 26,609 | 5 | <0.001 | 0.358 |

3.4 Discussion

One of the important findings of this study particularly highlights the role of the CE in the success of organizations in implementing GG and sustainability principles in sport. A CE in sport organizations can focus on different aspects, ranging from a crucial basis and fundamental elements to initial concrete action within an organizational ethics program. This can sometimes take the form of insincere service or superficial enhancements intended to misleadingly convey a strong ethical commitment by the organization (Constandt, 2019; Downe et al. 2016). However, the findings of this study show the individuals working in sport sector perceive a CE as a good way of controlling over the barriers against transparency and corruption. The respondents have rated the awareness about presence of a CE in the organizations (34.53 out of 100), while they believe that presence of such codes is important in sport sector (82.34 out of 100). Two variables related to CE, namely awareness about presence of a CE in organization and perceived quality of implementing and monitoring the CE are highly significant or marginally significant predictor of the success of sport organizations in implementing GG and sustainability principles. This means, by only improving these codes, it is very likely that sport organizations have a higher probability of governing sustainably, according to the respondents of this study. Having an effective, high-quality, and truly implemented CE is also correlated with the levels of corruption in sport organizations. In other words, CE has a direct and indirect relation with GG and sustainability. For this, the CE of sport organizations need to be evaluated and monitored continuously to ensure its quality of effectiveness in fighting unethical behaviors and also corruption. The indirect relation between an effective CE and GG and sustainability is established via the mediation of the corruption factor. Thus, according to the findings of this study, one of the most effective ways of implementing GG is putting an effective CE to work.

In order to fight corruption in sport sector, as the respondents of this study perceive, improving transparency in decision-making is a highly significant measure. While the perceived level of transparency itself is important in defining the success in GG. Thus, a logical conclusion is that transparency can lead to an improved governance and successfully implemented sustainability measures. The respondents of the survey perceive the levels of transparency in the sport sector of their countries as insufficient, by rating it 47.10 out of 100 points. This problem is in line with previous studies that identify transparency and democracy as a major problem in the governance of sport organizations (Chappelet & Mrkonjic, 2013; Geeraert 2015; 2018).



The above points are some of the important findings of this study on how to improve GG and sustainability generally in European countries, especially those that have been investigated in this study. However, when going into the details of the findings in the partner countries, some important differences can be identified. Although these differences are slight, but they should be taken into consideration, when attempts towards implementation of GG in the local level is made. For instance, the challenges faced by sport organizations against implementation of GG are significantly different. In Germany and North Macedonia, lack of awareness has been identified by the respondents as the main challenge, making up 34.3% and 44.1% of the responses in these two sub-samples, while in Serbia, lack of accountability is the main challenge (38.9%). In Spain, lack of awareness and limited resources are the two main challenges that make up 76.4% of the whole responses. In Italy, cultural barriers and limited resources have received 47% of the whole votes. However, a holistic view tells us that lack of awareness may be the main barrier against GG and sustainability in the partner countries. This factor has received 26.9% of the votes in the six countries. Improving the awareness about GG, sustainability, corruption, transparency, etc. in sport organizations can be connected to putting to use an effective CE as discussed above. An effective CE can define the main strategies of the organizations in removing unwanted elements and misbehaviors. It can also define the strategy of the organizations in increasing the awareness of the co-workers, members, other groups about the governance and policymaking of the organizations.

Nevertheless, the respondents may differentiate between the possibility/difficulty of implementation of GG with its expected success levels. This claim is supported by the data in which lack of awareness, limited resources, cultural barriers, and regulatory issues are all addressed by the respondents as important factors, while lack of accountability has received fewer votes (Fig. 19).

It is interesting and important to know by whom are these challenges is identified a decisive challenge. In the managerial level, lack of awareness is recognized the main challenge against implementation of GG and sustainability measures (Fig. 18). Similarly, athletes and coaches see the same challenges the most negatively effective one, while fans see weak accountability a worse barrier against GG. Finally, as expected, administrative staff find lack of resources more dangerous for GG. For designing measures and curricula, it is important to know who believes which of these challenges is more effectively stopping GG.

Finally, the success of GG and sustainability in sport organizations of different countries in this study is perceived differently by the respondents. Compared to other respondents, the German respondents of this study believe more strongly that the sport organizations in their country is successful. If so, the German measures for implementation of GG and sustainability can theoretically be taken as a pattern by other countries, however as mentioned above, the local and cultural differences should be considered. As mentioned in several points of the findings and discussion sections of this document, there are significant though slight differences between the



perceptions of the survey about challenges, decision-making processes, transparency, etc. in different countries. Moreover, the formation of the sub-samples in different countries varies; some include more managers or administrative staff, while in some of them fans and others are dominant. Thus, it is possible that respondents with different occupation types see the GG and sustainability issues differently. For instance, this can be seen about the main challenge against implementation of GG and sustainability, explained in the findings section.

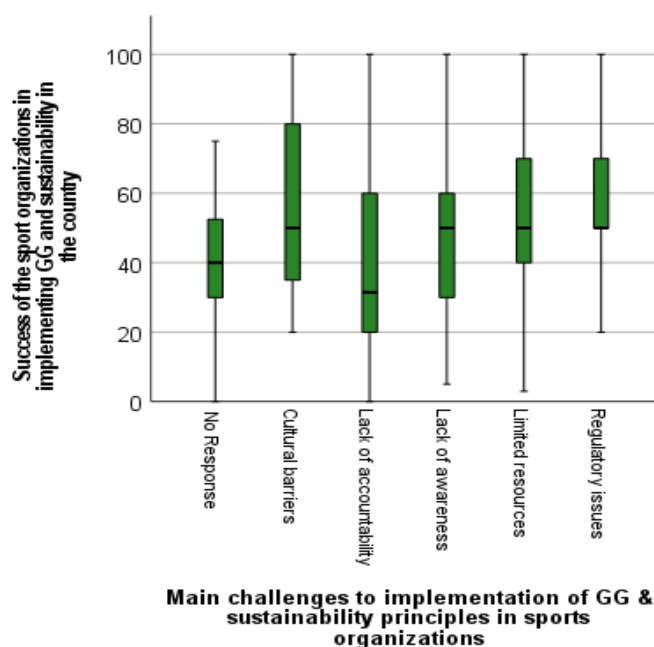


Figure 19. Challenges versus the perceived success of sport organizations in implementing GG and sustainability principles.

The present survey, study, and concluding remarks have their own limitations that can be removed in future works. These include, for instance, the sample size that could have been larger, but due to the project time and resources was kept small, so the activity can be implemented as soon as possible. In future studies, a larger sample in more diverse European countries can lead to a better prediction power in the analyses, which leads to a better planning for upcoming measures.

3.5 Conclusion

This part of the research of the project GAIA includes a survey about the perceptions and views of 208 individuals working in the sport sector of six European countries (Germany, Hungary, Italy, Macedonia, Serbia, and Spain). While there are some differences in the views of the respondents



in different countries, the responses can lead to adoption of measures that fit the needs of all countries at the same time.

According to the findings of this survey, applying a CE can be an essential tool for fighting corruption and also improving the implantation of GG and sustainability principles. Transparency in decision-making processes in sport organizations is a neglected point that can increase the chance of success in GG.

Although Germany is seen as a more successful country in implantation of GG and sustainability in sport sector, adoption of measures should be done very carefully as the perceptions about the challenges and barriers against GG in different countries and vary slightly. Thus, taking Germany as a pattern would be partially useful, but it is not an overall solution. Measures, work programs, and curricula should be designed and adopted with a look to cultures and barriers in the local level. Moreover, it is useful to adapt these measures based on the partial target groups. Managerial measures can be designed and planned according to challenges the Managers find essential, while accountability should not be overseen, as it is the main challenge against GG in the eyes of sport fans.



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