

CHAPTER - I
INTRODUCTION TO THE STUDY

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Significant concerns regarding the principles of sports governance have arisen in the industry at unusual times over the past few decades. The scourge of sports scandals has become so serious in recent years that it has shattered the sport's and its organization's reputation, jeopardizing the public's interest in sport as a weapon of good social and cultural values in democratic societies. For starters, it was once used in France to refer to the government's seat. It had developed a variety of interpretations from the act or manner of governing its office or power, which made it resemble government in general morality, virtuous or prudent. The process of exercising (usually legal) authority to regulate men's affairs in a given area is referred to as governance usually in state. In the past, the term governance was used to refer to the government's boundaries, but this is no longer the case. More than just maintaining law and order is what dominance involves. In other words, we can say that a participatory process in which those who are called to manage people are motivated by the will to give their best, serve and do good to the people, solve daily problems and make their lives healthier, more satisfying, and happier. Managing the exercise of political, economic, and administrative authority to manage national affairs includes all the good and bad methods used by communities to devolve power and manage public services. Management is the way in which power is exercised in the management of national and social resources for development.

Human resource development is incomplete without sports and games. Sports for growth and sports for excellence are extremely important to the Indian government. The government has made it a priority to establish procedures for effective coordination among various agencies

involved in the promotion of sports, as well as to provide the necessary infrastructure, preparation, and other facilities to athletes in order for them to achieve excellence in International competitions. A variety of National Sports Federations (NSFs) have sprung up over the years to promote the growth of particular games or sports disciplines. The Indian government has been actively assisting these Federations in achieving their goals.

1.1. NATIONAL SPORTS DEVELOPMENT CODE OF INDIA

According to **(MYAS, India)**, Sport growth is a national priority because it encourages an active lifestyle, social inclusion, job opportunities, peace and development, and, most importantly, a sense of belonging and national pride. Although sports development is a state subject, it is the responsibility of the states up to the state level; at the national and International levels (including meeting International treaty obligations), it is the responsibility of the Union Government under its residuary powers and the scope of Entries 10 and 13 of the Union List in the Constitution of India's Seventh Schedule.

Sport is on par with public education and public health in terms of national policy, and like them, sport is a public good and sport production is a public activity. Because of this, despite the fact that national sports bodies are autonomous in nature, the Supreme Court of India and several High Courts have held in various judgments that, although national sports bodies are not a 'State' within the scope of Article 12 of the Indian Constitution, they fall under the writ jurisdiction of High Courts under Article 226 of the Indian Constitution **(MYAS, India)**.

Countries all over the world have passed legislation or issued guidelines to regulate sports in the general interest and in the national interest. Several factors contribute to the need to control sports, including the need to eliminate racism in sports, eliminate cheating in sports,

prevent age fraud in sports, protect athletes' rights, prevent child abuse and sexual assault in sports, protect gender equality in sports, prohibit betting and gambling in sports, prohibit risky sports, and encourage skilled management and managerial and financial responsibility in sports, antitrust and competition policy questions in sports, sports media rights regulation, price and access to sporting events regulation, and so on.

In accordance with successive National Sports Policies, the Government of India has taken various steps and initiatives from time to time to encourage good governance practices in the management of sports at the national level. These policies are based on the two Basic Universal Principles of Good Governance of the Olympic and Sports Movements and do not conflict with or interfere with the autonomy of national sports bodies in carrying out their roles and duties in compliance with the International Olympic Committee Charter in any way.

1.2. NATIONAL SPORTS FEDERATIONS (NSFs)

Following the announcement of the 2001 National Sports Policy, the government released updated Guidelines for Assistance to National Sports Federations (NSFs) in August 2001, as well as other guidelines from time to time, all of which are legally binding on the National Olympic Committee (NOC), i.e., the Indian Olympic Association (IOA), and National Sports Federations (NSFs), if they choose to regulate and govern sports in India, or use the name of India or represent India within or outside India, or take advantage of various benefits and concessions, including financial benefits such as customs duty exemption or income tax exemption. Although these organizations may be registered under the Societies Registration Act or the Companies Act in different states, their ability to act as the NOC or NSF is contingent on following government guidelines **(MYAS, India)**.

The government has recently taken a number of steps to strengthen the management of NSFs and sports in the country, including notifying the Anti-Doping Code, introducing annual recognition of NSFs to ensure transparency and accountability, and enforcing age and tenure limits on NSF office bearers, including the Indian Olympic Association, bringing NSFs under the RTI Act; measures to ensure free, fair, and open elections by NSFs; measures to tackle age fraud in sports; and guidelines for preventing sexual abuse of women in sports.

The Central Government, in collaboration with the State Governments, the Olympic Association (IOA), and the National Sports Federation, will follow the twin goals of "Broadening" sports and "Achieving Excellence in Sports at the National and International Levels" in accordance with the National Sports Policy, 2001. Sports events, in which the nation has a competitive advantage and future power, must be actively promoted. Sports and Physical Education will be better combined with the Education Curriculum to achieve this goal.

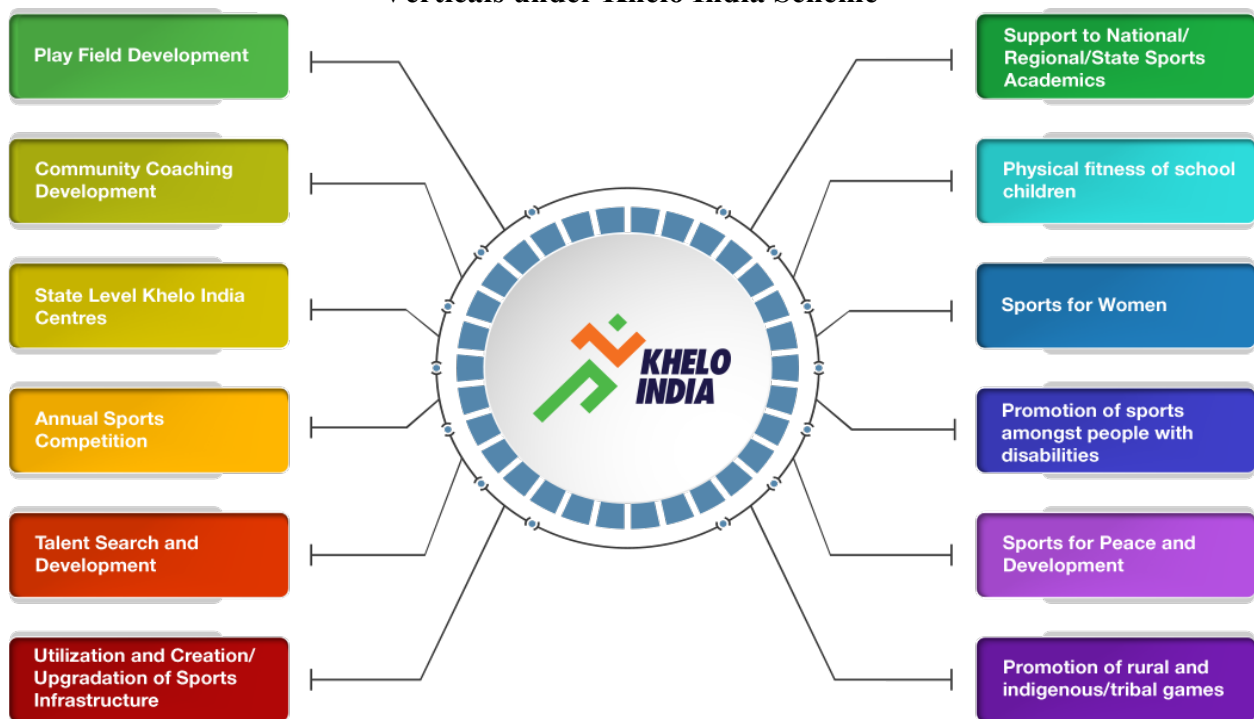
Furthermore, in October 2017, the 'Khelo India – National Programme for Development of Sports' was launched with the aim of strengthening the entire sports ecosystem in order to foster the twin objectives of mass participation and excellence in sports across the country. The Khelo India Scheme was approved for a three-year period, starting in 2016-17 and ending in 2019-20. On the completion of the scheme's term, the Khelo India scheme will be reviewed. All of the Khelo India Scheme's verticals are based on broadening participation in sports among the country's youth (**Khelo India**). The Khelo India Scheme has 12 verticals:

1. Play Field Development
2. Utilization and Creation/ Upgradation of Sports Infrastructure
3. Sports for Peace and Development
4. State Level Khelo India Centers

5. Annual Sports Competitions
6. Talent Search and Development
7. Sports for Women
8. Support to National/Regional/State Sports Academies
9. Promotion of Sports among persons with disabilities
10. Promotion of rural and indigenous/tribal games
11. Physical Fitness of School going Children
12. Community Coaching Development.

Creating a strong foundation for all sports and establishing India as a great sporting country created the Khelo India programme to revitalise India’s sports culture at the grassroots level.

Figure 1.1
Verticals under Khelo India Scheme



1.3. GOVERNANCE

The term "governance" refers to the process of communicating between different legal and informal institutions as well as affecting policies and decisions that affect public health. The administration's progress is contingent on the reconstruction of the economy, the revitalization of the private sector, and the advancement of the public good. Political will, widespread concern, and organizational flexibility are all needed. Since it is critical to pay attention to the processes and mechanisms used by governments to decide public and equally important policies, as well as to review and evaluate whether policies are enforced efficiently and objectively by state organs and bodies charged with carrying out their responsibilities. It's also worth considering whether governments have put in place a multidisciplinary network of civil society organizations that can help with governance. To make the state a central instrument in the effective implementation of public policy, it must be transformed. This necessitates a multidisciplinary approach to improving the expertise of all stakeholders in the governance process. Governance as a means of achieving long-term human development must be viewed in a wider context, encompassing not only good governance but also other formal and informal structures, public-private partnerships, legal and regulatory reforms, devolution of authority, economic empowerment, and community empowerment. To achieve good governance, the government, the private sector, and NGOs, especially community-based organizations, must collaborate.

1.4. GOVERNANCE IN NATIONAL SPORTS FEDERATIONS (NSFs)

The legitimacy and thus the usual configuration of (International) sporting organizations were publicly questioned in May 2015 when the Fédération Internationale de Football Association (FIFA) corruption scandal was exposed. The principle of ethics in International sports organizations (**Arnold, 1994**) was broken, and athletes' high self-esteem suffered as a result. Corruption allegations involving the FIFA Men's World Cup (**BBC, 2015**) and bribery cases during the Olympic bidding process both included allegiance to the sport. Sports pricing is based on the philosophy that success (should) contribute to outstanding outcomes and rewards, which is also built into the idea of "Olympic Spirit" (or "Olympism" (**Adi, 2014**)). Respect, self-discipline, fitness, and fair incentives for excellent sporting achievement are all symbols of sport. Corruption scandals, which have affected a large number of sports events, pose a challenge to this ideology and demonstrate why sports organizations need special governance laws.

Practice stories are read in recent sports governance literature. In areas of visible authority and mutual leadership, it also offers a deep understanding of the relationship between volunteer board members and paid managers. There is agreement on the work that needs to be done to strengthen the role of a paid executive council in administrative decision-making. However, concerns have been raised about whether the company is carrying out its responsibilities in a way that is ethical and protects all stakeholders.

The Indian Olympic Association and the National Sports Federations, which are autonomous bodies with affiliated State and District level associations, are recognized in article 12 of the National Sports Policy of India (**MYAS, India**), that the management and creation of sports is the responsibility of the Indian Olympic Association and the National Sports Federations, which are autonomous bodies with affiliated State and District level associations.

To achieve the goals of the National Sports Policy, 2001, the government and other concerned authorities, as well as the Federations/Associations, must collaborate harmoniously and in a coordinated manner. Simultaneously, the Indian Olympic Association and various Sports Federations/Associations will need to demonstrate a commitment to achieving results and making meaningful progress in the field of sports. With this in mind, model bye-laws/organizational frameworks for the NSFs can be developed in consultation with them and in accordance with the Olympic Charter, so as to make the Federation's operations are transparent, competent, and accountable.

The passion for internal work and the needs of board members, as well as concerns about board positions and processes, shed light on the different types of people involved in such an important position. Shared leadership research reveals a decrease in the board's strategic planning roles, and board-based studies back up the idea that for board members to work efficiently, their individual interests must be addressed in some way. According to the findings, the principles of good governance used in preparing the board's and chief executive's policies and decisions are ambiguous.

1.4.1. Functions of the National Sport Federations:

The National Sports Federations (NSFs) have several functions:

- a) To promote and protect the cause and long-term well-being of athletes first and then all other participants,
- b) To focus on practicality and efficiency,
- c) To develop and integrate an environmental sports program,
- d) To seek and maintain participation in relevant International sports organizations,

- e) To apply changes to regulations/policies as contemplated under the Sports Code / Law
- f) To provide access to world-class services and services for players,
- g) To maintain the integrity of sports technology including the availability and standards of coaches, technical managers, referees,
- h) To implement and distribute universal principles of good governance,
- i) To identify, select, and train athletes in International tourism/competitions,
- j) To conduct and administer national competitions and maintaining a national awards program and national title/championship and record-keeping,
- k) Sports fundraising.

1.4.2. Roles of National Sports Federations:

To help the organization thrive, each National Sports Federations (NSFs) has its own set of responsibilities. This cover, among other things, financial management, engagement, public participation, and competitive results.

1. Assessing the protection and legitimacy of business management procedures,
2. Monitoring the management of the sports organization,
3. Staying up to date with the sports organization's operations,
4. Monitoring the management of the sports organization,
5. Monitoring sports news and policies,
6. Keeping up-to-date with the financial situation of the sports organization,
7. Asking for financial matters or more details,
8. Ensuring that financial statements, budgeting, and auditing practices are accurate and reliable.

9. Adoption of risk management strategies to manage and monitor current risks that a sports organization may face,
10. Compliance with the policies and practices of the sport and safety organization,
11. Protecting the assets of the sporting organization through appropriate business policies and practices,
12. Working to ensure compliance with the internal control of the organization
13. Promoting sports and encourage participation,
14. Building a talent pipeline and financial performance in sport and its environment and ensuring financial nutrition for athletes,
15. Athlete participation and satisfaction.

1.5. FACTORS DETERMINING THE GOOD GOVERNANCE IN NATIONAL SPORTS FEDERATIONS (NSFs)

1.5.1. Development:

Sport development is carried out through the stages of physical activity initiation, testing, scouting, talent development, and performance enhancement. Centered on Sport for All, sport creation is introduced through the family, educational institutions, and community. Policymaking, upgrading/training, coordination, consulting, networking, counseling, coaching, correctional, pioneering, testing, trials, competitions, assistance, simplifying, licensing, and supervision are all things that the government is dealing with. The four areas of focus for sport growth are elite, novice, technical, and disabled sport.

1.5.2. Management:

The Ministry of Youth and Sport is in charge of managing the national sport programme. They establish national policy, national sports standards, and management coordination and oversight at the national level. Local governments, i.e. provinces and districts, are in charge of enforcing sports policy, coordination, coaching, standardization, resource mobilization, monitoring and other related issues. At least one seeded national and/or International sport must be maintained at the county/city level. The government aids from the sports committee, which includes the NOC, National Sports Council, National Federations, and others.

1.5.3. Event Participation:

India's participation in International multi-events aims to foster International friendship and peace as well as boost National pride through outstanding elite results. The participation listed is the responsibility of the National Olympic Committee (NOC), as specified in the Olympic Charter and acknowledged by the International Olympic Committee (IOC). The Olympic Charter is followed by the NOC. The National Sports System Act applies to International Federations that are affiliated with the NOC.

1.5.4. Hosting an Event:

Any sporting event organised by the government, local government, or community must consider the goals and values of national sport. The following are the sports competitions mentioned: District or city, regional or national level competition, provincial or national sports festival, International sports competition, or multi-event. Sports competitions must be carried out with the goals of promoting the sport, scouting for future competitors, improving health and

fitness, improving professional sports success, sustaining national unity, and enhancing national defence in mind. NOC initiates the bidding process with the government's approval. An autonomous agent composed of government, local government, NOC, and other relevant stakeholders is responsible for the execution of an International multi-event.

1.5.5. Practitioners:

Managers, coaches, medical professionals, counselors, legal experts, and other supporting experts have the right to accompany an athlete. The main goal is for them to compete in championships at all levels while adhering to the rules. Sports managers are eligible to receive training, certificates, and legal assistance in order to improve their experience, expertise, and abilities. They also have a responsibility to support and improve sporting organizations and their components, such as funding and implementation, in compliance with the sports organization's values. Sports experts are required to have a certification and/or certificate of competency provided by a relevant national Federation, among other things. They have the right to receive instruction in order to develop their abilities. They have a basic level of security. They may also be eligible for advancement in their careers, social benefits, legal aid, and/or awards.

1.5.6. Infrastructures and Facilities:

Infrastructure planning, procurement, utilization, maintenance, and oversight are the responsibility of the federal government, local governments, and the general public. Government and local governments are responsible for ensuring their availability in compliance with government and local government standards and requirements. The amount and type of infrastructure required must consider the area's potential for sport development. The

government's minimum standards must be met by all facilities constructed in the city. Businesses involved in the construction of housing and settlements are required to provide sports infrastructure as public facilities that meet government criteria and specifications, and then hand over the assets to the local government. Individuals are prevented from removing and/or altering the role of the competent authority's opinion, consent, or approval in compliance with the law.

1.5.7. Funding:

Support for sports, sport is a joint responsibility of the federal, state, and local governments, as well as society. Governments and local governments must set aside funds for the sport in the State and Regional Budgets. Sports sponsorship can also be received from the government through a variety of initiatives that fall under relevant provisions, such as mutually beneficial agreements, non-binding International assistance, end products of the sports industry, and other legal sources that fall under the legislation's provisions. The values of fairness, performance, transparency, and accountability guide sport funding management.

1.5.8. Development of Sport Science and Technology:

By creating a national sports institute for research and development of sports science and technology, the government, local governments, and communities are responsible for developing science and technology in the most advanced and sustainable manner possible. Which will be responsible for national and International research, evaluation, technology transfer, dissemination, scientific conferences, and inter-institutional research collaboration. The findings will be disseminated and used to improve sports production.

1.5.9. Community Participation:

Participation in group events is open to all members of the community. Individuals, associations, families, and organizations make up public engagement, which is based on the values of transparency and collaboration. Sources, executors, volunteers, motivators, outcome consumers, and/or sport programmes can all be found in the city.

1.5.10. Cooperation and Information:

In accordance with the law, the government, local councils, and communities will collaborate on sports. Focusing on the national sport and the values of transparency, quality, effectiveness, and accountability should guide the collaboration.

1.5.11. Sports Industry:

Any action taken by the government, local governments, and communities in the sports industry must consider the national sport's goals and principles. Infrastructures and services that are manufactured, marketed, and/or rented to the public are part of the sports industry. Another type is sports services that are professionally packaged as main items, such as national and International championships; district to International level games; sport promotion, competitions, and festivals; or organizations, information services, and consultants.

1.5.12. Standardization, Accreditation, and Certification:

The competency of sports experts, the content of sports experts training programmes, infrastructure and equipment, sports association management, and minimum resources are all aspects of national sport standardization. Accreditation is needed to assess the effectiveness and ratings of training programs/sports experts that are carried out in a fair and open manner. As a

form of public transparency, accreditation is only performed by the government or an appointed independent. The Act of National Sports System, developed by the central government, regulates anything related to sports. It is hoped that by enacting the Act, a person will be able to identify the components of the sport system, as well as the duties, obligations, and rights of all national sport elements, and that all stakeholders will be able to understand and carry out sport properly, in compliance with the current National Sports System Act.

1.6. EXISTING MODEL OF GOOD GOVERNANCE

1.6.1 Basic Universal Principles of Good Governance of the Olympic and Sports Movement

“The Basic Universal Principles of Good Governance of the Olympic and sports movement, in particular transparency, responsibility and accountability must be respected by all Olympic Movement constituents” (**IOC Code of Ethics, 2010**).

The International Olympic Committee's "Basic Universal Principles of Good Governance of the Olympic and Sports Movement" were introduced in 2008, and it is the closest available document that can be utilized as a reference for National Sports Federations (NSFs). It was produced as a result of two seminars on sport autonomy held in 2007 and 2008, and it built on comprehensive work done in 2001 as a result of a conference called The Rules of the Game held in Brussels.

It has a broad reach and is best suited to covering two very distinct types of governance principles: corporate and political (**Chappelet 2011**). The paper contains seven principles, 38 themes, 109 components, and about 140 specific recommendations.

The seven principles are:

1. Vision, mission and strategy;
2. Structures, regulations and democratic process: Structures, Clear regulations, Governing bodies, Representative governing bodies, Democratic processes, Attributions of the respective bodies, Decision-making, Conflicts of interests, Duration of the terms of office, Decisions and appeals;
3. Highest level of competence, integrity and ethical standards: Competence of the members of the executive body, Power of signature, Internal management communication and management, Risk management, Appointment of the members of the management, Code of ethics and ethical issues;
4. Accountability, transparency and control: Accountability, Processes and mechanisms, Transparency and communication, Financial matters, Internal control system, Education and training;
5. Solidarity and development: Distribution of resources, Equity,
6. Athlete's involvement, participation and care: Right to participate and involvement of the athletes, Protection of athletes, Health, Fight against doping, Insurance, Fairness and Fair play, Athlete's Education and Career Management.
7. Harmonious relations with governments while preserving autonomy: Cooperation, coordination and consultation, Complementary missions, Maintain and preserve the autonomy of sport.

The Universal Principles of Good Governance of the Olympic and Sports Movement (IOC, 2009) was approved by the IOC in 2009 as a minimum standard that should be adopted by all members of the movement. The idea of introducing good governance principles has often been seen as more autonomy rather than doing the right thing by those within the sports world

and in the political world. In it athletes are defines as the only stakeholders, but in some extent there is a certain points, which could be interpreted as contradictory.

1.6.2 Action for Good Governance in International Sports Organizations (AGGIS)^[1]_{SEP}

The Action for Good Governance in International Sports Organizations (AGGIS) was a project funded by European Commission under the Sports Unit. A new tool called The National Sports Governance Observer was developed by Play the Game/Danish Institute for Sports Studies, German Sport University Cologne, KU Leuven, Molde University College (MUC), University of Bucharest, University of Warsaw, and Utrecht University. It is based on the best theories in the field and it is user friendly, adapted so it is accessible not only for academic use. The project purpose is to determine well-established principles and factors making up good governance and implement them in sports organizations.

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

1.6.2.1 Transparency and public communication: Transparency refers to an organization's reporting on its internal workings so that others can monitor it. It increases trust and motivates employees and authorities to work better.

1.6.2.2 Democratic process: Free, fair, and competitive elections; affected actors' participation in decision-making processes; and fair and open internal debates are all examples of democratic processes. It allows for more effective policies since stakeholders provide specialized knowledge

to the decision-making process and are more willing to accept policies if they feel ownership over them. Furthermore, open debate leads to more effective policy proposals, and free, fair, and competitive elections encourage officials to improve their performance.

1.6.2.3 Internal Accountability and Control: Internal accountability and control refers to both the application of the separation of powers in the governance structure of the organization as well as a set of rules and processes that ensures that employees and officials follow internal policies and procedures. It promotes learning while reducing the risk of power imbalances, power abuse, and unethical behavior.

1.6.2.4 Societal Responsibility: Using an organization's potential and impact to have a beneficial impact on internal and external stakeholders, as well as society at large, is referred to as societal responsibility. It has a favourable effect on legitimacy since it increases external audiences' trust. A solid relationship with internal and external stakeholders also helps to make policies more effective.

1.6.3 Basic Indicators for Better Governance in Sport (BIBGIS)

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

allows a comparison across organizations and over time.

According to BIBGIS report, when evaluating all of the governance principles released since 2000, it becomes evident that they are frequently interdependent, overlapping, difficult to implement, and far too numerous to be of practical value in assessing the degree of governance of ISGBs and assisting them in improving it (**Chappelet, 2012**). The principle of integrity, for example, has no precise definition. The notion of equality is used in the BUPs in a variety of situations, including resource allocation, competition organization, event bidding, and athlete participation in competitions (**Romon, 2011**). Transparency and accountability principles overlap or are difficult to distinguish (**e.g. Hood, 2010**). Few of these concepts are sport-specific, and they frequently confuse governance and management (for example, efficiency and effectiveness) (except the principles of solidarity and integrity if they are mentioned). Furthermore, the majority of them are difficult to quantify (for instance, democracy. It's also worth noting that several of the principles are phrased as suggestions (“should...”), with no explanation of when suggestions become definite responsibilities. (**Romon 2011**) demonstrates that there is a lack of emphasis not only on the prioritizing of the concepts, but also on a clear targeting of their beneficiaries. The BIBGIS tool comprises a set of indicators (like a checklist with scores) across seven broad areas:

1.6.3.1 Organizational transparency:

Transparency is widely seen as an important component of good government. In the other direction, failures of governance are frequently linked to a failure to provide all relevant information. Transparency is not limited to financial matters. The internal working process of sport governing bodies should be available to examination because one of their goals is to protect public assets. It is anticipated that these organizations demonstrate an adequate level of

accountability to its stakeholders, especially when all levels of sports rely heavily on public support or stakeholders. As a result, enterprises must comply and make all information, processes, and results available to the public.

1.6.3.2. Reporting transparency:

Transparency in a sports organization's governing environment refers to honesty and openness. Transparency and accountability are often regarded as the two key cornerstones of effective governance. The term "transparency" refers to an organization's actions being rigorous enough to bear public scrutiny. Because of the nature of social media and other kinds of communication, even hidden actions can increasingly become public knowledge, despite the organization's best efforts. The ability to be seen through is characterized as transparency. The second meaning is perfect predictability, as in a transparent system where the outcome is totally predictable depending on the inputs.

A situation in which someone is responsible for what happens and can give a satisfactory explanation. In leadership roles, transparency in reporting refers to the acceptance and assumption of responsibility for actions, goods, choices, and policies. It also includes the need to notify, explain, and respond to the consequences. Because leaders frequently make decisions with far-reaching consequences, it has a substantial ethical component.

1.6.3.3. Democratic process:

While public assets may be the primary priority for non-governmental sports groups, legitimacy is also a major worry. Internal democratic systems have a downside that undermines legitimacy. The organization's level of autonomy has frequently allowed them to work according to their own priorities without regard for the democratic process, which has been lost in the

process. Democratic legitimacy will surely exist if organizations and the main participants within them obey the rules and norms formed into a focal point on a democratic grammar of behavior. The domain of private authority of sports governing bodies is nearly identical to that of a state, which corresponds to the traditional top-down governance system. Many organizations have a government or executive body and operate under some form of constitution. They also have judicial compositions, which comprise a compliance and sanctioning mechanism within the company. As a result, the principles of good governance for international non-governmental sports organizations must encompass notions such as stakeholder involvement and democratization that are relevant to the political world. The democratic process can also be viewed as a form of accountable management. The principal means for member federations to be held accountable is through statutory power. It concerns not only the process of electing the people who manage the organization, i.e. executive members, but also the process of picking key events in which the international non-governmental sports organization will participate. Corruption and incompetence are frequently the outcome of a lack of democracy in these procedures.

1.6.3.4. Control Mechanisms:

The state authority system that restrains the aptitude of the legislative, executive, and judiciary branches of the state is regarded one of democracy's foundations. A Control Mechanism is necessary for preventing power concentration in an organization and ensuring that decision-making is sound, autonomous, and free of improper influence. The concept of power denouement in sports governance is less developed in sport governing bodies, as it is commonly inferred that active officials are omitted from the disciplinary body. However, workers inside various boards and departments should be subject to checks and balances, as they are the ones

who ensure that no function: manager, board member, or department, has complete authority over choices and that each duty and responsibilities are clearly defined. The truth is that one of the primary reasons of corruption, power consolidation, and a lack of democracy and effectiveness is a lack of sufficient internal control mechanisms.

1.6.3.5. Sport integrity:

Integrity is defined as the honesty, veracity, or accuracy of one's acts in ethics. Integrity is derived from the Latin adjective "integer," which means "whole" or "complete." It is the inner sensation of "wholeness" derived from virtues such as honesty and character consistency in this context. Others can be judged to have "integrity" if they act in accordance with the values, beliefs, and principles they claim to espouse. The cornerstone of sport, at any level, is based on the ideals of fairness and respect — whether win, lose, or draw, the competition must be fair and that people should respect everyone's effort and participation. It's very difficult to provide any type of formal definition of what integrity in sport is. The fact is that it means different things to different people. The **National Integrity of Sport Unit (NISU)** defines integrity as:

“The manifestation of the ethics and values which promote community confidence in sports, including fair and honest performances and outcomes, unaffected by illegitimate enhancements or external interests; and positive conduct by athletes, administrators, officials, supporters and other stakeholders, on and off the sporting arena, which enhances the reputation and standing of the sporting contest and of sport overall”.

1.6.3.6. Solidarity:

Several organizations volunteered to contribute to a better society and a cleaner environment. As a result, they decide to merge their social and environmental concerns in their business portfolio, communicate it, and act on it in collaboration with the business's stakeholders. Sports organizations are gradually being pressured to adopt more socially, ethically, and environmentally responsible practices. Because the general public is also considered a stakeholder, they see this as a huge opportunity to establish themselves in that context. Sport, when considered in terms of its sociocultural values, has the potential to have a hugely positive impact on society, and it is only fair that worldwide non-governmental sports organizations do their share to help their communities. Sport, like most things, has historically relied heavily on public funds, and sporting events are frequently subsidized by the general public. Professional sports organizations are requesting additional public monies, which are frequently used to create facilities and infrastructures in connection with sporting events. International non-governmental sports organizations bear a responsibility of care to their stakeholders and the general public. Sport is strongly reliant on public finances, and sports activities are still heavily reliant on public funds today. Professional sports are requesting increased public funding or expecting governments to 'invest' in sports. At all levels of sports, there is a growing desire for socially, morally, and environmentally responsible activity.

1.6.3.7. Stakeholders' representation:

Sports wouldn't have existed if there were no stakeholders in it. Stakeholders like Players, Coaches, referees, administrators and sports fans are the basic means that keeps the sports alive. Stakeholder representation should be appointed as board members, representing different stakeholder groups, which is suggested to be a good ethical practice. Stakeholder

representatives, then, are individuals who are selected to speak on behalf of a larger group in a negotiation process.

1.7. STUDY NATIONAL SPORTS FEDERATIONS

1.7.1. Athletics Federation of India (AFI)

Athletics is a specialized group of sports that include competitive running, jumping, throwing, and walking. Track and field, road running, cross country running, and race walking are the most popular forms of athletic competitions. Organized athletics can be traced back to the 776 BC Ancient Olympic Games, and most modern competitions are organized by the International Association of Athletics Federations' member clubs. The athletics competition is the backbone of the current Summer Olympics, and other major International competitions include the IAAF World Championships and World Indoor Championships, as well as the Summer Paralympics and the IPC Athletics World Championships for athletes with physical disabilities.

Athletics was first introduced to India during the British Raj. The Athletics Federation of India, which was established in 1946, oversees the sport on a national level. Despite its huge population, only a few Indian athletes have ever won a medal in a major or global championship. This began to change in the twenty-first century, when Indians began to take a greater interest in athletics in general, and local facilities for the sport began to be developed. There are three types of events in Athletics: -

- a) **Track events:**
- b) **Field events:**
- c) **Combined events:**

1.7.2. The Badminton Association of India (BAI)

The exact origins of badminton are unknown at this time, but there have been references to games involving shuttlecocks and rackets in ancient Indian, Chinese, and Greek records. The earliest mentions were almost 2000 years old. The International Badminton Federation (IBF) was established in 1934 as the sport's global governing body. Later, it was called Badminton World Federation (BWF). In 1936, India became a member of the group. However, India was the catalyst for the past-time racket sport's transformation into an Internationally recognized sporting discipline. While stationed in India in the 1860s, British army officers were introduced to the indigenous variant of the game, which had been played for centuries.

They made their own modifications to the game, mainly adding a net, and dubbed it Poona or Poonah after the town (Pune) where the garrison was stationed. In 1867, British colonists in India produced the first informal collection of badminton rules for the game. Ball badminton, an alternative to shuttlecock badminton that uses woolen balls instead of shuttlecocks, was common in southern India. In India, British soldiers were inspired by this and used balls instead of shuttlecocks while playing the game in windy or rainy conditions.

After the name of his estate, the Badminton House, the Duke dubbed it "the Badminton game." The name stuck, and badminton became a sport. Badminton's popularity grew quickly, and it went from being a recreational garden activity to a common club sport. In 1877, the Bath Badminton Club became the first dedicated badminton club, and ten years later, the club rewrote the informal Indian rules. The rules of the Bath Badminton Club formed the foundation for modern badminton. Six years after the Badminton Association of England, the Badminton Association of India (BAI) was established in 1899. (BAE). It is one of the oldest badminton governing body in the world.

At the 1992 Summer Olympic Games in Barcelona, men's singles, men's doubles, women's singles, and women's doubles events were added to the schedule. Mixed doubles were added to the list in 1996. The following are the different forms of badminton events:

- a) **Men's singles,**
- b) **Men's doubles,**
- c) **Women's singles**
- d) **Women's doubles**
- e) **Mixed doubles**

1.7.3. National Rifle Association of India (NRAI)

The origins of shooting in India can be traced back to the Middle Ages, when Indians used archery to practice the sport. Firearms were introduced to the game, which was mainly used for hunting, in the 16th century. Although the game was considered royal and limited to the Maharajas of India's princely states, shooting competitions have been conducted since the 11th century. They enjoyed shooting and would go into the woods with their rifles to kill prey. With the passage of time, the game has also found a spot in military training.

In 1951, the National Rifle Association of India (NRAI) was established, paving the way for shooting to be recognized as a sport in India. The establishment of the NRAI benefited Indian shooters by providing them with International exposure. At the national level, the NRAI hosts a variety of shooting competitions in four disciplines: rifle, pistol, shotgun, and running target. With the popularity of shooting sports in India, aspiring shooters are putting in extra effort to excel in the sport and gain national and International recognition. In shooting, there are four different types of events:

- a) **Rifle,**
- b) **Pistol,**
- c) **Shotgun**
- d) **Running target**

1.7.4. Taekwondo Federation of India (TFI)

Various sources are credited with the beginning of taekwondo in India. According to some accounts, Jimmy Jagtiani's emigration from Vietnam to India in March 1974 marked the beginning of taekwondo in India. Other sources credit Seong Dong Chang's emigration to India in 1981 as the beginning of taekwondo in India. The Taekwondo Federation of India (TFI, established in 1976) received formal recognition as follows:

- In 1978 the TFI was recognized by the World Taekwondo Federation (WTF)
- In 1982 the TFI was recognized by the Asian Taekwondo Union (ATU)
- In 1985 the TFI was recognized by Indian Olympic Association (IOA)
- In 1988 the TFI was recognized by the Government of India (i.e., the Department of Youth Affairs & Sports, Government of India also granted recognition of the TFI as an apex judicial and autonomous national body of taekwondo in India)
- In 1996 the TFI was recognized by the Sports Authority of India (SAI)

There are many different styles or types of taekwondo, and three of the most common styles include:

1. ***World Taekwondo Federation (WTF)*** - This is the most common taekwondo form, also known as the Olympic style. WTF emphasizes different forms of strong kicks (such as jumping and spinning kicks) while downplaying punches.
2. ***International Taekwondo Federation (ITF)*** - This is a typical taekwondo style with a stronger focus on punching and less on kicking.
3. ***American Taekwondo Association (ATA)*** - The American Taekwondo Association (ATA) is the most common taekwondo style in the United States, as its name suggests. The ATA style is a cross between the WTF and ITF styles. It does, however, emphasize the use of the legs and includes the use of arms such as the bow staff (long stick) or nun-chucks.

1.7.5. Swimming Federation of India (SFI)

India's national governing body for aquatic sports is the Swimming Federation of India (SFI). It is a non-profit organization that was founded in 1861 under the West Bengal Societies Registration Act. Every four years, the Federation holds elections for its office bearers. Swimming, masters swimming, synchronized swimming, diving, high diving, and water polo are among the activities overseen by the SFI. It is a member of FINA as well as the Asia Swimming Federation (ASF).

In 1948, the National Swimming Association (NSA) and the Indian Swimming Federation (ISF) merged to create the SFI. The NSA and the ISF had been at odds prior to the merger. The NSA, based in Calcutta, was affiliated with FINA in 1932-33, while the ISF had the sponsorship of the Indian Olympic Association. The Union Government stepped in to help settle the conflict by combining the two bodies into the SFI. Swimming activities include the following:

- a) **Freestyle:** 50m, 100m, 200m, 400m, 800m and 1500m
- b) **Backstroke:** 100m and 200m
- c) **Breaststroke:** 100m and 200m
- d) **Butterfly:** 100m and 200m
- e) **Medley:** 200m and 400m
- f) **Freestyle relay:** 4 x 100m, 4 x 200m
- g) **Medley relay:** 4 x 100m (men, women, mixed)
- h) **Open water:** 10km

1.7.6. Volleyball Federation of India (VFI)

In 1951, the Volleyball Federation of India was founded. The Indian Olympic Association (IOA) governed the sport prior to the establishment of the Volleyball Federation of India (VFI). The Indian Olympic Association (IOA) organised the first interstate volleyball championships in 1936 in pre-independent India, though it had been played informally for a long time. From 1936 to 1950, the Interstate Volleyball Championship was held every two years for men only. The first championship was held in Lahore in 1936. (now in Pakistan). The Volleyball Federation of India was founded in 1951, with its first meeting held in Ludhiana (Punjab). With the establishment of the Volleyball Federation of India (VFI) in 1951, the sport acquired proper structure, and the once-interstate tournament became the Senior National Championships, with the first edition held in 1952. It aided in the discovery of many talents who went on to play for the Indian volleyball team with distinction.

1.8. RESEARCH PROBLEM RATIONALE

After reviewing the relevant literature relating to governance, particularly sports governance, one takeaway from the literature review is that no research in any of the dimensions of sports governance had been conducted in India. Hence the literature is deficient in information, particularly relating to India's sports system.

The literature review revealed that most sports governance researches had concentrated on the board's strategic abilities and leadership duties, with just a few focusing on the dimension of ethical governance only. Even the studies conducted recently have focused on International sports governing organizations. This motivated the researcher to study into ethical governance and the establishment of a guiding framework that might be incorporated as a minimum requirement in India's national sports policy.

1.9. STATEMENT OF THE PROBLEM

The aim of the study was to conduct a thorough research in India to determine the current state of governance among the various National Sports Governing Bodies.

1.10. SIGNIFICANCE OF THE STUDY

The world of sports governance today is beset by a slew of difficult issues. A series of major failures at national and International sports Federations has ignited public outrage, prompting widespread calls to overhaul sport governance processes and, in some cases, the entire sports administration system.

The researcher will be able to determine the level of Good Governance among India's National Sports Federations (NFs) by conducting this study. This analysis will assist NFs in determining their current degree of good governance. This would assist them in determining

where they should focus their efforts in order to improve the level of good governance, which would, in turn, improve the governing body's efficiency.

1.11. OBJECTIVES OF THE STUDY

The study's overall goal is to assess the level of good governance among India's National Sports Governing Bodies. With this in mind, the study's basic objectives are as follows.

1. To gain a better understanding of the demographic profile of stakeholders employed with various National Sports Governing Bodies.
2. To determine the current state of governance among National Sports Governing Bodies.
3. To determine whether demographic variables of stakeholders have an effect on good governance in National Sports Governing Bodies.
4. To determine the major factors that influence good governance among National Sports Governing Bodies.
5. To make appropriate suggestions to the research organizations in order to help them strengthen their governance.

1.12. LIMITATIONS

There are some potential drawbacks to this study. First and foremost, this research only looked at national sports organizations that are affiliated with either the Indian Sports Board or the Indian Olympic Association, and there was no prior knowledge on the participants' awareness of sports governance concepts.

The second drawback was that, despite the fact that articles of incorporation are public records, it is impossible to check that their substance accurately reflects truth in all of its types.

Furthermore, **Smith and Stewart (2001)** argued, “qualitative analysis is not purely generalizable but provides a depth of understanding that statistical procedures cannot achieve.” As a result, partial generalizability can be seen as a reasonable price to pay for the equally significant improvement in scope and consistency. This study was limited to the following aspects.

- 1) For measuring the level of good governance in sports, Jean- Loup Chappelet and Michaël Mrkonjic’s(2013) “ Basic Indicators for Better Governance in International Sport (BIBGIS): An assessment tool for International sport governing bodies” have been considered. There may be other factors having an impact on good governance in sports organizations, which are not considered for this study.
- 2) The study's findings are based on input given by respondents, which has its own set of limitations. The respondent's ability to provide accurate information eventually limited the objectivity attempt. Although every effort was made to obtain accurate information, the possibility of respondents concealing such information could not be completely eliminated.
- 3) The study's scope is limited to India.
- 4) The research duration is just 6 months, beginning in February 2020 and ending in July 2020.
- 5) This study focused on the major stakeholders in the Indian sports system's good governance (ethical domain) practices, but it did not look at other factors that may be causing the system to derail. It examined the sports system solely from the standpoint of governance practices, seeking to identify major roadblocks and potential for developing the sports system solely from the standpoint of governance.
- 6) The study only looked at National Sports Governing Bodies that were members of the IOA (Indian Olympic Association).

- 7) Of all of these Federations, the study only looked at the International senior players who represented India in 2019-20.
- 8) The study just looked at the coaches who accompanied the teams in 2019-20.
- 9) The research was limited to officials and referees who took part in International events in 2019-2020.
- 10) The research was limited to administrators of National Sports Governing Bodies who had a term limit till the year 2019-2020.

1.13. CHAPTERIZATION SCHEME OF THE STUDY REPORT

The study report is divided into five parts:

The **First Chapter** contains conceptual framework, statement of the problem, the significance of the research study, the objectives of the study and limitations.

The **Second Chapter** reviews previous researches conducted on governance of National Sports Federations.

The methodology of the study is discussed in depth in the **Third Chapter**. The research design, types of data collection, data collection techniques, questionnaire design and pre-testing, sampling design and research hypotheses are included.

The Demographic profile of the respondents and the research hypothesis is analyzed in **Chapter Four**.

The findings, recommendations, and conclusion are discussed in **Chapter Five**.