

NATIONAL SPORTS GOVERNANCE OBSERVER

COUNTRY REPORT: UKRAINE

Key results: Ukraine

Figures 1, 2, and 3 show Ukraine's main NSGO scores. Table 1 summarises the surveyed federations' principle scores by showing their corresponding labels.

Figure 1: Ukraine's overall NSGO index score

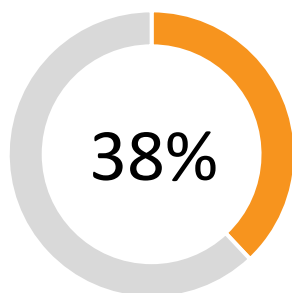


Figure 2: Ukraine's scores on the four NSGO dimensions

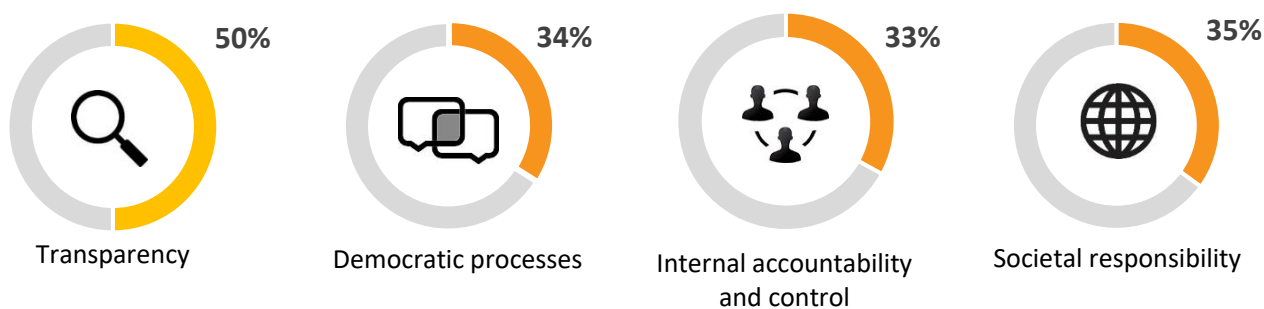
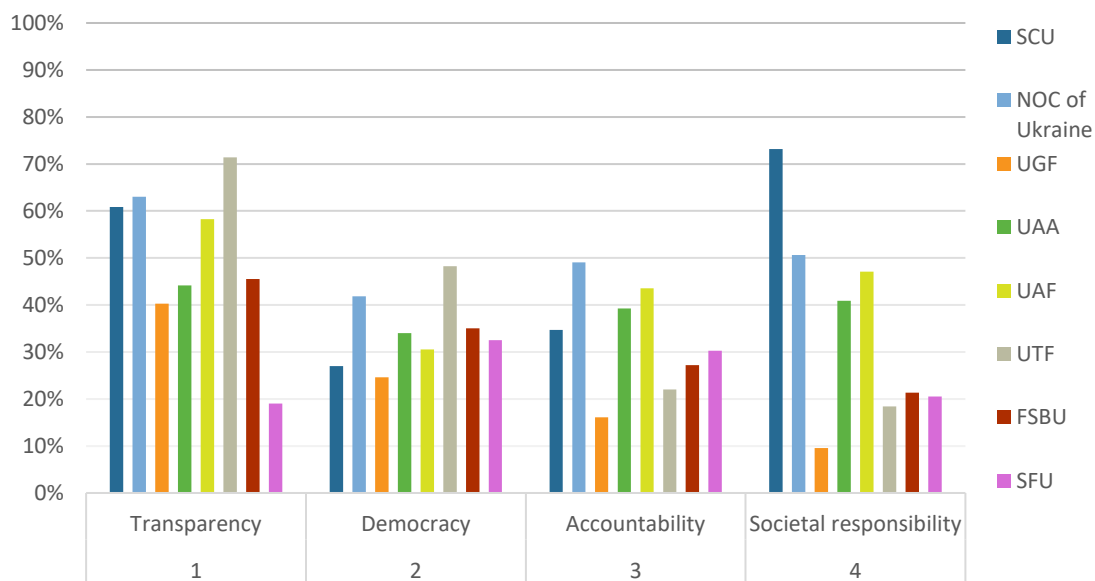


Figure 3: The surveyed Ukrainian sport federations' scores on the four NSGO dimensions



See table 2 for the federations' full names.

Table 1: The surveyed Ukrainian federations' scores on the 46 NSGO principles

	Principle	SCU	NOC	UGF	UAA	UAF	UTF	FSBU	SFU
Transparency	1. Legal and policy documents	Green	Green	Green	Green	Green	Green	Green	Green
	2. General assembly	Yellow	Green	Yellow	Green	Yellow	Green	Yellow	Red
	3. Board decisions	Yellow	Yellow	Yellow	Green	Green	Green	Yellow	Red
	4. Board members	Green	Yellow	Orange	Orange	Orange	Yellow	Orange	Orange
	5. Athletes and clubs	Green	Green	Green	Red	Green	Green	Orange	Red
	6. Annual report	Green	Green	Red	Orange	Yellow	Yellow	Orange	Red
	7. Remuneration	Orange	Red	Red	Red	Yellow	Orange	White	Red
Democratic processes	8. Elections of board members	Green	Green	Green	Green	Yellow	Green	Green	Green
	9. Policy for differentiated board	Red	Red	Red	Red	Red	Red	Red	Red
	10. Nomination committee	Red	Yellow	Red	Red	Yellow	Red	Red	Red
	11. Quorums	Green	Green	Green	Yellow	Green	Green	Green	Green
	12. Term limits	Red	Red	Red	Red	Red	Red	Yellow	Red
	13. Member representation	Green	Green	Green	Green	Green	Green	Yellow	Green
	14. Regular board meetings	Orange	Green	Orange	Green	Green	Green	Green	Yellow
	15. Athletes' participation	Orange	Green	Orange	Yellow	Orange	Green	Orange	Orange
	16. Referees' participation			Red	Red	Orange	Green	Yellow	Yellow
	17. Coaches' participation			Yellow	Red	Red	Green	Yellow	Yellow
Internal accountability and control	18. Volunteers' participation		Red	Red	Red	Red	Red	Red	
	19. Employees' participation	Red	Red	Red	Red	Red	Green	Red	Red
	20. Gender equality policy	Red	Red	Red	Green	Red	Red	Red	Red
	21. Supervision of board	Yellow	Green	Red	Orange	Red	Orange	Orange	Orange
	22. Board resignation procedures	Red	Yellow	Red	Red	Yellow	Red	Red	Green
	23. Board eligibility rules	Green	Red	Red	Yellow	Yellow	Red	Orange	Yellow
	24. Clear governance structure	Yellow	Green	Green	Green	Green	Green	Green	Orange
	25. Supervision of management	Orange	Red	Orange	Yellow	Red	Orange	Orange	Red
	26. Audit committee	Green	Yellow	Green	Green	Green	Green	Green	Green
	27. Financial controls		Red	Red	Red	Red	Red	Red	Red
Societal responsibility	28. Board self-evaluation	Red	Red	Red	Red	Red	Red	Red	Red
	29. External audit	Yellow	Green	Red	Green	Orange	Red	Red	Red
	30. Code of conduct	Red	Green	Red	Red	Green	Red	Red	Red
	31. Conflict of interest procedures	Red	Green	Red	Red	Yellow	Red	Red	Red
	32. Complaint procedure	Orange	Yellow	Red	Green	Green	Red	Yellow	Yellow
	33. Appeal procedure		Green	Red	Yellow	Green	Orange	Yellow	Green
	34. Board meeting schedule	Green	Yellow	Red	Red	Red	Red	Red	Red
	35. Governance consulting	Green	Yellow	Red	Green	Green	Red	Red	Orange
Societal responsibility	36. Mitigating health risks			Yellow	Orange	Green	Red	Green	Green
	37. Combating sexual harassment		Red	Red	Red	Red	Red	Red	Red
	38. Anti-doping	Green	Green	Red	Green	Yellow	Yellow	Yellow	Yellow
	39. Social inclusion	Green	Yellow	Red	Green	Green	Orange	Orange	Red
	40. Anti-discrimination		Red	Red	Red	Green	Red	Red	Red
	41. Gender equality		Yellow	Red	Yellow	Green	Red	Red	Red
	42. Anti-match-fixing		Orange	Red	Red	Green	Yellow	Green	Red
	43. Environmental sustainability	Orange	Green	Red	Orange	Red	Red	Red	Red
	44. Dual careers		Green	Red	Green	Red	Orange	Yellow	Yellow
	45. Sport for all	Green	Green	Green	Green	Green	Green	Red	Orange
46. Athletes' rights			Red	Red	Red	Red	Red		

Not relevant	Not fulfilled	Weak	Moderate	Good	Very good
	0-19 %	20-39 %	40-59 %	60-79 %	80-100 %

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Overview

The research is carried out under the National Sports Governance Observer: Benchmarking sports governance across national boundaries 'project (NSGO).

In accordance with the terms of the project, the implementation of the principles for good governance in eight public sports organisations of Ukraine was studied: six of which are federations representing track and field athletics, football, handball, swimming, tennis, billiards, and two are umbrella organisations responsible for the development of certain sports (NOC – Olympic sport, Sport Committee of Ukraine – non-Olympic sport). The principle of samples balance was observed: Three organisations are small in size, three are medium, and two are large. A standardised NSGO methodology was used in this study. Data collection took place from August to September 2020. All federations, except the Swimming Federation of Ukraine (SFU), kindly cooperated with the project team. The SFU refused to provide any data related to the application of good governance principles. Relevant data on the performance of SFU were collected from public sources.

The average NSGO rating of Ukrainian sports organisations that participated in the project is 38%, which meets the 'weak' criterion. The highest average score among the four dimensions was achieved in transparency (50%), which corresponds to a 'moderate' label. Societal responsibility (35%), democratic processes (34%), and internal accountability and control (33%) correspond to the 'weak' level.

Positive aspects in conducting research on the project were as follows: Active cooperation by most of the sports organisations' representatives who are responsible for collecting information, a large amount of information posted on websites, and the presentation of relevant evidence in paper format (if not available on websites). However, as the results show, Ukraine still has much room to improve the quality of governance, and the need to eliminate shortcomings through the study and the implementation of world best practices. This project is a good tool to achieve this goal.

The structure of the report includes sections that describe and summarise:

- The context of good governance in sport and its place on the government's agenda
- Sports system, structure, and interaction of sports organisations
- Management policy implemented in sports
- Methods and processing of data collection
- The results of a study focusing on the strengths and weaknesses of sports organisations involved in the NSGO project
- Conclusions and prospects for good governance in Ukrainian sports
- Links and reference sources.

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The context of good governance in sport and its place on the government's agenda

A healthy nation, the well-being of the population, and the security of every citizen are the priorities of every state. Their observance is possible through understanding the role of physical education, sports, and creating appropriate conditions for their functioning. The results of athletes' performances in international sporting competitions are a significant factor of national prestige and indicate the level of sports development in the country.

During almost 30 years of being an independent state, Ukraine has been constantly searching for a vector of its further development, understanding that outdated administrative-command mechanisms no longer work. The desire of the Ukrainian society to become a recognised part of the European Union led to the study of best practices in various fields with an emphasis on European countries, which also includes sports.

In 2014, the Ministry of Youth and Sports of Ukraine launched an active reform of the sports system, taking into account the need for radical changes in the field of physical education and sports due to obsolescence and inefficiency of its management mechanisms, lack of correspondence of its development indicators to those all over the world, and the desire to integrate into the European community.

A working group (later the Council) under the auspices of the Ministry of Reform was established, and the Congress for Reform in the Field of Physical Education and Sports was held with the participation of leading experts. A roadmap for reform has been developed and a Memorandum of Support has been signed by sports organisations. Furthermore, draft amendments to the Law on Physical Education and Sports, concepts, and normative documents of sports industry development are constantly being prepared. A project aimed at giving sports federations new powers has been launched (independent holding of competitions without approvals from the central executive body, independent decisions on budget funds, etc.). As a result, new conditions and opportunities for the development of sports are created for sports federations increasing the autonomy and responsibility for their own activities. The five-year-project was open to all federations but only ten federations took part. This indicates the fear of sports organisations to take responsibility and the lack of necessary experience and personnel. Among the federations that participated in the study within the NSGO project, the Ukrainian Athletic Federation is the only federation that participated in the project initiated by the Ministry of Youth and Sports of Ukraine.

The works of American and European scientists (Yakup Akyel, 2015, B. Gled, 2002, etc.) describe in detail the experience of changing the system of sports management: decentralisation and granting broad powers to public sports organisations. However, the EU and the US took this path 20-30 years ago, and our country is taking its first steps in this direction.

As stated in the State Targeted Social Programme for the Development of Physical Education and Sports for 2020:

“The best option for the development of physical education and sports in Ukraine involves joint efforts of executive authorities, local governments, civil society institutions to reform physical education and sports in order to bring it in line with European requirements and standards by defining the European model of reforming relations between state authorities and public organisations, oriented at physical education and sports, as the basis, by increasing the publicity and transparency level of the Ministry of Youth and Sports, autonomy of sports federations, by identifying principles of priority for sports, by improving national anti-doping legislation, which will help create conditions for physical education and sports. “

State Targeted Social Programme for the Development of Physical Education and Sports, 2020

In order to achieve the goals of increasing the level of publicity and transparency, the Ministry of Youth and Sports of Ukraine has developed and is implementing an Anti-Corruption Programme. The objectives of the programme are to coordinate activities to identify the facts of national or transnational manipulation of national and international sports competitions, to prevent corruption in the Ministry, and establish a broad discussion of projects, programmes, and regulations with the public.

For the federations involved in the project, the Ministry of Youth and Sports organised a series of seminars on public procurement and public finance, sports marketing, good governance, leadership development in sports, sports events (both small and global) with the invitation of foreign experts (Martin Conway, USA).

The National Strategy for Physical Activity in Ukraine until 2025 ‘Physical activity - a healthy lifestyle - a healthy nation’ has been developed. It takes into account relevant recommendations of the World Health Organisation, the Council of Europe, and the European Union, as well as national legislation. The strategy gives responsibility to the state to ensure the formation and implementation of a multi-faceted and comprehensive policy to encourage citizens to recreational physical activity. The aim is to reduce the risk of non-communicable diseases, which are the main cause of high rates of premature mortality in Ukraine.

Thus, today in Ukraine, it is extremely necessary to generalise the existing world and domestic experience, implement best world practices, develop new approaches to reforming the sports industry to maximise the health, educational, and competitive potential of sports.

The sports system, structure, and interaction of sports organisations

In Ukraine, the management system of sports development consists of three groups of organisations, among which are government agencies (i.e. government organisations that carry out activities aimed at creating conditions for the state policy implementation in the field of sports), public organisations, and non-governmental organisations.

Public authorities are represented by legislative and executive bodies. The highest legislative body is the Verkhovna Rada of Ukraine, which determines state policies and carries out legislative regulation of relations in the field of physical culture and sports, as well as exercises control over the implementation of the state programme for development of this

sphere and implementation of legislation on physical culture and sports. The body of the Verkhovna Rada of Ukraine that directly carries out the draft laws in the field of physical culture and sports is the Committee on Family, Youth Policy, Sports, and Tourism.

The highest executive body is the Cabinet of Ministers of Ukraine, which ensures the implementation of state policies in the field of physical culture and sport, as well as the accessibility of sports services and recreation facilities for citizens. Furthermore, it ensures the development and implementation of measures that create the material and technical base and other conditions necessary for the development of sports, determines the directions of physical culture and sports development, directs the activities of its subordinate bodies to implement the Laws of Ukraine (resolutions, state programmes, committees for the taking of measures at the national level), and coordinates the activities of central and local executive bodies and local governments.

The Ministry of Youth and Sports of Ukraine is the main body in the system of central executive bodies, which ensures the formation and implementation of state policies in the field of youth, physical culture, and sports, and is part of the system of executive bodies. On a regional level, sports are managed by regional committees for physical culture and sports. In rural areas, sports are managed by district committees, and in cities by city administrations.

Public organisations of physical culture and sports are associations run by citizens that are created to meet the needs of their members in the field of physical culture and sports. The NOC of Ukraine coordinates the development of the Olympic Movement. The Sports Committee of Ukraine is responsible for the development of non-Olympic sports. The purpose of its activities is to promote the development of sports that do not have Olympic status, and which are part of the World Games, as well as to provide support and coordination of public organisations involved in the promotion of these sports.

In addition, national federations manage their relevant sports. National status can be granted for sports federations. This makes it possible to apply for state funding, sports titles, etc. For the development of sports for people with disabilities, the National Committee for Sports for the Disabled of Ukraine, the Special Olympiad of Ukraine, as well as federations for groups of athletes with different disabilities and impairments have been established.

There exist four so-called physical culture and sports communities, which are run as public organisations. Their main tasks relate to the implementation of state policies in the field of physical culture and sports, the arrangement of physical and health-improving activities, in particular at the citizens' workplaces, and the development of certain physical activities.

In the non-governmental sector, children's, youth, religious, political, and other organisations provide various kinds of support in the development of physical culture and sports (for example, sponsorship and charitable assistance).

There are also sports schools for children and youth (over 1000), sports clubs, and schools of higher sportsmanship.

Governance-related sports policies and regulations

The budget of the year 2020 provided the allocation of 4.1 billion hryvnias (almost \$152 million) to finance the Ministry of Youth and Sports. Later in April 2020, the budget was revised, and spending on sports was reduced to 2.25 billion hryvnias (\$ 83 million). More than half of the allocated funds, i.e. UAH 1.55 billion (\$ 57 million), are directed to the development of physical culture, high-performance sports, and reserve sports.

The Ministry of Youth and Sports of Ukraine distributes funds among all participants in the country's sports movement. The priority is Olympic sports, and less is spent on non-Olympic sports. In accordance with the Law of Ukraine 'On Support of the Olympic, Paralympic Movement and Sports of Excellence in Ukraine' and Decrees of the President of Ukraine, champions and winners of the Olympics, Paralympics, Deaflympics, and World Games receive awards. So, the sum of prizes for gold winners at the Olympic or Paralympic Games amount to \$125.000.

Today, sport in Ukraine is developing in the conditions of constant change of leading political forces and leadership of central executive bodies. Programmes and strategies are being developed, but the change of management leads to the cessation of previous actions and the development of new ones, which negatively affects the field of physical culture and sports.

On the one hand, the Soviet system in the new economic conditions of sports development has shown its inefficiency. On the other hand, reforms are very slow in the constant change of the central executive body, which almost updates the name and leaders every year. Today, much redundant authority remains related to the Ministry of Youth and Sports, which limits sports federations. Sports federations may not hold any competitions or bring the rules of the sport in line with changes in international sports federations without the consent of the ministry.

In 2014, the decentralisation of power began, which also affected sports. Now, each city and region decide on the kinds of sports they need and their financial resources. Ukrainian legislation was brought in line with the requirements of the World Anti-Doping Agency, and a formula for automatic rating distribution of budget funds between sports (instead of 'manual', which undoubtedly contained a corruption component) was introduced, and a pilot project to expand the autonomy of sports federations was launched.

One of the areas of reform is transparency and the fight against corruption. Today, the ministry inspires other organisations with the help of its budget publication on the website, as well as publishing all orders of public expenses. Unfortunately, none of the criteria evaluated within this pilot project have become the basis for the distribution of budget funds among sports organisations. The main criteria for the distribution of funds remain the sporting successes of athletes at the Olympic Games, the World Championships, and the

European Championships among adults and the age group closest to the adult athletes, representation of Ukrainian athletes in the Olympic Games, the priority ranking of Olympic sports, approved by an order of the Ministry of Youth and Sports. A fixed amount of funds is set for sports with a low level of sporting performance, a small number of people engaged in organisational forms of training, and underdeveloped infrastructure. The fixed amount of funds is distributed among those sports and is directed primarily to all-Ukrainian sports competitions.

The Ministry does not set clear requirements for public structures regarding democracy, accountability, transparency, and societal responsibility. It is applicable only for those who participate in the project because they directly receive budget funds and have to report independently to external audit services.

Methods

The case selection

In Ukraine, 98 sports federations are recognized as the central executive body. According to the terms of the project, the five mandatory sports (athletics, football, handball, swimming, tennis) and the respective national organisations were selected: The Ukrainian Athletics Federation, the Swimming Federation of Ukraine, the Ukrainian Football Association, the Handball Federation of Ukraine, and the Tennis Federation of Ukraine. In addition, the Federation of Sports Billiards of Ukraine was selected as well as two umbrella organisations, the National Olympic Committee of Ukraine (the coordinating body of the national Olympic movement) and the Sports Committee of Ukraine (the coordinating body of the national non-Olympic movement). Thus, the study covered 6% of sports federations. The principle of the sample balance was observed: Three organisations small in size, three medium, and two large.

Table 2: Sport, official name, official acronym

Sport	Official Name	Official Acronym
Non-Olympic Sport Committee	Sports Committee of Ukraine	SCU
Olympic Committee	National Olympic Committee of Ukraine	NOC
Handball	Handball Federation of Ukraine	UGF
Athletics	Ukrainian Athletics Association	UAA
Football	Ukrainian Association of Football	UAF
Tennis	Ukrainian Tennis Federation	UTF
Billiards	Federation of Sports Billiards of Ukraine	FSBU
Swimming	Swimming Federation of Ukraine	SFU

Data collection was conducted in accordance with the standardised NSGO data collection process from August to September 2020. The federation assessments were summarised based on the standardised NSGO score sheets. Each organisation was evaluated according to their size: Small organisations (with a staff of less than 10 people) were evaluated on the basis of the basic indicators, medium size organisations (from 10 to 30 people) were evaluated on the basis of basic and intermediate indicators, and large organisations (with a staff of more than 30 people) were evaluated based on all indicators (basic, intermediate, and advanced).

- Phase 1 (1-8 August 2020). Addressing by official letters to the heads of national sports organisations with an offer to take part in the project and providing all the information on the peculiarities of its implementation. The selected organisations were informed about the content and research process. After obtaining consent, all sports organisations appointed a contact person to assist the researchers in gathering information. The project coordinator is the Vice-Rector of the National University of Ukraine on Physical Education and Sport, Doctor of Science, Professor Olha Borysova. Main researchers are Tetiana Kropyvnytska and Anna Volosiuk from the National University of Ukraine on Physical Education and Sport.

- Phase 2 (10-22 August 2020). Data collection and evaluation. The researchers conducted a preliminary study by examining the publicly available documents of sports federations. At this stage, the researchers received a notification from the Swimming Federation of Ukraine saying that the federation will not cooperate with the project. Despite the number of attempts and communications, the federation did not change its position explaining that it did not have enough time for such work.
- Phase 3 (25 August–7 September 2020). Reviews. The researchers interviewed the sports organisations to obtain missing data and additional information to evaluate the data.
- Phase 4 (8-15 September 2020). Based on the feedback, the researchers assigned the first estimates.
- Phase 5 (16-23 September 2020). At this stage, the last feedback occurred. The researchers sent the results to the sports federations and conducted interviews on the final scores. Some scores were adjusted based on additional evidence provided by the federations.
- Phase 6 (24-30 September 2020). The estimates were finalised. The results of the study were reported to national sports federations. Due to the fact that the Swimming Federation of Ukraine refused to participate in the project, the relevant scores were obtained based on the analysis of publicly available data. The report on the country is made.

Results

According to the results of the surveys in eight sports institutions of Ukraine, the average NSGO index score is 38%, which corresponds to the label 'weak'. The highest average score among four dimensions was achieved in transparency (50%). Societal responsibility (35%), democracy (34%), and internal accountability and control (33%) correspond to the 'weak' level.

Dimension 1: Transparency

The sports institutions that participated in the project showed a rather high score in transparency (average 50%, rated as 'moderate'). The lowest score was in the Swimming Federation of Ukraine (19%). Due to the refusal to communicate on the project, the researchers could only analyse information from public sources. The highest transparency dimension score belonged to the Tennis Federation of Ukraine (71%) that corresponds to the label 'good'.

- All sports organisations publish their charters and rules of the sports on their websites.
- Seven out of eight organisations do not publish the agenda of the general meetings on their websites. Only the Tennis Federation of Ukraine places such information on its website.
- Five out of eight organisations do not publish the minutes of the general meetings on their websites.
- Four out of eight organisations publish the minutes of the Board of Directors on their websites, others distribute them to the members via e-mail. Information on the Swimming Federation was not available.
- Information about the members of the Board of Directors is available on all websites of the organisations. Two out of eight websites indicate the terms of the contract of each member of the board including their professional experience. Almost none publish the duration and the number of previous mandates, with the exception of the Handball Federation of Ukraine, which publishes such information about the president. Only the NOC and the SCU add more information about other positions in sports organisations taken by members of the board. Contacts of one or more board members can be found on the websites of six organisations.
- Not all the organisations have associated clubs and athletes. The members of the NOC and the SCU are sports federations, and information about them is available on their websites. In comparison to European countries, the club system is poorly developed (except team sports) in Ukraine. For those organisations where these evaluation indicators should be included in almost all individual sports (except tennis), such information is not available on their websites. There is no information

about affiliated athletes on the websites of the Swimming, Athletics, and Football Federations.

- As for reporting transparency, the best situation is identified in the so called 'umbrella organisations' – the NOC and the SCU: They implement 6-7 points out of 10 of the sixth principle. Neither of the annual reports submitted for the benchmarking included the problem of conflicts of interest or the risks which the institution faces. Most of the organisations (five out of eight) do not publish reports on their websites, two organisations have not provided any evidence that the report is available to all parties. The process of submitting various types of information included in the annual report is not regulated in two out of the six organisations where this indicator was evaluated. In five of the organisations, the annual report does not reflect the goals of the organisation and how they were achieved over the past year by specific actions. Six of the organisations did not submit financial reports and do not include information on the activities of all standing committees in the annual report. Half of the organisations do not include information about the championships and events that they held in the annual report.
- As for reporting of the top management remuneration, most of the organisations stated that top management can only earn a salary, according to internal documents. There are no rewards or bonuses. Therefore, no report contains information on the remuneration of the Board of Directors.
- Only a representative of the Football Association said in an interview that the federation's financial report contained information on the procedure and regulations of remuneration for the Board. Only three out of the eight organisations' annual reports included financial reports on the remuneration of directors and managers.

Dimension 2: Democratic processes

The sports organisations that took part in the project have demonstrated low scores on the democracy indicators (on average 34%, which is assessed as 'weak'). The range of fluctuations from the average score is small: from 25% (Handball Federation of Ukraine) to 48% (Ukrainian Tennis Federation).

- All the organisations have procedures for appointing and reappointing board members.
- In their statutes, almost all the organisations (seven out of eight) prescribe provisions for persons who have the right to vote during the election of board members; majority or percentage required to be elected, quorum, and election rounds.
- In seven out of the eight organisations, the general meeting directly elects the majority of the board members. Such rules increase the likelihood that elections will be fair and competitive. In addition, when officials have to run for elections, they are

motivated to act in the interests of their constituents.

- Only two organisations have rules that ensure elections by secret ballots. In their statutes, the other organisations state that the possibility of secret ballots is always available if the decision of the majority of the delegates is due to the general meeting.
- In general, in Ukrainian sports federations, there are no democratic practices and procedures that would set requirements for the experience and competencies of board members.
- None of the organisations have a separate document outlining the desired profiles of board members. In its charter, only one out of the eight organisations (Ukrainian Handball Federation) specifies the requirements for candidates for the position of the Federation President (age, capacity, citizenship of Ukraine, and experience in handball).
- None of the organisations have a nomination committee. However, the functions of such a committee are performed by an audit committee or an ethics committee in two of the organisations. They monitor the election process of the council members. Only the normative documents of the Ukrainian Football Association contain provisions that the president of the council cannot supervise the election process. No structural department in any of these organisations are looking for candidates for vacant council mandates.
- An important issue that characterises the democracy of governing bodies is the limitation of tenure. Only one organisation implements term limits (the FSBU).
- In all the organisations, membership is built in such a way that each individual sports participant is represented at the general meeting. There is always the possibility of holding an extraordinary session. The statutes stipulate the regularity of the general meeting at least once a year (except at the Federation of Sportive Billiard of Ukraine, where the statute stipulates a meeting once every five years, although the organisation has confirmed the minutes of the annual meeting). Only one organisation (the FLAU) allows absentee voting at general meetings, although, as practice has shown, most executive committee meetings and presidencies in the context of the COVID-19 pandemic have taken place remotely via the Internet.
- Regarding board meetings: All the organisations provided evidence of regular board meetings (except for the Swimming Federation of Ukraine). In the Handball Federation of Ukraine and the Sports Committee of Ukraine, meetings were held four times a year. The statutes of half of the organisations set a minimum of five meetings per year. It is established that the agenda of the board meetings is not regulated by anything in 75% of the organisations. There is no procedure for holding

board meetings and decision-making procedures in 25% of the organisations.

- Half of the organisations do not have a formal policy to involve athletes in their political processes.
- In their structure, all the organisations (except the Swimming Federation of Ukraine) have a representative body for athletes (usually the Athletes' Commission) or, by statute, athletes must be members of the organisation with the right to vote at the general meetings. In 67% of the organisations, referees and coaches are officially represented in the form of structural units. Coaching councils are established in most of the organisations, or there is a practice of including the head coach of the national team of Ukraine in the Executive Committee.
- None of the organisations have an official representation of volunteers and employees.
- The organisations do not take adequate measures to ensure gender equality. Only the Ukrainian Athletic Association has a separate paragraph "Gender equality" in its statute. The other organisations do not have a formal policy to promote equal access to representation for women and men at all stages of the decision-making process.
- The majority of the organisations do not use gender-sensitive procedures for nominating candidates for election, except for the Ukrainian Athletic Association and the Ukrainian Association of Football (the latter stipulates that at least one member of the Executive Committee must be a woman and adhere to this minimum in practice).

Dimension 3: Internal accountability and control

The sports organisations that participated in the project showed low rates of accountability (on average 33%, which is evaluated as 'weak'). The lowest score was found in the Handball Federation of Ukraine (16%), which corresponds to the label 'not fulfilled'. The highest score for indicators of accountability was found in the NOC of Ukraine (49%), which corresponds to the label 'moderate'. These results indicate shortcomings in internal accountability and control procedures.

Except the NOC of Ukraine, none of the organisations have long-term policy plans and development strategies. Only three out of the eight organisations have submitted annual policy plans for approval to the General Assembly. Therefore, on the one hand, it can be stated that there is a lack of long-term documents in the organisations, and on the other hand, there is a low level of application of procedures that allows the general meetings to control the board.

- The statutes and internal regulations of only two out of the eight organisations provide multi-year and annual policy plans for the approval by the general meetings.

- In 63% of the organisations, the statutes or internal regulations stipulate that the general meetings must approve the annual financial reporting.
- In all the organisations, the board members vote at the general meetings.
- With regard to early resignation procedures, 63% of the organisations have established general procedures for early resignation of board members, but there are only 25% of the organisations where a General Assembly should vote on the issue. Two of the eight organisations have established a procedure for early resignation of board members in case of repeated absence, despite warnings.
- None of the organisations provide a procedure for the early resignation of board members in the case of conflicts, such as incompatible views.
- Only two out of the eight organisations have a code of ethics that is also applied to the board members.
- A similar situation is observed relating to the rules and procedures designed to minimise conflicts of interest. In its statutes, only one organisation (Ukrainian Association of Football) identifies those circumstances under which a person cannot be a member of the board due to a conflict of interest.
- None of the organisations establish a provision restricting the representation of a person who has a commercial relationship with the organisation to be a member of the board. In 63% of the organisations, such persons do not serve on the board.
- Only two out of the eight organisations stipulate that a person who is a member of a judicial body in the organisation cannot be a member of the board. In practice, the members of the judiciary are not members of the board in 75% of the organisations.
- Only three of the organisations do not include current national politicians in the council.
- All the organisations have identified key positions (president and at least one more position) in the council by regulations. Except the NOC of Ukraine, all the organisations delegate powers relating to the budget and finance of the organisation to the board.
- In their documents, half of the organisations state that the board determines the general policy of the organisation, and 75% of the organisations impose functional policy on the management.
- In their regulations, most of the organisations (75%) define the tasks delegated to the standing committees as well as the requirements of each committee and

reporting on them.

- The regulatory documents of all the organisations outline the responsibilities and competencies delegated to management, but none of them regulate that the board determines the remuneration of management.
- Only two out of the eight organisations have provisions that the management regularly and periodically reports on the functional management and financial status of the organisations and evaluates and discusses individual performance indicators.
- All the organisations have audit committees established in their structures, functions and tasks of which are defined by the regulations. However, in their statutes or in other documents delegating to these structures, none of the organisations provide that the audit committees' tasks include the assessment of and recommendations regarding risk management and governance.
- In their statutes or internal regulations, all the organisations state that the tasks of the audit committees include overseeing the internal audit process.
- In general, the sports organisations in Ukraine do not sufficiently apply the basic mechanisms of financial control. On the one hand, where the organisation's budget is made mainly at the expense of state funds (for example, the Sports Committee of Ukraine), the entire financial circulation of state funds is regulated by the legislation of Ukraine. The use of funds is regulated by the Cabinet of Ministers. Therefore, there can be no internal orders. In the other organisations that participated in the study, no document defines the rules for signing financial documents by at least two people, restricts the use of cash funds, sets financial thresholds for contracts with external parties, and stipulates the provisions for a periodic review of significant financial transactions.
- None of the represented organisations stipulates that the board needs to conduct an annual self-evaluation.
- It is good practice in half of the organisations to use the external audit procedure although risk management, compliance analysis of the management structure, and internal processes again remain unused for the majority of organisations.
- A code of ethics is also not a common practice among the Ukrainian sports organisations. It is implemented for use to members of the board and other employees in only two of the organisations – the NOC of Ukraine and the Ukrainian Association of Football. The codes of ethics are signed by all the members of the council and contain provisions on conflicts of interest of board members. The Ukrainian Association of Football has rules that restrict the acceptance of gifts by board members and other officials although the principles concerning the expenses of the council

members are not considered in the rules.

- Among all the organisations, the NOC of Ukraine and the Ukrainian Association of Football remain the most progressive considering issues of conflict of interest. Their regulations set out the procedures for resolving conflicts of interest of the board members and provide that members of the board may not vote on certain decisions where there is a conflict of interest.
- In 87% of the organisations, the statutes or other internal regulations establish procedures for reviewing complaints of violations of existing rules of conduct. Most (75%) documents contain procedures and rules for filing complaints. A total of 63% of the organisations have rules for investigating complaints and certain rules for notifying the complainant of the results of the investigation. A total of 60% of the organisations have rules for referring a case to an independent internal or external court. As for the secrecy of the investigation, only the Ukrainian Association of Football provides for such provisions. None of the organisations allow persons to file an anonymous complaint.
- Procedures for appealing sports sanctions are established by all the organisations except for the Handball Federation of Ukraine. However, most of the organisations (71%) do not have procedures in place that members of the relevant dispute resolution body cannot belong to the board or any of the standing committees. None of the organisations provide means for legal aid or pro bono counsel.
- Two out of the eight organisations approve the annual schedule of meetings at the beginning of the year and one of them put on the agenda issues related to the discussion of the budget and financial statements, annual report, and the preparation of the general meeting. The issues of conducting annual self-assessments and management evaluations are not raised.

Dimension 4: Societal responsibility

The sports organisations that participated in the project showed low societal responsibility (an average of 35%, rated as 'weak'). The lowest score was found in the Ukrainian Handball Federation (10%), which corresponds to the label 'not fulfilled'. The highest score for indicators on societal responsibility was achieved in the Sports Committee of Ukraine (73%), which corresponds to the label 'good'. However, it needs to be kept in mind that many of the principles in dimension 4 were not evaluated because they were not related to the activities of the specific surveyed organisation.

- Half of the organisations have a formal policy which they implement to consult their members in the field of management and governance as well as to organising seminars. Three out of the five organisations (which had to meet this criterion) have contact persons who are responsible for these issues. However, the individual consultations are almost never conducted. An assessment of the relevant actions'

impact by the organisations is practically not carried out.

- Regarding activities aimed at reducing the health risks faced by a person going in for the relevant sport, the following is true: There is neither a written policy in the organisations nor exist relevant departments or persons responsible for this activity. However, some 83% of the organisations inform athletes about the specific risks associated with the sport in question by providing webinars and seminars.
- None of the organisations have a formal (written) policy that sets goals and specific actions to combat sexual harassment in sport. In addition, none of the federations are taking action to raise awareness of sexual harassment.
- Except the Ukrainian Federation of Handball that did not provide any evidence, all the organisations carry out activities to prevent the use of prohibited substances:
 - A total of 50% of the organisations have a formal (written) policy that defines the goals and specific actions aimed at preventing, detecting, and combating doping
 - In their activities, a total of 75% of the organisations apply disciplinary anti-doping rules, according to the World Anti-Doping Code. Furthermore, they implement formal procedures that establish their cooperation with the National Anti-Doping Centre
 - Three out of the eight organisations have persons responsible for this area of activity
 - Five of the organisations take measures to raise awareness of anti-doping rules. None of the organisations have analysed the impact of relevant actions.
- Two out of the eight organisations have implemented a formal policy aiming at involving military men in sports who were injured in the east of the country. The same policy is aiming at involving orphans or low-income families in sports. Half of the organisations are responsible for this area and cooperate with other organisations (for example, with the juvenile police, social protection funds, etc.). There was no impact assessment of the relevant actions.
- A weak point in the matter of Ukrainian sports structures lies in the implementation of anti-discrimination policies in sports. Here, we can identify only the Ukrainian Association of Football, which implements seven out of the 11 indicators that assess this principle, as well as the NOC of Ukraine, which implements two out of the 11 indicators.
- There are separate actions to promote gender equality in sport; sometimes, even these provisions are included in the statutes (for example, the statutes of the NOC of Ukraine, the Ukrainian Association of Football, and the Ukrainian Athletic Association). However, systemic actions and results are clearly lacking.

- The best indicators of match-fixing policy implementation are characteristic for the Ukrainian Association of Football. Out of nine indicators, the organisation implements eight. The other organisations lag significantly behind.
- Only the NOC of Ukraine has an official policy of promoting environmental sustainability, but some of the organisations implement only certain activities: Promoting environmental sustainability during sports competitions (the Sports Committee of Ukraine), etc.
- A bit more than half of the organisations have a policy which promotes dual career of athletes and creates conditions for combining sports activities and education.
- The best criteria were achieved in the promotion of sport for all: A total of 87% of the organisations take measures to promote sport for all: Seven of them promote sport for all; five have a formal policy that defines the goals and specific actions aimed at promoting sports for all as well as a responsible employee in this area. Half of them promote and support sport for all in the member organisations and cooperate with other organisations. Again, the weak point is the assessment of appropriate impact of their actions: Only two of the organisations carry out such an analysis.
- As for the treatment of professional athletes, not all the organisations could meet these criteria due to the lack of professional athletes. Three organisations that coordinate the activities of professional athletes do not meet any of the indicators of principle 46.

Discussion and policy implications

In summarising the results of the research project, we can draw the following conclusions:

1. It is too early to talk about proper management and governance in the Ukrainian sports organisations. For most of the principles, they do not meet the level of 'good' or 'very good'. Sometimes, they do not even achieve the level of 'moderate'. This can be partly explained by the fact that, in Ukraine, significant changes began only in 2014 at the level of state organisations in terms of transparency and accountability. Therefore, this process has not yet spread to the activities of public organisations, to which none currently set such tasks. The exceptions are the public organisations that participated in the project initiated by the Ministry of Youth and Sports of Ukraine. They receive public funds directly and must report to the relevant state regulatory authorities. One of these federations took part in the NSGO benchmarking project – the Ukrainian Athletic Association.

Another factor influencing compliance with good governance standards is the activities of the relevant international organisations. If they implement these principles and insist (recommend) on implementation at the level of national structures, then the situation is better (for example, the NOC of Ukraine and the Ukrainian Association of Football).

2. The positive moments in the performance of the sports organisations of Ukraine are as follows:
 - a. The presentation of main documents on their websites - statutes, rules of the competition, and the structure of the organisation.
 - b. The regular holding of the board meetings and general meetings with registration of the corresponding minutes.
 - c. A fairly wide practice of being able to appeal decisions.
 - d. The establishment of quorums (from 50% to 75%) when voting for different levels of issues.
 - e. A large number of seminars were held by the Ministry of Youth and Sports, the NOC of Ukraine, and the Sports Committee of Ukraine on doping, match-fixing, management, and governance of organisations. However, there is a passive position on the part of the federations regarding their attendance. It is unclear whether the representative of the federation who attended the seminar spread information in their organisation afterwards, and whether the organisation implements received practical advice.

- f. Positive changes in gender, social responsibility, and activities to combat doping. However, these activities are often informal, and therefore, irregular, unaccountable, and unplanned. The organisations have shared interesting experiences of their work with athletes, society, coaches, and referees. However, there have been no corresponding formalised policies yet.
 - g. A positive trend towards the development and implementation of codes of ethics (although this is still an isolated practice).
3. The weaknesses are:
- a. A lack of short-term and long-term developmental strategies, action plans, and quarterly and annual reports. In some cases, if certain documents exist, there is no desire to publish them, especially what regards financial statements. This practice undermines the credibility of private sponsorships, non-governmental donors, and society, and might result in limited extra-budgetary funding. The lack of strategic documents slows down the development of sports in the organisations, and it prevents them to work future-orientated.
 - b. The limited financial resources of the sports federations, which do not allow them to specify the directions of their work through the establishment of appropriate structures (committees, commissions, departments), and the recruitment of competent personnel.
 - c. The violation of the democratic principles regarding the electoral process due to the lack of restrictions on management positions. Furthermore, the practice of secret ballots is not widespread, which does not allow a person to freely express his or her will without fearing consequences. Moreover, the sports organisations often lack appropriate independent bodies to oversee the election process.
 - d. The desire of the sports organisations to involve politicians and businessmen in their leadership to increase their financial capacity and lobby their own interests.
 - e. The lack of management profiles in the organisations, which gives the opportunity for persons who do not have the appropriate competencies or experiences to enter the management board.
 - f. The weak participation in the political processes by the main sports people - athletes, coaches, referees, volunteers.
 - g. The lack of self-assessment practices for activities, lack of risk management, and the lack of involvement of external experts in the assessment. This does not give an idea of whether the activity is correct and effective.

The promising ways to improve the sports management system and meet the criterion of 'proper' can be:

1. Compliance with the government's commitment to good governance in sport.
2. Changes in the legislative acts of Ukraine in accordance with the implementation of the criteria of good governance.
3. Mandatory consideration in the distribution of public funding among the sports organisations of their compliance with the principles of good governance. Application of good governance criteria as a tool for assessing the prioritisation of sports.
4. The completion of the project at national level on the autonomy of sports federations and an analysis of its results, and in case they are accepted as positive, the spread of this practice to other organisations.
5. Obligations on systematic accountability and a long-term planning by sports federations. Furthermore, some sort of control over the application of good governance criteria.
6. Priority and communication of the importance of social responsibility in sport (integrity and gender equality).
7. Development of detailed instructions on the practical application of good governance principles.
8. Implementation of ISO standards in the organisations' activities.
9. Raising awareness among representatives of sports organisations about the standards of good governance.
10. Strengthening control by international sports organisations over the implementation of good governance criteria.

The implementation of the proposed ways to improve the management and governance system requires political will, compliance of the central executive body in the field of physical culture and sports with the criteria of good governance, ensuring broad autonomy of the federations with the introduction of a system of control over their activities, creating the practices of moral and material incentives for the implementation of good governance in the organisations, redistribution of funding to ensure human resources, information support and support of these processes by competent persons.

Positive developments in some of the organisations have already taken place during the data collection process. However, systematic work of the government, the public, and the international organisations is needed.

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