



INTERNATIONAL  
OLYMPIC  
COMMITTEE

# GENDER EQUITY AND LEADERSHIP IN OLYMPIC BODIES

WOMEN, LEADERSHIP AND THE OLYMPIC MOVEMENT 2010





INTERNATIONAL  
OLYMPIC  
COMMITTEE



# GENDER EQUALITY AND LEADERSHIP IN OLYMPIC BODIES

## **Women, Leadership and the Olympic Movement 2010**

Commissioned by the IOC Women and Sport Commission

© International Olympic Committee

Château de Vidy – C.P. 356 – CH-1007 Lausanne/Switzerland  
Tel. +41 21 621 61 11 – Fax +41 21 621 62 16  
[www.olympic.org](http://www.olympic.org)

This report was authored by Professor Ian P. Henry & Dr. Leigh Robinson,  
of the Centre for Olympic Studies & Research, Loughborough University

Published by the International Olympic Committee – June 2010

All rights reserved

Printing by DidWeDo S.à.r.l., Lausanne, Switzerland

Printed in Switzerland

# Table of Contents

---

<b>Executive Summary</b>	<b>7</b>
Introduction	8
Analysis of Responses to the Questionnaire to NOCs Concerning Women's Involvement in Executive Decision-making Roles	8
Analysis of Responses to the Questionnaire to IF Concerning Women's Involvement in Executive Decision-making Roles	9
Analysis of Interviews with Women NOC and IF Presidents and Secretary Generals, and Members of the IOC and Continental Associations of NOCs	11
Recommendations and Conclusions	15
<b>1. Project Overview</b>	<b>19</b>
Introduction: the Context and Purpose of the Research	20
The Research Questions	20
The Research Methods	22
The Research Team	22
The Work Programme	22
The role of the International Cooperation and Development Department	23
The Structure of the Report	23
<b>2. Analysis of Responses to the Questionnaire to NOCs Concerning Women's Involvement in Executive Decision-making Roles</b>	<b>25</b>
Introduction: the size and nature of the sample of NOCs	26
Female Executive Committee Members in NOCs	28
Electoral Data: the nomination process; eligibility for candidature; the size and nature of the electorate in NOCs	30
Level of Competition for posts in NOCs	33
Women and Sport Commissions and the Adoption of Gender Equity Policy in NOCs	40

<b>3. Analysis of Responses to the Questionnaire to IFs Concerning Women’s Involvement in Executive Decision-making Roles</b>	<b>43</b>
Introduction: the size and nature of the sample of IFs _____	44
Female Executive Committee/Board Members in IFs _____	46
Electoral Data: the nomination process; eligibility for candidature; the size and nature of the electorate in IFs _____	47
Level of Competition for Elected Posts in IFs _____	50
Women and Sport Commissions and the Adoption of Gender Equity Policy in IFs _____	56
Conclusions and Comparison of NOCs and IFs in the Two Samples _____	58
<b>4. Analysis of Interviews with Women NOC and IF Presidents and Secretary Generals, and Members of the IOC and Continental Associations of NOCs</b>	<b>61</b>
Introduction _____	62
Women’s Perspectives on their Sports Administration Career in the Olympic Family _____	63
Organisational Perspectives: NOCs, IFs, and Continental Associations _____	79
Continental Associations of NOCs _____	86
<b>5. Recommendations and Conclusions</b>	<b>91</b>
Introduction _____	92
Recruitment Lists _____	92
Political Training in the Regional Women and Sport Seminars _____	94
The Electorate: the make-up of General Assemblies _____	94
Lengths of Terms of Office/Mandates for Posts _____	95
Nomination Commissions _____	96
Targets and Quotas _____	97
Organisational Culture _____	97
Equity Commissions _____	98
Gender Equity, Good Governance and Performance Indicators _____	99
Conclusions and Summary of Actions for Implementation _____	101



## **6. Appendices** **105**

Appendix 1: Criteria for Eligibility for Election to Executive Committee of NOC _____	106
Appendix 2: Criteria of Eligibility to Nominate Candidates to NOCs _____	112
Appendix 3: Criteria for Eligibility for Election to Executive Committee of International Federations _____	116
Appendix 4: Criteria of Eligibility to Nominate Candidates to Executive Committees/ Boards of International Federation _____	119

## **7. References** **123**



# Executive Summary

## Contents

Introduction	8
Analysis of Responses to the Questionnaire to NOCs Concerning Women’s Involvement in Executive Decision-making Roles	8
<i>Table 3q: Comparison of Responses from NOC and IF Samples</i>	10
Analysis of Responses to the Questionnaire to IF Concerning Women’s Involvement in Executive Decision-making Roles	9
<i>Table 4a: Sample of Interviewees</i>	11
Analysis of Interviews with Women NOC and IF Presidents and Secretary Generals, and Members of the IOC and Continental Associations of NOCs	11
Recommendations and Conclusions	15
<i>Figure 5b: Barriers Evident in the Electoral System</i>	15
<i>Table 5d: Summary of KPIs for NOCs/IFs in Relation to Gender Equity and Access to Executive</i>	16



## Introduction

This study was commissioned by the Department of International Cooperation and Development from the Centre for Olympic Studies and Research (COS&R) at Loughborough University. Fieldwork took place in 2009. The project follows on from an earlier study commissioned from Loughborough University in 2004 (Henry et al., 2004) for the monitoring and explanation of levels of attainment of minimum targets for membership of NOC Executive Committees (which had been set to be achieved by 2001 and 2005).

The focus of the research project reported here was on the electoral experience of women in submitting themselves as candidates for senior posts in NOCs and IFs. The objectives of the research were threefold:

- To establish what the current situation was in relation to the recruitment of women to executive committees of the National Olympic Committees and International Federations.
- To understand the context and experience of those women who have submitted themselves to election for senior roles (President, Secretary General, and Treasurer) within NOCs and IFs, in effect to identify where possible the key success factors in these cases both in terms of successful election and in relation to the performing of tasks effectively in post.
- To identify policy implications for Olympic bodies in relation to promotion of gender equity in the leadership and management of Olympic sport.

Methods adopted included two questionnaire surveys, of NOCs and of IFs respectively, and a series of interviews with 36 female Secretary Generals and presidents of NOCs and IFs, IOC members, and members of the Executives of Continental Associations of NOCs.

## Analysis of Responses to the Questionnaire to NOCs Concerning Women's Involvement in Executive Decision-making Roles

110 of the 205 NOCs responded to this questionnaire (a 53.7% response rate), though response rates varied by continent from 75.5 for Europe to 38.6% for Asia.

The number of women who have been elected to senior roles of President, Secretary General or Treasurer (or in the case of at least nine of the Secretary Generals who were appointed to such a role) is greatest among European NOCs. The mean for each of the continents in terms of numbers of women on Executive Committees is broadly similar with a range of 2.00 – 2.35. By contrast there is a statistically significant difference between continents in the percentage of women on Executive Committees. This varies from those well below the minimum target of 20% in the cases of Asia (12.6%) and Europe (14.1%) to those above the minimum target, Oceania (26.2%) and the Americas (20.5%). The superior performance of these last two continents would seem to be largely a reflection of how smaller, island states have responded more positively to the IOC targets. In the case of Oceania a number of these NOCs are relatively recently recognised and thus have not been subject to the same pressures of long established patterns of males dominating the key posts within the NOC.

The size of the electorate/the General Assemblies which vote for the membership of the Executive Committee varies considerable with 22.8% of all NOCs having an electorate of greater than 100 persons and 21.8% less than 25 persons. In addition there was considerable variation in the eligibility criteria for candidates for the Executives of NOCs, with some countries having loose or no restrictions (e.g. Australia "Any person so nominated") and others highly restrictive eligibility conditions (e.g. Bhutan "The Presidents of the federations (14 of them)"). It should be recognised that the more restrictive the criteria of eligibility the fewer female candidates there are likely to be.



The level of competition for senior posts in the Executives of NOCs (President, Secretary General, and Treasurer) was low. In the most recent elections there was only one candidate for President in 59.2% of cases, Secretary General 67.6%, and Treasurer 58.3%. In 55% of cases there was only one candidate in both the election for President and Secretary General. A lack of competition reflects low turnover which in turn will mean fewer opportunities to redress gender imbalance.

There were statistically significant differences evident between NOCs of different sizes in the sample as follows:

**Percentage candidates for the post of President ( $p = 0.038$ ).**

Here the major difference is in those NOCs of 3-5 full time employees where the average proportion of female candidates represents 21.4% while in all other size categories the proportion does not exceed 6.2%.

**Percentage of full time employees who are female ( $p = 0.019$ ).**

Here the major difference is between micro organisations with one to two employees for which the average of full time female employees represents 72.7% of the full time workforce, compared with a range of 42.0% to 52.6% for the other categories.

**Percentage of women on the Executive Committee ( $p = 0.039$ ).**

Here the significant difference is between organisations with 2-5 full time female employees (mean of 26.0%) and mean for the other categories (ranging from 14.4% to 17.5%).

There were also statistically significant differences between NOCs from different continental associations as follows:

**Percentage of candidates in presidential elections who were female ( $p = 0.046$ ).**

Here the mean for Africa (18.0%) and Oceania (12.8%) compare with a range of 2.2% - 2.8% for the other continents.

**Percentage of full time employees who are female ( $p = 0.001$ ).**

The means for Oceania (70.0%), the Americas (56.7%) and Europe (50.4%) are considerably higher than Asia (32.5%) and Africa (39.9%).

**Percentage of women on the Executive Committee ( $p = 0.003$ ).**

The means for Asia (12.6%), and Europe (14.1%) fall well short of those for Oceania (26.2%) and the Americas (20.5%).

Finally, the existence of Women in Sport Commissions in different continents showed considerable variation, with Oceania (91.7%), Africa 91.3%, Asia (87.5%), Americas (70.0%), and Europe (56.8%). This was also the case for the existence of formal gender equity policies - Asia (73.3%), Africa (72.7%), Europe (45.5%), Americas (46.7%), Oceania (41.7%).

## **Analysis of Responses to the Questionnaire to IF Concerning Women's Involvement in Executive Decision-making Roles**

The response rates for the IFs were generally higher than for the NOC survey: Winter Olympic IFs 85.7%, Summer Olympic IFs 82.1%, Recognised IFs 61.1%, all IFs 70.4%.

The proportion of women on Executive Boards or Committees of IFs were below the advised target adopted by the IOC in the case of both Summer (16.6%) and Winter (12.4%) Olympic IFs, though for Recognised IFs this stood at 22.6%.

Eligibility criteria for candidates standing for election to Executive/Boards were as varied as for NOCs with

some IFs adopting fairly liberal criteria (e.g. BWF (Badminton) “Any individual is eligible to be nominated”) while others were very restrictive (WCF (Curling) “Any individual who has been nominated by a WCF Member Association as an Official Voting Representative who has attended at least one General Assembly prior to the elections”). As is the case for NOCs, restrictive criteria will have a negative effect on the potential to recruit female candidates.

The right to nominate candidates may also be restricted (e.g. in the case of the FIP (Polo) the right to nominate is restricted to the President of the National Federation).

The level of competition for senior posts, those of President, Secretary General and Treasurer was low. In each case more than two thirds of elections were uncontested. In addition there is a statistically significant relationship (Chi Sq.;  $p = 0.041$ ) between the lack of competition for the post of President and the lack of competition for the post of Secretary General. In 52.4% of cases where there were elections for both posts in an IF, these were uncontested for both the post of President and that of Secretary General. As is the case for NOC Executives, a lack of competition has clear implications for the election of women in that it implies low turnover on the Committee.

The proportion of female candidates for senior posts were as follows: President (7.8%), Secretary general (16.7%), Treasurer (10.0%).

Half of all IFs had Women in Sport or Gender Equity Committees or Commissions or equivalent, and rather more (64.3%) had adopted formal equity policies.

The picture which emerges from the questionnaire surveys is one of a broadly similar pattern between NOCs and IFs, with a relatively small number of critical differences. In terms of election systems in both cases there is considerable variation in relation to who may nominate candidates and who could be nominated with some issues in relation to good governance in respect of democracy and equity e.g. the roles of incumbents in nominating and voting rights; restrictions on the right to nominate, for example, to presidents and Secretary Generals; or a lack of independent scrutiny of the election process.

The proportion of women on Executive Committees was also broadly similar (NOCs 17.6%; IFs 18.0%) as was the level of competition for posts, the proportion of female candidates and ratio of NOCs/IFs reporting an increase in female members on the Executive to those reporting a decrease (see Table 3q). Perhaps the only major difference was in the employment of Women in Sport Commissions with three quarters of the NOCs in the sample doing so, compared to 50% of IFs in the sample. Given this broadly similar set of findings one might conclude that differences within both samples were likely to be more significant than differences between them.

**Table 3q: Comparison of Responses from NOC and IF Samples**

	NOCs	IFs
<b>Equity Measures</b>		
% of Executive Committee who are women	17.6 %	18 %
% of candidates for the post of President who are female	7.1 %	7.8 %
% of candidates for the post of Secretary General who are female	12.6 %	16.7 %
% of candidates for the post of Treasurer who are female	6.6 %	10 %
Ratio of those organisations reporting increase in the number of women on Executive Board to those reporting a decrease since the last election	+31.3 % -18.2 %	+20 % -13.3 %
<b>Electoral Competition Measures</b>		
% of posts retained by incumbent	43.7 %	51 %



	NOCs	IFs
% of elections for President with only one candidate	59.2 %	61.4 %
% of elections for Secretary General with only one candidate	67.6 %	66.7 %
% of elections for Treasurer with only one candidate	58.3 %	67.9 %
<b>Policy Initiatives</b>		
% of NOCs/IFs with a Women in Sport Commission or similar body	75 %	50 %
% of NOCs/IFs adopting a formal equity policy	55.7 %	62.5 %

## Analysis of Interviews with Women NOC and IF Presidents and Secretary Generals, and Members of the IOC and Continental Associations of NOCs

Interviews took place with 36 interviewees from NOCs and IFs. The nature of the sample is outlined below in Table 4a. The interviews were designed to address the key points identified below:

- The personal career of the interviewee including their route into the posts which they held;
- Their experience of the electoral process, and political or organisational “struggle” for equity;
- Their perspective on the response of organisations (IF, NOC, Continental Association) to the issue of electing women to decision-making posts;
- Perspectives on measures which might be adopted to address gender inequity in access to decision-making positions.

However the interviews were conducted with sufficient flexibility to allow interviewees to emphasise those aspects which they regarded as the most important.

**Table 4a: Sample of Interviewees\***

	PRESIDENTS	SECRETARY GENERALS	IOC MEMBERS	CONTINENTAL ASSOCIATIONS OF NOCS – BOARD MEMBERS	OTHER ELECTED/CO-OPTED POSTS AT NOC OR CONTINENTAL LEVEL
Africa (ANOCA)	4	20	4	2	0
America (PASO)	1	5	2	2	1
Asia (OCA)	1	2	1	1	2
Europe (EOC)	2	4	1	1	1
Oceania (ONOC)	0	2	0	1	3
International Sports Federations	3	3	0	0	1

\*The total number of interviews undertaken (N = 36) is less than the totals in the above table because some interviewees performed more than one role.

Interviews were digitally recorded and subject to thematic analysis using Nvivo qualitative analysis software.

The themes which emerged from the analysis of interview data are dealt with in two sections relating to the nature of the interviewees' experience of the electoral system and of their roles in the Olympic movement, and their explanations of the organisational context.

In relation to the interviewees' experience of the electoral system and their roles nine principal themes emerged.

- Recruitment processes – perhaps the most striking feature here was the emergence of a small number of cases of recruitment to Boards/Executives of candidates on the basis of competencies rather than through election. This is significant for women who are able and experienced but who might be less likely to be elected by a male electorate but who could be appointed to Boards on the basis of their skills and experience.
- Mentoring: the importance of mentoring in encouraging candidates to stand for election and to support them, in particular, in the early period in their new roles, was something evident from earlier studies but reinforced in interviewees' responses.
- Social status of some recruits: it was notable that a small but significant number of the women interviewed were drawn from a particular social stratum, as business leaders or from leading families in their countries. The social confidence to stand for election and to battle against political opponents (even in some cases in the courts) was to some extent a reflection of not simply the personal qualities of the candidate, but also the experience, social resources, confidence, and occasionally the financial security available to these women.
- The significance of university sport: In some national contexts, university sport provided a useful context for identifying female sports leaders, and providing them with experience of running sport and indeed of experiencing elections to positions of authority.
- Electoral experiences: Women generally found submitting themselves for election an uncomfortable experience. Of course this may also be true of some men, and it is not necessarily true for all of the interviewees. However, the female experience is in part due to the fact that the electorate is dominantly male with General Assemblies for NOCs, Continental Assemblies and NFs and similar meetings being dominated by men. Women are thus hugely outnumbered by their male counterparts in the electorate, as well as being significantly outnumbered as candidates, a context which can provide an intimidating and uncomfortable environment.
- Competences: The skills and competences that interviewees described themselves as bringing to their roles were those one might expect of decision-makers in sport, namely experience and knowledge of sports administration; education; and management experience. The five interviewees who were appointed (rather than elected) to their posts as Secretary Generals were more likely to have formal experience and qualifications relating directly to the field of sports management or administration. A number of the elected post holders also held significant posts in business. Despite their strong profiles in terms of qualifications and experience some interviewees spoke of their frustration at not being treated seriously, or as being treated as somehow "unusual" because of their gender. Reticence concerning the way women decision-makers are identified as somehow not being the norm goes some way to explaining why many of the interviewees, while welcoming the impact of targets and quotas, were unhappy about being identified as having been elected or appointed "simply because of the quota", rather than on their own merits. Given the level of competence, skills, and experience evidenced throughout the group of interviewees, this attitude is unsurprising.
- Gendered styles: The issue of the extent to which men and women adopt different leadership and management styles has been debated in the literature for some time and one of the questions put to interviewees was whether or not they perceived themselves as adopting a different style from their male counterparts. Masculine styles are characterised in the literature as for example "ambitious, dominant, forceful, independent, daring, self-confident, and competitive", while feminine styles are described as "helpful, kind, sympathetic, interpersonally sensitive, nurturant" (Eagly and Johanneson-Schmidt, 2001: 783). The characterisation of differences in style is consistent with the reluctance of many interviewees in relation to "campaigning" for election. Although relatively few interviewees were clear in their articulation of



differences in style between themselves and their male counterparts, some interviewees characterised their approach as consultative, and inclusive. As interviewees indicated, the adoption of what might be regarded as a more consensual or more participative approach, one which was more democratic than autocratic in orientation, does not imply any sacrificing of commitment to achieve effective outcomes. Consultation and the deriving of agreed goals can be critical to the development of a performance enhancement system, with commitment to that system fostered by the consultative approach adopted. However, a tendency was also noted by some interviewees of women once “inside” the organisation to adopt a more masculine style.

- **Regional Women in Sport Seminars:** The NOC interviewees with few exceptions had benefited from the Regional Women in Sport Seminars organised and funded by the IOC and Olympic Solidarity. Such events provided knowledge of good practice and implementation difficulties for women and sport/women and leadership policies in other national contexts. In a number of instances women underlined the role of the seminars in establishing networks and mutual support. In terms of the content and focus of the Women in Sport Seminars there was some feeling expressed, particularly by more experienced female interviewees, that the time had come to target and engage men in such seminars. Although a major role of the seminars is ensuring that women’s knowledge and confidence levels were raised, and this goal was seen by most as being achieved, nevertheless, it was also recognised by a number of interviewees that progress in terms of changing and implementing policy could only be achieved if men were also engaged, and that this had implications for the focus and target of the seminars in future.
- **Volunteering crisis:** In very different national contexts interviewees referred to the increasing difficulty of securing volunteers of either gender. In developed economies the increasing time pressures placed on individuals (in particular women) of dual career families in which both parents work but in which the weight of domestic labour falls disproportionately on women, is a problem for the recruitment of women. Roles within NOCs have also become more demanding in terms of the quantity of time, as well as the quality of output required. With this has come a demand for professionalising services, with payment of salaried staff. While this drift towards professionalism and the decline of volunteerism may be less marked in less developed economies, nevertheless these tendencies represent a significant threat to many small and medium sized NOCs which do not have the resources to professionalise.

In relation to interviewees’ perceptions of the organisational context within which they operated, four key themes emerged.

- **Constitutions, Procedural Rules and National/General Assemblies:** Given that the bodies referred to were those in which female interviewees had achieved some success in being elected, it was anticipated that these bodies were likely to include the most active organisation in gender equity terms. Thus it is perhaps surprising that relatively few NOCs and IFs had adopted specific formal measures to address the issue of gender equity in terms of election to their board or executive committee. However the two major examples of bodies which had adopted a proactive approach to requiring change via constitutional or procedural requirements were the Norwegian NOC and the International Triathlon Union.
- **Equity and Policy in Prize Money, Media Contracts, Sponsorship and Employment:** The ITU made a decision virtually from its inception that not only prize money but also media exposure for men’s and women’s events would be equal, and this requirement is built into contracts. Other IFs have also sought to ensure that equity in prize money is maintained to some degree. The International Biathlon Union has a requirement about the same prize money being awarded for men’s and women’s events, and though it does not require the timing of media coverage for men’s and women’s events to be equal, it does require that the number of events be equal and that they all be covered. This, the Secretary General argued, resulted in equal coverage. Policy in relation to equity in employment procedures and salary levels is quite often governed by the prevailing national legislation (or, in the case of the EU, transnational regulations). Interestingly when competences are specified as the basis for recruitment women are more likely to be better represented in the upper echelons of paid staff.

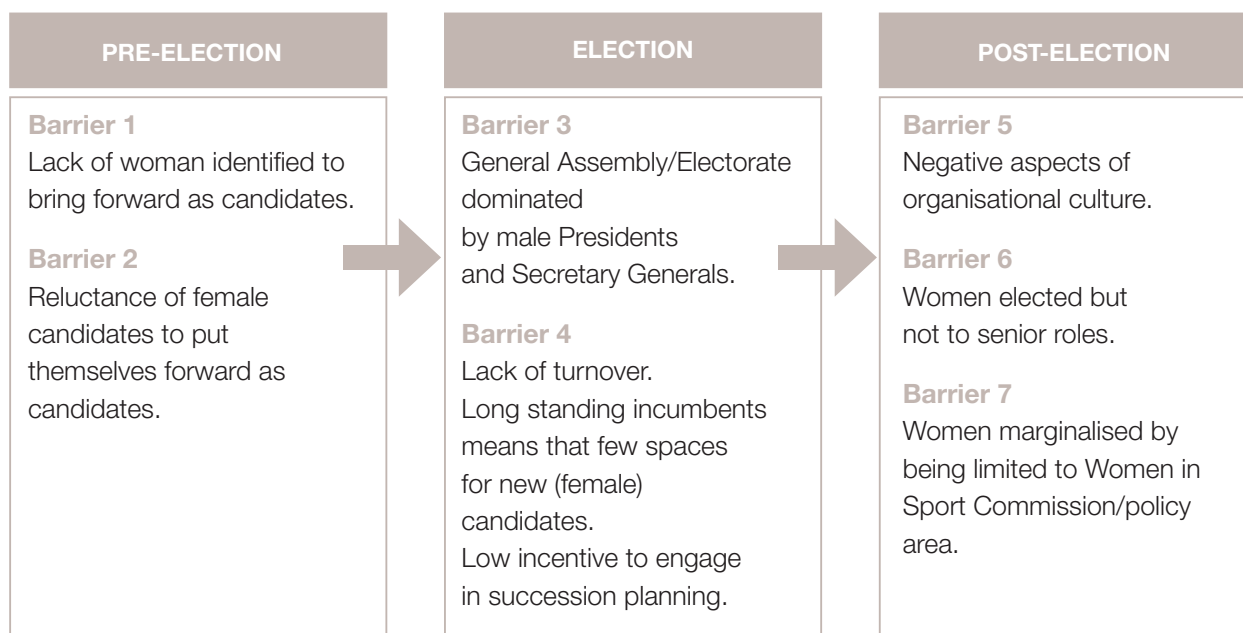
- Culture - Organisational Cultures and National Political Cultures: The place of gender equity in decision making roles is in part a reflection of wider cultural processes. These processes might be evident at the local/organisational level; at the domain level (the sports domain); and the national level. Culture is constituted by the values, beliefs, assumptions attitudes and behaviours of a group of people, whether members of an organisation, a domain or a wider community/society. There may be a range of cultures within an organisation, particularly a large and complex body, and there will certainly be diversity in national cultures, which warns against over simplifying cultures by describing them as homogeneous. National political culture however with generic or sport specific gender equity legislation is likely to enable some forms of action, while constraining other forms of behaviour. It is clear that within our group of interviewees there are different value sets in relation to beliefs, assumptions, values and behaviours, so that one cannot generalise about values in the sports domain. Organisational culture is the product of both formal policies and statements (e.g. vision and mission statements) and also informal, even unconscious attitudes and behaviours. In part this is why organisational culture is so persistent and difficult to change. Establishing a new organisational culture is thus likely to be much easier in a new organisation which explains to some degree the success of the ITU in promoting a gender inclusive organisation. The notion of Western-centric or Euro-centric “enlightened” attitudes in relation to gender is not shared by all. It is after all the case that the largest number of Presidents and the second largest number of Secretary Generals are from Africa.
- Continental Associations of NOCs: While the initial remit for the project did not incorporate a review of the continental associations, a number of the interviews were held in the margins of General Assemblies of these bodies, and interviewees commented on the nature of women’s involvement in decision-making. There were a number of differences in policy on the part of the Continental Associations of NOCs. The EOC for example had decided to operate without a Women’s Commission (the only Continental Association of NOCs to have done so) a move reinforced by the views of the (then) lone female member of the executive, and by the ex officio female representative of ANOCA. The EOC presented an interesting case because it now has no female members on its Board having failed to elect the only female sitting candidate when electing 12 new members in 2009. In order to understand how a Continental Association could end up with no female candidates on its Executive, despite the IOC’s policy in relation to minimum targets, it is important to understand the mechanics of the election process. A number of interviewees made reference to the circulation of a “list” of preferred candidates. This “list” was circulated by word of mouth as being the leadership’s preferred team for the Executive. Not all NOC representatives were informed of these preferred candidates, since for some NOC representatives, it was suggested, any form of “guidance” might be counterproductive. The result of the election followed the recommendations of the list.



## Recommendations and Conclusions

The final section of the report identifies 8 policy recommendations and proposes a framework for the development of KPIs as goals and monitoring tools. The recommendations are based on an understanding of the principal barriers to election identified in the interviews and questionnaire responses which are summarised in Figure 5b below.

**Figure 5b: Barriers Evident in the Electoral System**



In summary the recommendations for consideration by the Women and Sport Commission are as follows:

**Recommendation 1:** It is recommended that each NOC/IF and Continental Association of NOCs be encouraged to construct and maintain a list of potential candidates for consideration for posts of responsibility within the NOC or IF. This list would be gender balanced (with a minimum target of 40% representation from each gender); would be actively managed by a group or Commission charged with identifying candidates from the sporting world or with talents which would be of value to the sporting world, and with the potential to develop; and the list would provide the clientele for training courses in relation to the skills and competencies needed for successful candidature in elections and for successful undertaking of roles of responsibility within NOCs and IFs.

**Recommendation 2:** It is recommended that the content and structure of the programme of regional seminars be developed to address three strands of activity. The first will be to continue the policy of enhancing the skills, knowledge, and confidence of women working within NOCs and IFs to perform significant roles. The second strand will involve engaging men and women and training them in relation to their shared responsibility for delivering on the equity agenda of the IOC. The third strand will involve training female candidates in the presentational and political skills required to present oneself effectively as a candidate for election.

**Recommendation 3:** NOCs and IFs are recommended to adopt a proposal for their General Assemblies such that a member Federation may be represented by two individuals. Where those individuals are of the same gender the Federation may only exercise one vote, but where the representatives incorporate both a male and a female, the Federation may exercise two votes at the General Assembly.



**Recommendation 4:** It is recommended that NOCs and IFs adopt a proposal to limit terms of office to a maximum of three quadrennials for the key executive posts of President, Secretary General and Treasurer, in line with the regulations adopted by the IOC for the maximum term for an IOC President.

**Recommendation 5:** It is recommended that Nomination Commissions be established for all NOCs and IFs with a responsibility to identify credible candidates of both genders. Membership of the Nomination Commission will overlap and may be coextensive with the membership of the group charged with developing a list of potential candidates (see Recommendation 1).

**Recommendation 6:** It is recommended that minimum targets for achievement by the end of the next two quadrennials be adopted. Even though many Olympic bodies have found the 20% target a challenge, it will be important that the IOC is seen to adopt a progressive “stretch” target (i.e. achievable but requiring effort) to build on previous momentum. (For example a stretch minimum quadrennial target might be 25% by 2014 and 30% by 2018.) The targets should represent a progression from those set previously, both in terms of the size of the minimum percentage sought, and in terms of its application beyond board/executive committee membership, to include the electorate/general assemblies which elect such bodies, membership of commissions and their chairs, and the proportion of candidates for senior roles in the organisation.

**Recommendation 7:** It is proposed that NOCs and IFs adopt a formal equity policy, following a process of review of the organisation’s statutes, and of the organisation’s culture and its impact on those working in the organisation and on policy delivery.

**Recommendation 8:** The existence of all-female membership of Women and Sport Commissions and all-female membership of Women in Sport Continental Seminars militate against the engagement of men in partnership with women to promote equity. The ability to reach and engage men in this area of policy may be enhanced if Women in Sport Commissions are “rebranded” as Equity Commissions. Such a move, if actively managed could reduce the marginalisation of women, and the perception of the work of Women in Sport Commissions as being solely or predominantly a set of tasks undertaken by women for women.

In terms of Performance Indicators which flow from the above and which relate to the targets set out in Table 5.3 the following are proposed for NOCs, Continental Associations of NOCs and for IFs.

**Table 5d: Summary of KPIs for NOCs/IFs in Relation to Gender Equity and Access to Executive**

	AREA OF PERFORMANCE	INDICATOR(S)
EQUITY POLICY PROCESS AND STRUCTURES	<ol style="list-style-type: none"> <li>Each NOC/IF reviews its statutes to consider elements relevant to the achievement of gender equity (e.g. the make-up of representation at the General Assembly)?</li> <li>Each NOC/IF undertakes an audit of organisational culture to identify and deal with critical issues in relation to equity?</li> <li>Each NOC/IF subsequently established/revised a formal gender equity policy in terms of participation, coaching, and management/decision-making, as well as volunteering and formal employment?</li> </ol>	<ol style="list-style-type: none"> <li>Review of statutes undertaken (YES/NO)</li> <li>Audit of culture undertaken (YES/NO)</li> <li> <ol style="list-style-type: none"> <li>Equity policy established</li> <li>Equity policy externally assessed.</li> </ol> </li> </ol>



	AREA OF PERFORMANCE	INDICATOR(S)
THE EXECUTIVE, ELECTION AND APPOINTMENTS PROCEDURES	<p>Minimum targets established for the following:</p> <ol style="list-style-type: none"> <li>1. Attendees at General Assembly.</li> <li>2. Membership of the Board/Executive Committee.</li> <li>3. Membership of, and Chairs of, Commissions.</li> <li>4. Candidates for senior positions (President, Secretary General, Treasurer).</li> </ol>	<p>Clear, simple, stretch targets in the form of a minimum percentage to be achieved by the end of the forthcoming quadrennial cycles, which represent a progression from those previously adopted for membership of Executive Committees and Boards.</p>
IDENTIFICATION AND TRAINING OF CANDIDATES	<ol style="list-style-type: none"> <li>1. Provision of training seminars by Continental Associations to develop capacity among potential candidates for election from the minority gender in NOC Executives/Boards.</li> <li>2. Development of a database of potential candidates for significant roles in NOCs and IFs</li> </ol>	<ol style="list-style-type: none"> <li>1. A minimum of one seminar per year per Continental Association across the quadrennial, dedicated to developing competence in self presentation at elections for minority gender candidates.</li> <li>2. Database of size appropriate to the size of the NOC and the national sports system, with a minimum of 40% of each gender.</li> </ol>

## Decision Making Roles

Equity as a core element of Olympism is a central concern for all in the Olympic movement. Nevertheless each of the above KPIs will require clear assignment of responsibility as well as a sense of “ownership” on the part of the organisations concerned and their members. Implementation of these measures is also likely to require the availability of support for some NOCs, IFs and Continental Associations of NOCs, in for example capacity building for activities such as undertaking reviews of statutes, audits of organisational culture, or development of training curricula. Partnership between the various members of the Olympic family in addressing these areas of organisational performance is thus a prerequisite of progress in relation to this policy agenda.



# 1. Project Overview

## Contents

Introduction: the Context and Purpose of the Research	20
The Research Questions	20
The Research Methods	22
The Research Team	22
The Work Programme	22
The role of the International Cooperation and Development Department	23
The Structure of the Report	23

## Introduction: the Context and Purpose of the Research

This document reports the findings of a study which focuses on the issue of how to redress the gender imbalance in key decision-making roles occupied by women in National Olympic Committees (NOCs) and International Federations (IFs). It follows on from an earlier two year study commissioned from the Olympic research group at Loughborough which reported in 2004 on *Women, Leadership and the Olympic Movement* (Henry, Radzi, Rich, Theodoraki, & White, 2004). The 2004 study undertook an evaluation of the response to the introduction of minimum targets for the recruitment of women to executive decision-making roles in NOCs\* in 1996 (the targets being that women should occupy a minimum of 10 per cent of such positions by December 2001, and a minimum of 20 per cent by December 2005). The 2009 study however not only updates the figures in relation to the recruitment of women to such positions, but in addition focuses specifically on the election of women to leading roles in both NOCs and IFs, namely those of President, Secretary General and Treasurer.

The fieldwork for the 2009 study began in February following a preliminary meeting between representatives of the Department of International Cooperation and Development (the Director, Mr. Thomas Sithole, Ms Katia Mascagni, and Ms. Dominique Niyonizigiye) and the *Centre for Olympic Studies & Research* (Professor Ian Henry Director of COS&R) at which the programme of work outlined below was agreed.

---

\* Although the IOC adopted in 1996, minimum targets for both NOCs and IFs, the 2002-4 study was provided with a brief to review the situation for NOCs only. The current study however reviews the situation for both NOCs and IFs.

## The Research Questions

The project sought to identify and comment on quantitative information in regard to the numbers of women in executive decision-making roles. Data relating to this was already being collected by the IOC from these organisations and so the questionnaire survey work undertaken in this project sought to complement and update data collection already underway or undertaken. However in addition to the gathering of data in relation to women who had been elected to executives or boards of NOCs and IFs, the 2009 study focussed on the electoral experiences of women who had stood for election to senior posts in NOCs and IFs. Here the concern was to obtain qualitative data concerning women's experiences of the electoral systems in order to inform policy and where possible to identify good practice.

Thus the **objectives** for this research were threefold:

- To establish what the current situation was in relation to the recruitment of women to executive committees of the National Olympic Committees and International Federations.
- To understand the context and experience of those women who have submitted themselves to election for senior roles (President, Secretary General, and Treasurer) within NOCs and IFs, in effect to identify where possible the key success factors in these cases both in terms of successful election and in relation to the performing of tasks effectively in post.
- To identify policy implications for the IOC (IFs and NOCs) in relation to promotion of gender equity in the leadership and management of Olympic sport.

Subsumed under these objectives three sets of questions were identified in relation to (a) women on the Executive committees or boards of the NOCs and IFs; (b) the practices of the organisations themselves; and (c) the experiences of the women who had submitted themselves for election to senior posts. These questions were as follows:

Following the February meeting, three sets of questions were agreed.



The first related to women on Executive Committees of NOCs and IF:

- [a] *How many women serve on current Executive Committees?*
- [b] *What proportion do they constitute of the Executive Committee?*
- [c] *How has this proportion changed over time? (since interviews for last report)*
- [d] *For how long have they served?*
- [e] *Are they all elected or were they co-opted onto the Executive? Were they first co-opted and then subsequently elected?*
- [f] *What roles do they play on the Executive Committee? In particular are they President, Secretary General, Treasurer (other)?*
- [g] *On which commissions do they serve? Are they Chairs/leaders of any of the Commissions?*
- [h] *Demographic profiles of the women (age; education; employment; sporting career; marital status/children).*
- [i] *How many women have contested elections and what proportion of those contesting election are women?*
- [j] *If women have not contested election for the major posts (President/Secretary General/Treasurer) why have they not done so? What kinds of action might be taken to foster their interest in submitting for election for such posts?*

The second set of questions were in relation to NOCs/IFs:

- [a] *Does the organisation have any formal policies in relation to gender equity in management of the NOC/or of the Federation? Have goals been formally adopted by the organisation in respect of gender equity?*
- [b] *What has been the response to the targets policy of the IOC? Does the targets policy continue to be recognised/guide action?*
- [c] *What measures have been adopted to promote the numbers of female candidates? Have these measures been evaluated? How successful have these been?*
- [d] *Does the organisation operate a specific commission or similar mechanism for addressing women in sport issues? Does this consider issues relating to women's involvement in the leadership and management of the organisation?*

The third set of questions related to women who had been candidates (successful and unsuccessful) for election to key roles in the NOC/IF:

- [a] *What process did they go through in deciding to submit themselves for election? For what period had they served on the Executive prior to submission for election as President, Secretary General, or Treasurer?*
- [b] *Why did they stand for election? What did they hope to achieve in personal terms, in terms of the organisation, and in terms of sport more broadly?*
- [c] *What was the nature of the electoral campaign and electoral process? Did they stand against other candidates? Were these male or female?*
- [d] *Which persons or experiences were influential/critical in their decision to stand for election?*
- [e] *What has been their experience of undertaking this role? What difficulties have they met and how have these been overcome? What resources have been important for them in undertaking their roles? Have they been able to achieve what they set out to achieve?*
- [f] *Have they made use of the Women in Sport resources promoted by the IOC/Olympic Solidarity (e.g. regional and national seminars)? How useful have these been?*
- [g] *Will they decide/did they decide to stand again for election after their first experience or term of office? What factors have been important in this decision? Which factors would influence them positively or negatively?*

## The Research Methods

The methods to be adopted to address these questions incorporated:

- questionnaire surveys to all NOCs and recognised IFs, and
- in-depth interviews with female Presidents, Secretary Generals and where possible Treasurers of NOCs and IFs,
- a small number of supplementary interviews with female IOC members, and members of the Executives of Continental Associations of NOCs.
- Secondary analysis of existing sources including the IOCs own reports and data sources, a review of studies of the politics of women's representation and electoral practices in politically representative bodies.

The following were meetings identified by the Department of International Cooperation and Development at which Interviews were undertaken.\*

- OCA Congress, 12-14 March 2009, Kuwait
- ONOC General Assembly, 29 March – 4 April 2009, Queenstown, New Zealand
- ANOCA General Assembly, 6-8 July 2009, Abuja, Nigeria
- Olympic Congress, 1-7 October 2009, Copenhagen, Denmark
- PASO General Assembly, 1-7 November 2009, Guadalajara, Mexico

---

\* It was originally intended to interview all female Presidents, Secretary Generals and Treasurers who had been elected to office in IFs and NOCs. The IF target interviewees attended the IOC Congress in Copenhagen as did representatives of NOCs. However at this meeting and at the meetings of Continental Associations, those attending as representative of their NOC or IF tended to the President and Secretary General. In many instances there was a lack of information on who held the Treasurer's post. As a result we were unable to interview female Treasurers.

A further, single interview was also held in Barcelona in the margin of meetings associated with the Davis Cup Finals in December 2009.

## The Research Team

The co-Directors of the project (Professor Henry and Dr. Robinson) undertook interviews in the margins of these meetings of continental associations of NOCs for Oceania, Africa, and the Americas, at a congress organised by the Olympic Council of Asia, and the Olympic Congress in Copenhagen. They were supported at a number of points by four Research Associates; Ms. Samantha Connor and Dr. Eunah Hong (data entry and reporting for the questionnaire surveys); Ms. Marie-Therese Zammit, and Dr. Maria de Rato Barrio (fieldwork at meetings in Copenhagen and Guadalajara respectively). Interviews were conducted largely in English (four were conducted in French). Questionnaires were provided in French or English and responses were received in English, French and Spanish.

## The Work Programme

The deliverables for the project which were agreed at the initial meeting in February were as follows:

**Interim Report** (15 September 2009) providing feedback on progress in data gathering and analysis.

**Draft report** (5 January 2010) addressing the above research questions and incorporating:

- Analysis of questionnaire based surveys of NOCs and IFs to meet the information requirements for this research project as well as for the Department of International Cooperation and Development (to avoid duplication of requests for information from NOCs).
- Analysis of interviews with a sample of women with experience of the electoral process in IFs and NOCs.
- Identification of implications for female candidates, for NOCs, IFs and other bodies, and for the IOC in terms of electoral strategies and their implications for gender equity.



### **Final Report** (26 February 2010)

The timetable was as follows:

- 1) Piloting of NOC/IF questionnaire survey 1 March – 15 April 2009.
- 2) Major survey 1 May – 30 November 2009.
- 3) Interviews conducted at international meetings as indicated: March – November 2009.
- 4) Draft report delivered by 5 January 2010.
- 5) Final report delivered by 26 February 2010.

## **The role of the International Cooperation and Development Department**

The fieldwork for the project could not have been completed successfully without the conscientious cooperation of staff of the International Cooperation and Development Department, specifically Dominique Niyonizigiye, the officer responsible for this project, and Marc Hari who was assigned to the project as part of an internship. We are pleased to acknowledge their role in contacting interviewees to request that they cooperate with the research team, and in sending out questionnaires and issuing up to four rounds of reminders resulting in very respectable return rates (see chapters 2 and 3).

## **The Structure of the Report**

The structure of the remainder of this report is as follows. Chapters two and three provide a detailed evaluation of the results from the questionnaire surveys, while chapter four identifies the key themes emerging from an analysis of the interviews with women occupying senior positions in NOCs and IFs. The fifth chapter summarises findings, and identifies implications for policy in respect of recruitment of women to senior positions in the Olympic family.





## 2. Analysis of Responses to the Questionnaire to NOCs Concerning Women’s Involvement in Executive Decision-making Roles

### Contents

Introduction: the size and nature of the sample of NOCs	26
<i>Table 2a: Response Rate by Continent</i>	26
<i>Table 2b: Name and Size of Responding NOCs</i>	26
Female Executive Committee Members in NOCs	28
<i>Table 2c: Women NOC Presidents and Secretary Generals in 2009</i>	28
<i>Table 2d: Number and Percentage of Women on Executive Committees by Continent</i>	29
Electoral Data: the nomination process; eligibility for candidature; the size and nature of the electorate in NOCs	30
<i>Table 2e: Size of electorate for NOC Executive Elections</i>	30
<i>Table 2f: Eligibility to Vote in Election of NOC Executive Committee</i>	31
<i>Table 2g: Do members of the incumbent executive have a vote?</i>	33
<i>Table 2h: Are independent scrutineers or electoral officers appointed?</i>	33
Level of Competition for posts in NOCs	33
<i>Table 2i: Level of Competitiveness of Elections for Senior Roles in NOC Executives</i>	33
<i>Table 2j: Level of Competitiveness of Elections (Cross tabulation of more than one candidate for the post of President by more than one candidate for the post of Secretary General)</i>	34
<i>Table 2k: Percentage of positions retained at the Last Election, and Gender of Candidates for Major roles</i>	35
<i>Table 2l: Comparison of NOCs Along Selected Variables by Size of NOC (i.e. Number of Full time Employees)</i>	36-37
<i>Table 2m: Comparison of NOCs Along Selected Variables by Continent</i>	38-39
Women and Sport Commissions and the Adoption of Gender Equity Policy in NOCs	40
<i>Table 2n: Cross tabulation of Establishing a Women in Sport Commission by Continent</i>	40
<i>Table 2o: Cross tabulation of Adoption of Formal Policy on Gender Equity by Continent</i>	41
<i>Table 2p: Cross tabulation of Change in Number and Proportion of Elected females by Continent</i>	41

## Introduction: the size and nature of the sample of NOCs

After the circulation and return of a pilot questionnaire to ten NOCs (of which nine were completed and returned), minor modifications were made and the questionnaires distributed to all 205 NOCs in April 2009. The questionnaires were sent out by the Department of International Cooperation and Development (rather than by the research team) since it was anticipated that a greater response rate would be obtained if the survey was seen to be directly coordinated by the IOC. After a minimum of four rounds of emailed reminders complemented in some cases by direct personal contact made by staff of the Department, 110 responses were received representing a response rate of 53.7%. This rate compares marginally favourably with the response rate from NOCs for the 2004 study (48.2%).

Responses were not however spread evenly across all continents, as Table 2a illustrates. While response rates for Europe and Oceania are high (75.5% and 70.6% respectively) Asia in particular is under-represented in the sample with a return rate of 38.6%.

**Table 2a: Response Rate by Continent**

		FREQUENCY	RESPONSE RATE
CONTINENTAL ASSOCIATION	EOC – Europe (49)	37	75.5 %
	OCA – Asia (44)	17	38.6 %
	ANOCA – Africa (53)	24	45.3 %
	PASO – America (42)	20	47.6 %
	ONOC – Oceania (17)	12	70.6 %
	Total of NOCs (205)	110	53.7 %

Table 2b provides an indication of the size of the NOCs responding (as indicated by the number of full-time employees). The smaller NOCs with between one and five full-time employees generally incorporate a number of small island and micro-states, as well as some NOCs of African states. The larger NOCs with more than 25 full time employees, incorporate major nations in terms of performance at Olympic Games (USA, Russia), Commonwealth nations (Australia, Great Britain, Canada and South Africa), Western European nations (Denmark, France, Greece, Netherlands, Norway and Switzerland) as well as some NOCs of countries with growing economies which have seen recent major investment in sport (Brazil and Qatar).

**Table 2b: Name and Size of Responding NOCs**

### 1-2 Full-time Employees

American Samoa	Cayman Islands	Saint Lucia
Andorra	Liechtenstein	Seychelles
Aruba	Marshall Islands	St Kitts and Nevis
British Virgin Islands	Micronesia	



### 3-5 Full-time Employees

---

Argentina	Djibouti	Singapore
Benin	Ireland	Tanzania
Botswana	Luxembourg	Trinidad and Tobago
Congo	Namibia	Uganda
Cuba	Senegal	Zambia

### 6-10 Full-time Employees

---

Barbados	Gambia	Syria
Burundi	Guam	Togo
Central African Republic	Hungary	Tonga
Cook Islands	Iceland	Tunisia
Czech Republic	Israel	Uruguay
Estonia	Mali	Zimbabwe
Fiji	Montenegro	
Finland	Rwanda	

### 11-25 Full-time Employees

---

Armenia	Hong Kong	Papua New Guinea
Bahrain	Indonesia	Portugal
Bangladesh	Latvia	San Marino
Belarus	Lithuania	Serbia
Belgium	Malaysia	Slovakia
Bhutan	Moldova	Slovenia
Cameroon	Mongolia	Spain
Chile	New Zealand	Sri Lanka
Cyprus	Nigeria	Tajikistan
Ethiopia	Pakistan	Yemen
Haiti	Palau	

### 26-50 Full-time Employees

---

Australia	Jordan	Turkey
Canada	Poland	Ukraine
Colombia	Puerto Rico	
Great Britain	South Africa	

### +50 Full-time Employees

---

Brazil	Germany	Qatar
Croatia	Greece	Russia
Denmark	Guatemala	Switzerland
Ecuador	Mexico	USA
Egypt	Netherlands	
France	Norway	

## Female Executive Committee Members in NOCs

Table 2c below identifies those women who were NOC Presidents and Secretary Generals in 2009 as reported to the Copenhagen meeting of the IOC in 2009. These 29 women represent 28 NOCs of which 20 completed questionnaires in the survey reported in this chapter and 22 of whom were among the 36 interviewees in the interviews reported in Chapter 4 of this report.

**Table 2c: Women NOC Presidents and Secretary Generals in 2009**

AFRICA	
Presidents	Secretary Generals
Aicha Garad Pertus – Djibouti	Helene Mpinganjira – Malawi*
Agnes Tjongarero – Namibia	Dagmawit Girmay – Ethiopia
Matlohang Moiloa-Ramoqopo – Lesotho*	Peninnah Kabenge – Uganda
Miriam Moyo – Zambia	Hazel Kennedy – Zambia
AMERICAS	
Presidents	Secretary Generals
Judith Simons, JP – Bermuda	Nicole Hoevertsz – Aruba
	Veda Bruno-Victor – Grenada*
	Silvia Gonzalez – Costa Rica*
	Stephanie Streeter – USA
	Carlena Sampson de Díaz – El Salvador*
ASIA	
Presidents	Secretary Generals
Rita Subowo – Indonesia	Nour El-Houda Karfoul – Syrian Arab Republic
	Lana Al-Jahbeer – Jordan
EUROPE	
Presidents	Secretary Generals
Stefka Kostadinova – Bulgaria*	Gunilla Lindberg – Sweden*
Erica Terpstra – Netherlands	Marlse Pauly – Luxembourg
Tove Paule – Norway	Yvette Lambin – Monaco*
	Nese Gundogan – Turkey
	Liney Gakkdivsdittir – Iceland
	Christine Vasilianov – Republic of Moldova
	Rhizelaine Diouri-Joksimovic – Bosnia-Herzegovina*
OCEANIA	
Presidents	Secretary Generals
No female president	Rosaline Blake B.E.M. – Cook Islands
	Baklai Temengil – Palau

Source: Adapted from appendices of IOC (2009).

\* NOC non-respondent in questionnaire survey



However while the number of women who have been elected (or in the case of at least nine of the Secretary Generals who were appointed) to these senior roles is greatest among European NOCs, Europe has amongst the lowest average female membership of NOC Executive Committees. The number of female members, and the average percentage female membership, of Executive Committees of NOCs overall and by continent are given in Table 2d below. The mean for each of the continents in terms of numbers of women on Executive Committees is broadly similar with a range of 2.00 – 2.35. By contrast there is a statistically significant difference between continents in the percentage of women on Executive Committees. This varies from those well below the minimum target of 20% in the cases of Asia (12.6%) and Europe (14.1%) to those above the minimum target, Oceania (26.2%) and the Americas (20.5%). The superior performance of these last two continents would seem to be largely a reflection of how smaller, island states have responded more positively to the IOC targets. In the case of Oceania a number of these NOCs are relatively recently recognised and thus have not been subject to the same pressures of long established patterns of males dominating the key posts within the NOC.

**Table 2d: Number and Percentage of Women on Executive Committees by Continent**

			NUMBER OF WOMEN ON EXECUTIVE COMMITTEES	% OF WOMEN ON EXECUTIVE COMMITTEES
CONTINENTAL ASSOCIATION	EOC – Europe (37)	Mean	2.3	14 %
		Std. Deviation	1.6	9.9 %
	OCA – Asia (13)	Mean	2	12.5 %
		Std. Deviation	1.4	8.8 %
	ANOCA – Africa (23)	Mean	2.3	19.5 %
		Std. Deviation	1.1	9.8 %
	PASO – America (18)	Mean	2	20.5 %
		Std. Deviation	1.2	11.8 %
	ONOC – Oceania (12)	Mean	2.1	26.1 %
		Std. Deviation	1.2	13.2 %
	Total of NOCs (103)	Mean	2.2	17.6 %
		Std. Deviation	1.4	11.2 %

## Electoral Data: the nomination process; eligibility for candidature; the size and nature of the electorate in NOCs

Table 2e indicates the range of descriptions of the electorate for the NOC Executive Committees provided by respondents. There is some variation in the pattern of electors but those eligible to vote are dominantly the members of the General Assembly (made up of representatives of National Federations), who may be complemented by other groups such as IOC members from that country, and members of athletes' commissions. Fourteen of the respondents also reported that the incumbents (members of the outgoing Board) were also permitted a vote (which may be an issue to consider in terms of good governance principles).

There was a wide variation in the size of the electorate in relation to NOCs which ranged from 5 (Vanuatu) to 459 (Switzerland) with a mean of 75.4; standard deviation of 72.9. Table 2f indicates the range of values for this variable. NOCs reporting electorates of more than 200 were exclusively European (Belgium, Iceland, Turkey, Russia and Switzerland).

**Table 2e: Size of electorate for NOC Executive Elections**

		NUMBER OF ANSWERS (101/110)	% OF THE 101 ANSWERS	CUMULATIVE %
THE SIZE OF THE ELECTORATE	< 10	2	2 %	2 %
	11-25	19	18.8 %	20.8 %
	26-50	27	26.7 %	47.5 %
	51-100	30	29.7 %	77.2 %
	101-200	18	17.8 %	95 %
	> 200	5	5 %	100 %

The United States NOC had adopted a competence based appointment to its Board with selection being undertaken by an independent Nominating and Governance Committee.

*The USOC currently has a nine member Board of Directors. This Board is made up of IOC Members, Independent Directors, Directors nominated by the Athletes' Advisory Council and Directors nominated by the national Governing Bodies Council. Other than US IOC members who are automatically members of the USOC's Board of Directors, all USOC Board members are selected by an independent Nominating and Governance Committee. This Committee is chaired by a current member of the USOC Board and has four additional members. Other than US IOC members who remain on the USOC Board for as long as they remain members of the IOC, all Board members are named to the Board for a six year term, which is subject to a vote of retention by the Nominating and Governance Committee after four years. The Board members' terms are staggered.*

*Source: USOC letter to IOC received in response to questionnaire*



This was the only example of competence-based appointment replacing the traditional form of electoral system, though such an approach has become relatively common in some national systems for national federations.\* Such an approach provides the opportunity to appoint (female) candidates on the basis of their competence and indeed in the case of the USOC a very experienced female CEO had been appointed to head up the organisation.\*\*

\* See for example the modernisation agenda for National Governing Bodies of Sport (National Federations) in the UK (Deloitte & Touche, 2003; ICSA, 2002).

\*\* This was in fact a temporary appointment and although the individual appointed subsequently decided against presenting herself as a candidate to take the role on more permanently, nevertheless the example illustrates how this process might be used.

**Table 2f: Eligibility to Vote in Election of NOC Executive Committee**

		NUMBER OF ANSWERS (108/110)
RANGE OF NOC RESPONSES TO OPEN QUESTION	National Federations	47
	General Assembly	31
	NFs, Council, Athletes Commission and country's IOC members	10
	Board and NFs	14
	NFs and Athletes	1
	IOC Members and NFs	3
	Executive Board	1
	Independent Nominating & Governance Committee	1

Appendices 1 (p. 106) and 2 (p.112) provide extracts of the summaries of qualitative responses relating to the criteria for: a) eligibility of candidates (Appendix 1); and b) eligibility to nominate candidates (Appendix 2). These appendices are provided in order to offer the reader an insight into the variety of electoral rules and practices evident among NOCs. Each of these elements has a potential bearing on the likelihood of nomination and electoral success of female candidates.

The criteria for being nominated for election to the NOC Executive varied considerably. In cases such as Australia, Denmark, St. Lucia and Tanzania for example, the description given of those eligible is very broadly inclusive:

- Australia Any person so nominated
- Denmark Anyone
- Saint Lucia Anyone
- Tanzania Tanzanians above 18 years old

However, most NOCs election rules specify that candidates should be:

*Members of the General Assembly; e.g.*

- Canada Any Member of NOC session
- Cuba Delegates from National Sports Federations, National Sports Associations and members of the Cuban Olympic Committee (COC).
- Turkey All members of NOC General Assembly



*Or any member of a NF with perhaps reference to nationality and personal integrity; e.g.*

- Colombia A Colombian National by birth and citizen in possession, not to have been convicted, during the twelve years before the election, to have acted at least four years of them as a member of any sport organisation.

*Or those with experience of acting as a member of an NF Executive over a number of years or terms of office; e.g.*

- Uruguay To be eligible for nomination, candidates must have 4 years of activity as Member of an Executive Board of an affiliated Member or as Delegate at the Assembly. As an exception, candidatures of persons not fulfilling these conditions may be accepted by the votes of the 4/5 of secret votes of the Assembly.

*Or indeed Presidents of one of the NFs which are members of the NOC or are "recognised" NFs; e.g.*

- Benin Former members, Presidents of Federations, members of the IOC, members of the different Commissions (IOC, ANOC, ANOCA).
- Bhutan The Presidents of the federations (14 of them).

Clearly the much more restricted potential for nomination indicated in this last set of cases restricts the opportunities for women since, strictly interpreted these criteria reinforce the difficulties of women in gaining access to Executive positions since to become an eligible candidate, or to maximise their chances of becoming such, they may first have to achieve access to Presidential roles in NFs.

In relation to the right to nominate candidates the vast majority of NOCs operate with nomination from NFs as organisations (see Appendix 2). This takes the form of either direct nomination only from NFs (e.g. Brazil, Benin, Chile, Columbia, Great Britain, Israel, Jordan); from NFs and/or other sporting organisations (e.g. Djibouti, Haiti, Luxembourg); from NFs and governmental sporting bodies (e.g. Cameron, Tunisia); from NFs and regional/district associations (e.g. France, Iceland); from individuals (e.g. Central African Republic, Turkey); or from the Board of the NOC (e.g. Namibia).

The length of term of office for the vast majority of NOCs is based on Olympic quadrennials though some operate with slightly different systems:

- Great Britain The Chair, Vice Chair and Athlete Reps are 4 year terms and the NF representatives 2 years.
- New Zealand 2 years Executive Board; 4 years President.
- Fiji 2 year terms with a maximum of 4 terms in one position. 50% of the Executive retire at each Annual General Assembly.
- Singapore President, Vice Presidents serve 4 years. The others are elected yearly.

In addition, a number of NOCs operate with a maximum term of office:

- Netherlands Every four years (with a maximum of 8 years).
- Cook Islands All elected executive board members serve for a term of 4 years, Limited to not more than 3 full consecutive terms or a total of 12 years continuously in the same position.

This is an issue which is discussed more fully in relation to the interviews with female candidates in Chapter four of this report since it was the focus of attention in some of the interviews conducted with successful female candidates in elections.

There are some aspects relating to election procedures that might be regarded as inconsistent with the principles of good corporate governance. Incumbent members of the Executive for example have the right to vote in the election of the Executive in 59% of cases (see Table 2g), while just over half (50.5%) of elections are not overseen by independent scrutineers (Table 2h).



**Table 2g: Do members of the incumbent executive have a vote?**

	NUMBER OF ANSWERS (99/110)	% OF 99 ANSWERS
Yes	58	58.6 %
No	41	41.4 %

**Table 2h: Are independent scrutineers or electoral officers appointed?**

	NUMBER OF ANSWERS (105/110)	% OF 105 ANSWERS
Yes	52	49.5 %
No	53	50.5 %

## Level of Competition for posts in NOCs

The election of Executive Board senior posts was not always competitive as Table 2i illustrates. The proportion of elections for which there was only one candidate was for Presidents (59.2%), for Secretary Generals (67.6%) and for Treasurers (58.3%). With very few female incumbents, the election unopposed of the existing post holder clearly has implications for the gendered nature of the organisation. There are a number of cases in which Secretary Generals are appointed rather than elected which explains the lower number of cases in this category. However the cross-tabulation between cases where there was more than one candidate for President against those for which there was more than one candidate for Secretary General shows that in 55% of cases there was a lack of competition for both posts (Table 2j).

**Table 2i: Level of Competitiveness of Elections for Senior Roles in NOC Executives.**

	NUMBER OF ANSWERS (103/110)	% OF 103 ANSWERS
More than one candidate for <u>P</u> resident at the last election?		
Yes	42	40.8 %
No	61	59.2 %

	NUMBER OF ANSWERS (74/110)	% OF 74 ANSWERS
More than one candidate for <u>S</u> G at the last election?		
Yes	24	32.4 %
No	50	67.6 %

Table 2i continued on page 34

	NUMBER OF ANSWERS (72/110)	% OF 72 ANSWERS
More than one candidate for <u>Treasurer</u> at the last election?		
Yes	30	41.7 %
No	42	58.3 %

	NUMBER OF ANSWERS (85/110)	% OF 85 ANSWERS
More than one candidate per vacancy for the <u>EB</u> at the last election?		
Yes	60	70.6 %
No	25	29.4 %

**Table 2j: Level of Competitiveness of Elections (Cross tabulation of more than one candidate for the post of President by more than one candidate for the post of Secretary General)**

		Was there more than one candidate for <u>SG</u> at the last election?		
		Yes	No	Total
Was there more than one candidate for <u>President</u> at the last election?	Yes	19	9	28
	No	5	41	46
	Total	24	50	74

Table 2k summarises the data concerning the percentage of positions retained in the last elections; and the percentage of female candidates for each of the three principal roles (President, Secretary General, and Treasurer); and percentage of female candidates for the Executive Board as a whole. However the figures here mask some variation in relation to the different continents and the NOCs of different staff sizes as evidenced in Tables 2l and 2m.

Analysis of variance in respect of a) NOC size; and b) Continental Association indicates statistically significant differences between means for the same three dependent variables in each case. For the independent variable of NOC size, variance related to the following:

**Percentage candidates for the post of President (p = 0.038).**

Here the major difference is in those NOCs of 3-5 full time employees where the average proportion of female candidates represents 21.4% while in all other size categories the proportion does not exceed 6.2%.



**Percentage of full time employees who are female (p = 0.019).**

Here the major difference is between micro organisations with one to two employees for which the average of full time female employees represents 72.7% of the full time workforce, compared with a range of 42.0% to 52.6% for the other categories.

**Percentage of women on the Executive Committee (p = 0.039).**

Here the significant difference is between organisations with 2-5 full time female employees (mean of 26.0%) and mean for the other categories (ranging from 14.4% to 17.5%).

Analysis of variance between NOCs from different continents indicates three significant differences in respect of these three variables.

**Percentage of candidates in presidential elections who were female (p = 0.046).**

Here the mean for Africa (18.0%) and Oceania (12.8%) compare with a range of 2.2% - 2.8% for the other continents.

**Percentage of full time employees who are female (p = 0.001).**

The means for Oceania (70.0%), the Americas (56.7%) and Europe (50.4%) are considerably higher than Asia (32.5%) and Africa (39.9%).

**Percentage of women on the Executive Committee (p = 0.003).**

The means for Asia (12.6%), and Europe (14.1%) fall well short of those for Oceania (26.2%) and the Americas (20.5%).

**Table 2k: Percentage of positions retained at the Last Election, and Gender of Candidates for Major roles**

	NUMBER OF ANSWERS	MEAN	STD. DEVIATION
What percentage of positions were retained at the last election by the existing post-holders?	77	43.6 %	31.1 %
What percentage of candidates for the post of <u>President</u> were female?	97	7 %	21 %
What percentage of candidates for the post of <u>SG</u> were female?	74	12.5 %	31.8 %
What percentage of candidates for the post of <u>Treasurer</u> were female?	69	6.5 %	22.1 %
What percentage of candidates for other <u>EB</u> posts were female?	82	23.8 %	20.6 %

**Table 2: Comparison of NOCs Along Selected Variables by Size of NOC (i.e. Number of Full time Employees)**

			% of positions retained at the last election by the incumbents?	% of candidates for the post of <u>President</u> were female?	% of candidates for the post of <u>SG</u> were female?	
NO OF FULL TIME EMPLOYEES	1-2	Number of answers	9	9	8	
		Mean	58.4 %	0 %	12.5 %	
		Std. Deviation	24 %	0 %	35.3 %	
	3-5	Number of answers	12	14	12	
		Mean	48.4 %	21.4 %	12.5 %	
		Std. Deviation	40 %	37.7 %	31 %	
	6-10	Number of answers	15	19	15	
		Mean	44 %	1.4 %	15.2 %	
		Std. Deviation	28.9 %	6.4 %	35.1 %	
	11-25	Number of answers	23	30	23	
		Mean	42.6 %	4.4 %	10.8 %	
		Std. Deviation	26.6 %	13.7 %	29.9 %	
	26-50	Number of answers	7	10	5	
		Mean	40.4 %	5 %	20 %	
		Std. Deviation	41.5 %	15.8 %	44.7 %	
	>50	Number of answers	10	13	9	
		Mean	33.3 %	5.7 %	0 %	
		Std. Deviation	30.9 %	14.9 %	0 %	
	<b>Total</b>	Number of answers	<b>76</b>	<b>95</b>	<b>72</b>	
		Mean	<b>44.2 %</b>	<b>6.1 %</b>	<b>11.5 %</b>	
		Std. Deviation	<b>30.9 %</b>	<b>18.9 %</b>	<b>30.5 %</b>	



	% of candidates for the post of Treasurer were female?	% of candidates for other EB posts were female?	% of full time staff are female?	% of part time staff are female?	Number of women on Executive Committee?	% of Women on Executive Committee?
	8	6	11	4	10	10
	12.5 %	24.1 %	72.7 %	37.5 %	1.5	16.2 %
	35.3 %	16.7 %	41 %	47.8 %	1.1	9.7 %
	14	14	14	6	15	15
	3.5 %	27.6 %	42 %	28 %	2.8	26 %
	13.3 %	13.6 %	23.2 %	22.8 %	0.9	9 %
	13	16	22	16	20	20
	4 %	20.8 %	51.9 %	43.8 %	2.2	17.2 %
	9.9 %	15.6 %	24.1 %	46.3 %	1.1	8.2 %
	22	23	30	13	30	31
	11.3 %	18.1 %	44.2 %	44 %	2.2	15.8 %
	30.5 %	20.8 %	20.6 %	40.2 %	1.3	12.6 %
	5	9	10	4	10	10
	0 %	18.4 %	52.6 %	39.5 %	2.2	16.1 %
	0 %	16.4 %	11.1 %	31.4 %	0.9	8.3 %
	6	12	16	7	16	16
	0 %	32.1 %	42.5 %	38.2 %	2.1	14.4 %
	0 %	25.7 %	15.9 %	28.7 %	2.3	11.7 %
	68	80	103	50	101	102
	6.6 %	22.9 %	49.1 %	40.3 %	2.2	17.4 %
	22.3 %	19 %	24.6 %	37.9 %	1.4	10.9 %

**Table 2m: Comparison of NOCs Along Selected Variables by Continent**

			% of positions retained at the last election by the incumbents?	% of candidates for the post of <u>President</u> were female?	% of candidates for the post of <u>SG</u> were female?	
CONTINENTAL ASSOCIATION	EOC – Europe	Number of answers	30	34	24	
		Mean	40.6 %	2 %	12.5 %	
		Std. Deviation	29.7	9.4 %	33.7 %	
	OCA – Asia	Number of answers	7	12	10	
		Mean	43.5 %	2.7 %	10 %	
		Std. Deviation	38.2 %	9.5 %	31.6 %	
	ANOCA – Africa	Number of answers	14	21	17	
		Mean	38.5 %	18 %	13.4 %	
		Std. Deviation	31.4 %	32.7 %	28.2 %	
	PASO – America	Number of answers	16	18	16	
		Mean	46.1 %	2.7 %	6.2 %	
		Std. Deviation	33.5 %	11.7 %	25 %	
	ONOC – Oceania	Number of answers	10	12	7	
		Mean	56.3 %	12.5 %	28.5 %	
		Std. Deviation	28.8 %	31 %	48.7 %	
Total	Number of answers	77	97	74		
	Mean	43.6 %	7 %	12.5 %		
	Std. Deviation	31.1 %	21 %	31.8 %		



	% of candidates for the post of <u>Treasurer</u> were female?	% of candidates for other <u>EB</u> posts were female?	% of full time staff are female?	% of part time staff are female?	Number of women on Executive Committee?	% of Women on Executive Committee?
	19	31	37	18	37	37
	5.2 %	24 %	50.4 %	49.7 %	2.3	14 %
	22.9 %	25.1 %	16.5 %	40.2 %	1.6	9.9 %
	10	9	15	5	13	14
	0 %	18.2 %	32.4 %	28 %	2	12.5 %
	0 %	15.3 %	23.7 %	40.8 %	1.4	8.8 %
	18	18	22	12	23	23
	5.7 %	21.2 %	39.9 %	33 %	2.3	19.5 %
	13.9 %	7.8 %	24.6 %	39.6 %	1.1	9.8 %
	15	15	20	9	18	18
	3.3 %	25.4 %	56.6 %	28.3 %	2	20.5 %
	12.9 %	16.7 %	28.2 %	20.7 %	1.2	11.8 %
	7	9	10	7	12	12
	28.5 %	31.6 %	70 %	47.4 %	2.1	26.1 %
	48.7 %	30.7 %	28 %	45.5 %	1.2	13.2 %
	69	82	104	51	103	104
	6.57 %	23.8 %	48.6 %	39.5 %	2.2 %	17.6 %
	22.174 %	20.6 %	24.9 %	37.9 %	1.4 %	11.2 %



## Women and Sport Commissions and the Adoption of Gender Equity Policy in NOCs

Three quarters of all NOCs had established Women in Sport Commissions. There was a statistically significant difference between NOCs from different continents in relation to this practice (Chi-square,  $p = 0.01$ ), with the European and American NOCs representing the exceptions. 56.8% and 70% of European and American NOCs respectively had established Women in Sport Commissions compared with levels of around 90% for the other three continents.

**Table 2n: Cross tabulation of Establishing a Women in Sport Commission by Continent**

			Is there a Women's Commission or Working Group in the Federation?	
			Yes	No
CONTINENTAL ASSOCIATION	EOC – Europe	Number of answers (total: 37)	21	16
		% within Continental Association	56.8 %	43.2 %
	OCA – Asia	Number of answers (total: 16)	14	2
		% within Continental Association	87.5 %	12.5 %
	ANOCA – Africa	Number of answers (total: 23)	21	2
		% within Continental Association	91.3 %	8.7 %
	PASO – America	Number of answers (total: 20)	14	6
		% within Continental Association	70 %	30 %
	ONOC – Oceania	Number of answers (total: 12)	11	1
		% within Continental Association	91.7 %	8.3 %
	Total of NOCs	Number of answers (total: 108)	81	27
		% within Continental Association	75 %	25 %

There was however no significant difference between the NOCs from different continents in relation to whether the NOC had adopted a formal policy in respect of gender equity (see table 2o). There were also no significant differences between NOCs of different sizes in respect of adoption of a Women in Sport Commission or adoption of a formal policy in gender equity.

Finally, as Table 2p illustrates there is a slight increase in the number of women elected to NOC executives and in the proportion of the executive they now form. However this is marginal and a significant proportion of NOCs noted a decline, highlighting the fact that the gains obtained in response to the IOC minimum targets may well require protection from further erosion as the limited advances of the last decade are to be protected let alone consolidated.


**Table 2o: Cross tabulation of Adoption of Formal Policy on Gender Equity by Continent**

		Has your organisation adopted any formal policies in relation to gender equity?		
		Yes	No	
CONTINENTAL ASSOCIATION	EOC – Europe	Number of answers (total: 33)	15	18
		% within Continental Association	45.5 %	54.5 %
	OCA – Asia	Number of answers (total: 15)	11	4
		% within Continental Association	73.3 %	26.7 %
	ANOCA – Africa	Number of answers (total: 22)	16	6
		% within Continental Association	72.7 %	27.3 %
	PASO – America	Number of answers (total: 15)	7	8
		% within Continental Association	46.7 %	53.3 %
	ONOC – Oceania	Number of answers (total: 12)	5	7
		% within Continental Association	41.7 %	58.3 %
	Total of NOCs	Number of answers (total: 97)	54	43
		% within Continental Association	55.7 %	44.3 %

**Table 2p: Cross tabulation of Change in Number and Proportion of Elected females by Continent**

		Has the number and proportion of elected females changed since the last election?			
		Fewer women elected	No change	More women elected	
CONTINENTAL ASSOCIATION	EOC – Europe	Number of answers (total: 34)	6	21	7
		% within Continental Association	17.6 %	61.8 %	20.6 %
	OCA – Asia	Number of answers (total: 14)	2	8	4
		% within Continental Association	14.3 %	57.1 %	28.6 %
	ANOCA – Africa	Number of answers (total: 22)	5	5	12
		% within Continental Association	22.7 %	22.7 %	54.5 %
	PASO – America	Number of answers (total: 18)	5	7	6
		% within Continental Association	27.8 %	38.9 %	33.3 %
	ONOC – Oceania	Number of answers (total: 1)	0	9	2
		% within Continental Association	0 %	81.8 %	18.2 %
	Total of NOCs	Number of answers (total: 99)	18	50	31
		% within Continental Association	18.2 %	50.5 %	31.3 %



# 3. Analysis of Responses to the Questionnaire to IFs Concerning Women's Involvement in Executive Decision-making Roles

## Contents

Introduction: the size and nature of the sample of IFs	44
<i>Table 3a: Response rate for the Survey of International Federations</i>	44
<i>Table 3b: Respondents to the Survey of the International Federations</i>	45
<i>Table 3c: Cross tabulation International Federation by Organisational Size</i>	46
Female Executive Committee/Board Members in IFs	46
<i>Table 3d: Percentage of Women on Executive Committee/Board</i>	46
<i>Table 3e: No. of Women on IF Executive Committee or Board</i>	47
<i>Table 3f: Percentage of Women on Executive Committee or Board by Type of IF</i>	47
Electoral Data: the nomination process; eligibility for candidature; the size and nature of the electorate in IFs	47
<i>Table 3g: The Electorate for the Executive Committee/Board of IFs</i>	50
<i>Table 3h: Do members of the incumbent executive have a vote?</i>	50
<i>Table 3i: Are independent scrutineers or electoral officers appointed?</i>	50
Level of Competition for Elected Posts in IFs	50
<i>Table 3j: Level of Competition for Elected Posts in IFs</i>	51
<i>Table 3k: Cross tabulation of whether there was there more than one candidate for President at the last election against whether there was there more than one candidate for SG at the last election.</i>	52
<i>Table 3l: Comparison of Means for Types of IF and Sizes of IF for Percentage of positions retained in elections</i>	54-55
<i>Table 3m: Change in the number and proportion of elected females since the last election</i>	56
<i>Table 3n: Change in the number and proportion of co-opted females since the last election</i>	56
Women and Sport Commissions and the Adoption of Gender Equity Policy in IFs	56
<i>Table 3o: Relationship between IF size and type and whether there is a Women and Sport Commission</i>	57
<i>Table 3p: Relationship between type of IF, and Organisational Size and the adoption of formal equity policies</i>	58
Conclusions and Comparison of NOCs and IFs in the Two Samples	58
<i>Table 3q: Comparison of Responses from NOC and IF Samples</i>	59

## Introduction: the size and nature of the sample of IFs

As was the case for the NOC survey, a pilot questionnaire was sent out to seven IFs (of which five were completed and returned), minor modifications were made and the questionnaire was subsequently sent out in April 2009 to all Summer Olympic IFs (28), Winter Olympic IFs (7) and IOC Recognised IFs (36). The approach adopted was identical to that for the NOC survey. Questionnaires were again sent out by the Department of International Cooperation and Development (rather than by the research team). After a minimum of four rounds of emailed reminders and in some cases direct personal contact made by staff of the Department, 50 responses were received representing a response rate of 70.4%.

Responses were better for Winter Olympic IFs (85.7%) and Summer Olympic IFs (82.1%) than Recognised IFs (61.1%) but the overall the rates were higher than for the NOC survey. Table 3b lists the respondents to the survey.

The size of the IFs (as indicated by number of full-time employees) varies across the three types of federation, with the International Olympic Summer Sport Federations being the largest, followed by the International Olympic Winter Sport Federations, with the Recognised Associations being markedly smaller (see Table 3c). The size of professional staff clearly has implications for the ability of the organisation to formulate and adopt policy, and informal practices rather than adopted policy will be more significant.

**Table 3a: Response rate for the Survey of International Federations**

		NUMBER OF ANSWERS	% ANSWERS OF FI	QUESTIONNAIRE RESPONSE RATE
OLYMPIC FAMILY TYPE	Summer Olympic IF (28)	23	46 %	82.1 %
	Winter Olympic IF (7)	6	12 %	85.7 %
	Recognised IF (36)	21	42 %	58.3 %
	Total of FI (71)	50	100 %	70.4 %


**Table 3b: Respondents to the Survey of the IFs**
**Summer Olympic IFs • 23/28**

Badminton World Federation	International Amateur Athletics Federation	International Table Tennis Federation
Fédération Équestre Internationale	International Basketball Federation	International Tennis Federation
Fédération Internationale de Volleyball	International Boxing Association	International Triathlon Union
Fédération Internationale d'Éscrime	International Federation of Associated Wrestling Styles	International Weightlifting Federation
Fédération Internationale de Gymnastique	International Handball Federation	Union Cycliste Internationale
Fédération Internationale de Hockey	International Rowing Federation	Union Internationale de Pentathlon Moderne
Fédération Internationale de Natation	International Sailing Federation	World Archery
	International Shooting Sport Federation	World Taekwondo Federation

**Winter Olympic IFs • 6/7**

Fédération Internationale de Bobsleigh et de Tobogganing	International Biathlon Union	International Luge Federation
International Ski Federation	International Ice Hockey Federation	World Curling Federation

**Recognised IFs • 21/36**

Federacion Internacional Pelota Vasca	International Federation of Netball Associations	International Softball Federation
Fédération Aéronautique Internationale	International Federation of Sport Climbing	International Water Ski Federation IWSF
Fédération Internationale de Motocyclisme	International Floorball Federation	Tug of War International Federation
Fédération Internationale de Polo	International Golf Federation	Union Internationale Motonautique
Fédération Internationale de Roller Sport	International Korfball Federation	World karate Federation
Fédération Internationale des Échecs	International Mountain and Climbing Federation	World Squash Federation
Fédération internationale des Quilleurs	International Powerlifting Federation	
	International Rugby Board	

**Table 3c: Cross tabulation International Federation by Organisational Size**

		NO OF FULL TIME EMPLOYEES						Total
		0	<5	6-10	11-25	26-50	51-100	
TYPE OF IF	Olympic Summer IF	0	3	6	7	2	2	20
	Olympic Winter IF	0	2	2	1	1	0	6
	Recognised IF	2	10	4	0	1	1	18
	Total of FI	2	15	12	8	4	3	44

### Female Executive Committee/Board Members in IFs

The database of International Federations held by the IOC indicated that there were relatively few female Presidents or Secretary Generals. Of the 28 Summer Olympic IFs, two (Fédération Equestre Internationale [FEI], and the International Triathlon Union [ITU]) had female Presidents and one ITU a female Secretary General. Of the 36 Recognised IFs three had female presidents (Netball, Karate and Bowling) and one had a female Secretary General (Powerboating) while Netball (IFNA) had a female CEO (the equivalent of Secretary General). Both of these posts were appointed rather than elected. For the seven Winter Olympic Federations two (FIS and IBU) had appointed, rather than elected, Secretary Generals.

Thirty eight of the 50 IFs provided full details of their Executive Committee membership. The average proportion of women in Executive Committees or Boards was 18.3% (see Table 3d), and though there was some variation between different types of IFs (see Table 3.2b), this was not statistically significant. The overall figure is sometimes skewed by a small number of women (sometimes only 1) being present on a small board or Executive Committee. The average number of women on Executives was 2.05 but as Table 3e indicates 55.3% of IFs had only one, or no, female members of Executive Committee.

**Table 3d: Percentage of Women on Executive Committee/Board**

NUMBER OF ANSWERS (38/50)	MEAN	STD. DEVIATION
38	18.3 %	19.2 %



**Table 3e: Number of Women on IF Executive Committee or Board**

		NUMBER OF ANSWERS (38/50)	% OF 38 ANSWERS	% CUMULATIVE
NUMBER OF WOMEN	0	6	15.8 %	15.8 %
	1	15	39.5 %	55.3 %
	2	7	18.4 %	73.7 %
	3	4	10.5 %	84.2 %
	4	1	2.6 %	86.8 %
	5	2	5.3 %	92.1 %
	6	1	2.6 %	94.7 %
	8	1	2.6 %	97.4 %
	9	1	2.6 %	100 %

**Table 3f: Percentage of Women on Executive Committee or Board by Type of IF**

		NUMBER OF ANSWERS (38/50)	MEAN	STD. DEVIATION
TYPE OF IF	Olympic Summer IF	17	16.6 %	14.1 %
	Olympic Winter IF	6	12.4 %	4.9 %
	Recognised IF	15	22.5 %	26.4 %
	Total of FI	38	18.3 %	19.2 %

## Electoral Data: the nomination process; eligibility for candidature; the size and nature of the electorate in IFs

As might be anticipated eligibility to stand for election to the Board/Executive in the case of IFs is predominantly restricted to members and nominees of member federations as the following extracts from questionnaire responses illustrate: e.g.

- FINA (Swimming) Any candidate proposed by a National Federation.
- FISA (Rowing) Anyone presented by their respective national federations.
- FITA (Archery) All members of a member association of FITA.
- IBU (Biathlon) Everybody (sic) nominated by a NF and proposed in writing by a NF 90 days before an election.

Nevertheless some federations did describe a more open set of options, and indeed some responses indicated very open possibilities: e.g.

- BWF (Badminton) Any individual is eligible to be nominated.
- FAI (Aeronautical Sports) Any suitable person.
- FIL (Luge) Anyone.



While others have more restricted eligibility criteria:

- FIVB (Volleyball) Executive committee election, must be a member from the board (of the NF).
- FIE (Fencing) Selon les Statuts (4.3.1): Pour être candidat au Comité Exécutif, il faut être licencié auprès de sa fédération d'appartenance, sauf pour les membres d'honneur, être âgé d'au moins 21 ans à la date des élections et jouir de l'ensemble de ses droits civiques dans son pays d'appartenance.  
A candidate for the Executive Board has to resign from the parent Federation except for honorary Members. The candidate must have at least 21 years old by the date of elections, enjoying all civil rights in his/her country.
- IWSF (Water Ski) Any nominee for election to the positions of President, Secretary General and Treasurer must have previously been an officer (or equivalent thereof) of the Governing Body, a Continental Confederation or an Affiliate Member.  
Each Continental Confederation may nominate up to 2 candidates for its position of Vice President.  
Each Sports Division Council nominates 1 person to the Executive Board.  
The Athletes elect 2 persons to the Executive Board.  
The Continental Confederations nominate 2 persons to the Executive Board.
- WCF (Curling) Any individual who has been nominated by a WCF Member Association as an Official Voting Representative who has attended at least one General Assembly prior to the elections.

With reference to this last example the requirement to have attended the last two General Assemblies may militate against females being nominated since Presidents and Secretary Generals who will tend to be the national delegates are predominantly male, leaving a smaller pool from which to select women.

In some instances geographical zones nominate candidates to represent them as in the case of the IWSF above. However in the case of the IRB, representation is not evenly spread across the membership but is concentrated in the traditionally strong national federations. In the case of the IGF nomination is restricted to a subset of member organisations.

- IRB (Rugby) Sitting IRB Council Members i.e.:
  - Two Representatives from each of the Foundation Unions (i.e. the Unions representing Australia, England, Ireland, France, New Zealand, Scotland, South Africa and Wales), each of which Representatives shall have one vote;
  - One Representative from each of the Union Argentina de Rugby, the Canadian Rugby Union, the Federazione Italiana Rugby, the Japan Rugby Football Union, each of which Representatives shall have one vote; and
  - One Representative from each of the following Associations: Asian Rugby Football Union (ARFU), Confédération Africaine de Rugby (CAR), Fédération Inter-Européenne de Rugby Association (FIRA AER), Federation of Oceanic Rugby Unions (FORU), Confederacion Sud Americana de Rugby (CONSUR) and the North America West Indies Rugby Association (NAWIRA), each of which Representatives shall have one vote.
- IGF (Golf) The Administrative Committee consists of 18 persons, composed of the Joint Chairmen, the Women's Chairmen and 15 other persons representing 13 different organisations. Any member organisation is eligible to be nominated.



This situation contrasts with that of the IBU for example where although the sport has grown out of certain strong national centres, all national federations have a single vote, regardless of how well established or new they might be.

One IF response reported that its board incorporated an independent Director, appointed on the basis of competences.

- IFNA (Netball) Our Board is ten persons President, Vice President, Finance Director, One Independent Director and one Director appointed by each of the five Regions (Asia, Africa, Europe, Oceania and Americas) and one person from the Isle of Man where our company is officially registered.

The power to *nominate* candidates for the executive is variable. It is largely restricted to the NFs; e.g.

- FEI (Equestrianism) National Federations.
- FIDE (Chess) Federations.
- FIG (Gymnastics) Federations Members.
- FIH (Hockey) The National Associations members of the FIH.
- FIL (Luge) NFs.

Some of the IFs specify however that the right to nominate is restricted to particular post-holders; e.g.

- AIBA (Boxing) The President or the Secretary General of a member NF.
- FIP (Polo) The President of the National Association.
- FIRS (Roller Sport) The President/Secretary General of a National federation.

In addition, one IF permits self nomination by incumbents.

- WTF (Taekwondo) Member National Associations.  
Incumbent official seeking re-election can nominate themselves.

Others have a form of zonal process for nomination.

- FIBA (Basketball) Each zone's General Assembly elects its EB which in turn elects the members of FIBA's Central Board.
- IGF (Golf) Member countries from each of the three geographic zones determine which countries shall be represented. Each member organisation shall appoint its representative, if selected to do so.
- UCI (Cycling) For the post of President, the National Federation of the candidate; for other Members, continental confederations.

The nomination process itself is thus a limiting factor for female candidature since in those instances in which nomination is in the hands of, for example, NF presidents and Secretary Generals, or in which incumbents may nominate themselves, males are likely to dominate the nominators of candidates.

The electorate for positions in the Executive Committee/Board is largely drawn from the IFs (see Table 3g), and voting takes place at the General Assembly, since postal voting was only permitted by four out of the 50 IFs. In 26% of cases IFs allowed the incumbent members to vote. The fact that voting takes place "live" in the General Assemblies, the majority of which are dominated by male representatives of IFs, and that the incumbent Executive Committee or Board has the right to vote in a significant minority of cases, provides an unpromising context for the success of female candidates. A further concern in terms of electoral practices is that independent scrutineers are not appointed to oversee the election to board/executive committee in 40.

**Table 3g: The Electorate for the Executive Committee/Board of IFs**

	NUMBER OF ANSWERS (50/50)	% OF 50 ANSWERS
NF delegates	41	82 %
NFs, Continental Federations and athletes	1	2 %
General Assembly/Congress	6	12 %
NFs and Council	2	4 %

**Table 3h: Do members of the incumbent executive have a vote?**

	NUMBER OF ANSWERS (50/50)	% OF 50 ANSWERS
Yes	13	26 %
No	37	74 %

**Table 3i: Are independent scrutineers or electoral officers appointed?**

	NUMBER OF ANSWERS (49/50)	% OF 49 ANSWERS
Yes	29	59.2 %
No	20	40.8 %

## Level of Competition for Elected Posts in IFs

As Table 3j indicates the level of competition for the Posts of President, Secretary General and Treasurer was low. In each case more than two thirds of elections were uncontested. In addition there is a statistically significant relationship (Chi Sq.;  $p = 0.041$ ) between the lack of competition for the post of President and the lack of competition for the post of Secretary General. In 52.4% of cases where there were elections for both posts in an IF, these were uncontested for both the post of President and that of Secretary General. As is the case for NOC Executives, a lack of competition has clear implications for the election of women. Where there is a culture or expectation that the majority of sitting candidates will seek re-election, the resultant low turnover militates against changing the existing gender balance.



**Table 3j: Level of Competition for Elected Posts in IFs**

	NUMBER OF ANSWERS (44/50)	% OF 44 ANSWERS
More than one candidate for <u>President</u> at the last election?		
Yes	17	38.6 %
No	27	61.4 %

	NUMBER OF ANSWERS (21/50)	% OF 21 ANSWERS
More than one candidate for <u>SG</u> at the last election?		
Yes	7	33.3 %
No	14	66.7 %

	NUMBER OF ANSWERS (28/50)	% OF 28 ANSWERS
More than one candidate for <u>Treasurer</u> at the last election?		
Yes	9	32.1 %
No	19	67.9 %

	NUMBER OF ANSWERS (41/50)	% OF 41 ANSWERS
More than one candidate per vacancy for the <u>EB</u> at the last election?		
Yes	32	78 %
No	9	22 %

**Table 3k: Cross tabulation of whether there was there more than one candidate for President at the last election against whether there was there more than one candidate for SG at the last election**

		Was there more than one candidate for <u>SG</u> at the last election?		
		Yes	No	Total
Was there more than one candidate for <u>President</u> at the last election?	Yes	5	3	8
	No	2	11	13
	Total	7	14	21

A comparison of the means for the different types and sizes of IFs in relation to percentage of positions retained in elections; percentage of female candidates for the posts of President, Secretary General, and Treasurer; and percentage of women on Executive Committees, reveals no statistically significant relationship between IF size or IF Type and these variables (see Table 3l).

The relatively low turnover which is a reflection of the lack of competition for posts is reflected in the change in proportion of elected females reported. Tables 3m and 3n suggest that any earlier growth in the number of elected and co-opted females has stalled.



**Table 3: Comparison of Means for Types of IF and Sizes of IF for Percentage of positions retained in elections**

			% of positions were retained at the last election?
TYPE OF IF	Summer Olympic IF	Number of answers	9
		Mean	51.5 %
		Std. Deviation	25.2 %
	Winter Olympic IF	Number of answers	4
		Mean	68.5 %
		Std. Deviation	23.4 %
	IOC Recognised IF	Number of answers	13
		Mean	45.8 %
		Std. Deviation	35.8 %
Total of FI	Number of answers	26	
	Mean	51.3 %	
	Std. Deviation	30.8 %	
ORGANISATION SIZE	Small (<5 FT employees)	Number of answers	16
		Mean	55.1 %
		Std. Deviation	28.1 %
	Medium (6-25 FT employees)	Number of answers	4
		Mean	48.2 %
		Std. Deviation	35 %
	Large (> 25 FT employees)	Number of answers	1
		Mean	59 %
		Std. Deviation	-
Total of FI	Number of answers	21	
	Mean	54 %	
	Std. Deviation	28 %	



	% of candidates for the post of <u>President</u> ?	% of candidates for the post of <u>SG</u> ?	% of candidates for the post of <u>Treasurer</u> ?	% of Women on Exec. Committee/Board
	19	7	11	17
	11.4 %	14.2 %	0 %	16.6 %
	28.3 %	37.7 %	0 %	14.1 %
	6	2	4	6
	0 %	50 %	0 %	12.4 %
	0 %	70.7 %	0 %	4.9 %
	19	9	10	15
	6.5 %	11.1 %	25 %	22.5 %
	23.3 %	33.3 %	42.4 %	26.4 %
	44	18	25	38
	7.7 %	16.6 %	10 %	18.3 %
	24 %	38.3 %	28.8 %	19.2 %
	25	10	13	22
	6 %	0 %	15.3 %	19.3 %
	21.9 %	0 %	37.5 %	22.3 %
	11	4	7	10
	15.1 %	50 %	0 %	16 %
	34.5 %	57.7 %	0 %	12.3 %
	2	–	1	2
	0 %	–	0 %	9.5 %
	0 %	–	–	13.4 %
	38	14	21	34
	8.3 %	14.2 %	9.5 %	17.8 %
	25.6 %	36.3 %	30 %	19.2 %



**Table 3m: Change in the number and proportion of elected females since the last election**

	NUMBER OF ANSWERS (45/50)	% OF 45 ANSWERS
Fewer women elected	6	13.3 %
No change	30	66.7 %
More women elected	9	20 %

**Table 3n: Change in the number and proportion of co-opted females since the last election**

	NUMBER OF ANSWERS (29/50)	% OF 29 ANSWERS
Fewer women co-opted	2	6.9 %
No change	23	79.3 %
More women co-opted	4	13.8 %

## Women and Sport Commissions and the Adoption of Gender Equity Policy in IFs

The proportion of IFs which had formed Women in Sport Commissions (50%) was considerably lower than that for NOCs (75%) (see Table 3o). There was no statistically significant difference between IFs of different types or sizes in relation to this variable. By contrast, as Table 3.5b illustrates the proportion of IFs which had adopted formal policies in respect of equity (62.5%) exceeded that of their NOC counterparts (55.7%). Again there was no statistical difference between IFs of different sizes and types in relation to this variable.



**Table 3o: Relationship between IF size and type and whether there is a Women and Sport Commission**

			Is there a Women's Commission or Working Group in the Federation?	
			Yes	No
TYPE OF IF	Summer Olympic IF	Number of answers (total: 21)	11	10
		% within Type of IF	52.4 %	47.6 %
	Winter Olympic IF	Number of answers (total: 6)	2	4
		% within Type of IF	33.3 %	66.7 %
	IOC Recognised IF	Number of answers (total: 21)	11	10
		% within Type of IF	52.4 %	47.6 %
Total of FI	Number of answers (total: 48)	24	24	
	% du type de FI	50 %	50 %	
ORGANISATION SIZE	Small (<5 FT employees)	Number of answers (total: 27)	12	15
		% within Organisation size	44.4 %	55.6 %
	Medium (6-25 FT employees)	Number of answers (total: 12)	7	5
		% within Organisation size	58.3 %	41.7 %
	Large (> 25 FT employees)	Number of answers (total: 3)	2	1
		% within Organisation size	66.7 %	33.3 %
Total of FI	Number of answers (total: 42)	21	21	
	% within Organisation size	50 %	50 %	

**Table 3p: Relationship between type of IF, and Organisational Size and the adoption of formal equity policies**

			Has your organisation adopted any formal policies in relation to gender equity?		
			Yes	No	Under Evaluation
TYPE OF IF	Summer Olympic IF	Number of answers (total: 21)	13	8	0
		% within Type of IF	61.9 %	38.1 %	0 %
	Winter Olympic IF	Number of answers (total: 6)	5	1	0
		% within Type of IF	83.3 %	16.7 %	0 %
	IOC Recognised IF	Number of answers (total: 21)	12	7	2
		% within Type of IF	57.1 %	33.3 %	9.5 %
	Total of FI	Number of answers (total: 48)	30	16	2
		% within Type of IF	62.5 %	33.3 %	4.2 %
ORGANISATION SIZE	Small (<5 FT employees)	Number of answers (total: 27)	19	8	0
		% within Organisation size	70.4 %	29.6 %	0 %
	Medium (6-25 FT employees)	Number of answers (total: 12)	6	5	1
		% within Organisation size	50 %	41.7 %	8.3 %
	Large (> 25 FT employees)	Number of answers (total: 3)	2	1	0
		% within Organisation size	66.7 %	33.3 %	0 %
	Total of IFs	Number of answers (total: 42)	27	14	1
		% within Organisation size	64.3 %	33.3 %	2.4 %

## Conclusions and Comparison of NOCs and IFs in the Two Samples

The picture which emerges from the questionnaire surveys is one of a broadly similar pattern between NOCs and IFs, with a relatively small number of critical differences. In terms of election systems in both cases there is considerable variation in relation to who may nominate candidates and who could be nominated with some issues in relation to good governance in respect of democracy and equity e.g. the roles of incumbents in nominating and voting rights; restrictions on the right to nominate, for example, to presidents and Secretary Generals; or a lack of independent scrutiny of the election process.

The proportion of women on Executive Committees was also broadly similar (NOCs 17.6%; IFs 18.0%) as was the level of competition for posts, the proportion of female candidates and ratio of NOCs/IFs reporting an increase in female members on the Executive to those reporting a decrease (see Table 3q). Perhaps the only major difference was in the employment of Women in Sport Commissions with three quarters of the NOCs in the sample doing so compared to 50% of IFs in the sample. Given this broadly similar set of findings one might conclude that differences within both samples were likely be more significant than differences between them.



**Table 3q: Comparison of Responses from NOC and IF Samples**

	NOCS	IFS
<b>Equity Measures</b>		
% of Executive Committee who are women	17.6 %	18 %
% of candidates for the post of President who are female	7.1 %	7.8 %
% of candidates for the post of Secretary General who are female	12.6 %	16.7 %
% of candidates for the post of Treasurer who are female	6.6 %	10 %
Ratio of those organisations reporting increase in the number of women on Executive Board to those reporting a decrease since the last election	+31.3 % -18.2 %	+20 % -13.3 %
<b>Electoral Competition Measures</b>		
% of posts retained by incumbent	43.7 %	51 %
% of elections for President with only one candidate	59.2 %	61.4 %
% of elections for Secretary General with only one candidate	67.6 %	66.7 %
% of elections for Treasurer with only one candidate	58.3 %	67.9 %
<b>Policy Initiatives</b>		
% of NOCs/IFs with a Women in Sport Commission or similar body	75 %	50 %
% of NOCs/IFs adopting a formal equity policy	55.7 %	62.5 %



# 4. Analysis of Interviews with Women NOC and IF Presidents and Secretary Generals, and Members of the IOC and Continental Associations of NOCs

## Contents

Introduction	62
<i>Table 4a: Sample of Interviewees</i>	62
Women’s Perspectives on their Sports Administration Career in the Olympic Family	63
Organisational Perspectives: NOCs, IFs, and Continental Associations	79
Continental Associations of NOCs	86

## Introduction

The interviews with female members of NOCs, IFs, Continental Associations of NOCs, and IOC members, were conducted across the year in the locations indicated in Section 1 of this report. In total 36 individuals were interviewed (including one male President of a Continental Association of NOCs). The sample was designed primarily to provide feedback from women who had been elected to the key positions of President, Secretary General and Treasurer. No information was held centrally relating to the post of Treasurer in each of the NOCs, and the questionnaires for this study (which might identify those Treasurers' posts which were elected and where the position was held by women) could not be used to obtain such information because these were being distributed during the period when interviews were taking place. In addition, interviews took place in and around General Assemblies of Continental Associations and the Copenhagen Olympic Congress at which IFs and NOCs were predominantly represented only by Presidents and Secretary Generals. Thus it was not possible to identify and therefore to select female Treasurers for interview.

The focus of the interviews was on the core elements identified in Section 1 of this report. These might be summarised as:

- The personal career of the interviewee including their route into the posts which they held;
- Their experience of the electoral process, and political or organisational “struggle” for equity;
- Their perspective on the response of organisations (IF, NOC, Continental Association) to the issue of electing women to decision-making posts;
- Perspectives on measures which might be adopted to address gender inequity in access to decision-making positions.

The sample of interviewees is summarised in Table 4a below.

**Table 4a: Sample of Interviewees\***

	PRESIDENTS	SECRETARY GENERALS	IOC MEMBERS	CONTINENTAL ASSOCIATIONS OF NOCS – BOARD MEMBERS	OTHER ELECTED/ CO-OPTED POSTS AT NOC OR CONTINENTAL LEVEL
Africa (ANOCA)	4	20	4	2	0
America (PASO)	1	5	2	2	1
Asia (OCA)	1	2	1	1	2
Europe (EOC)	2	4	1	1	1
Oceania (ONOC)	0	2	0	1	3
International Sports Federations	3	3	0	0	1

\* The total number of interviews undertaken (N = 36) is less than the totals in the above table because some interviewees performed more than one role.



The interviews were semi-structured, designed to address the key points identified above, but with sufficient flexibility to allow interviewees to emphasise those aspects which they regarded as the most important. All interviews except one were digitally recorded and interviewees were informed that respondents would not be identified when quoted (though some interviewees suggested that they would be happy to be identified). It was recognised however that because of the nature of the sample it may be possible to identify respondents from the details provided, or the content of quotations. Thus interviewees were informed that they would be given the opportunity, when a first draft of this report was produced for internal review, to comment on the way in which data or quotes from their interviews were employed and where necessary to amend or delete such references in order to protect their anonymity.

The transcripts of the interviews were subject to repeated readings and a thematic/qualitative content analysis was developed.\* The sections of this chapter which follow provide a structured account of the themes which emerged from the analysis of the interviews in this study. The chapter goes on to consider the interviewees' perceptions of actions which might be taken to address the under-representation of women in key decision-making posts.

---

\* The analysis was undertaken employing Nvivo™ software for qualitative data analysis.

## Women's Perspectives on their Sports Administration Career in the Olympic Family

### Women's Perspectives on their Sports Administration Career in the Olympic Family

The great majority of the interviewees came from an active background as a participant in their sport (sometimes as an elite performer), usually followed by some active involvement in administration and/or coaching before taking on substantial elected roles in the NOC/IF. In addition in six cases respondents mentioned their business background as critical in their selection/election success. The most prominent example of this relates to the CEO (Secretary General) of USOC. As indicated in Section 2 of this report USOC had moved in 2004, following pressure from the United States Congress for a review of governance after the Congressional Hearing into the bidding scandal relating to the Salt Lake City Games. The governance review resulted in the establishment of a smaller, more manageable board and, which moved from a wholly elected body to one which incorporated a skills/competences based recruitment of some of its key members.

*Initially, in 2004, the USOC went from a 125-person board from every constituency you could imagine within the US and reformed that to 11, to near what a business corporate board was and in that process is when the skills... there's a variety of skills and experience. So two members were from national governing bodies, so from sport, two were from the Athletes' Advisory Commission Council, four from independent [sources] which was where I was recruited and ... the three IOC members at the time so Bob Cverlick, Anita DeFrantz and Jim Easton, so that's the eleven. So there were four who were recruited from the external world and of those I was the only woman, but there were three women on the board of directors; myself, one of the Athletes' Advisory Council members and Anita.*



*... I was not involved in that [governance] reform, but yes, it was very rocky. It started with the Salt Lake City issues ... and actually Congress stepped in and basically told the USOC that if you don't reform yourselves, we'll do it for you. ... Two committees were formed, an outside law firm was formed and a year and a half long process of - what are we? what should we do? what's our mission? how do we pull this together? This resulted in a complete rewriting of the bylaws and this idea of going from a constituent board election of officials, direct representation from everybody and their dog, to 11 people. So yeah, it was quite rocky.*

*Secretary General, NOC*

The CEO had been recruited initially because of her business management expertise.

*My career has been all in business, mostly coming through marketing path to general management and general management to sort of senior executive level management. The way I've been involved in administration of sport is, I was on the board, I was recruited to be on the board of directors of the USOC. I had served there, because I was an independent, had had a career in women's college basketball and ran a big company and so I was recruited to be on the board when it was reformed. So the first time I sat on the board was in June 2004 and served as a board member through the early part of 2009 when the board decided that it needed a change in leadership in the CEO position at the USOC and twisted my arm to serve. So that's really, that's my involvement in Olympic sport and I guess almost simultaneously to being named to the USOC board I was asked to be on the board of the Green Bay Packers.*

*Secretary General, NOC*

However, despite the widespread support for the modernisation of the governance system, the representatives of the NFs in the General Assembly became disgruntled at what was perceived as a lack of transparency in the appointments procedure which had resulted in the invitation to the current CEO to move from her role as a general member of the Board to take up the role of CEO.

*When the reform came and I don't think people realized how little they would have to do with the governance of the USOC until, call it two years in, and then I think there was just sort of this festering and with the change in leadership in the chairman's post and very shortly thereafter, only six months thereafter, in the CEO post, you know, I think that took the lid off the boiling pot ...*

*Secretary General, NOC*

This governance modernisation procedure is perhaps rare in the Olympic sports world, though in some countries such as Canada and the UK there has been pressure placed on NFs to reform, modernise and professionalise their governance systems as a condition of funding (Deloitte & Touche, 2003; Houlihan, Bergsgard, Mangset, Nødland, & Rommetvedt, 2007; ICSA, 2002; Slack & Parent, 2006).



## The Importance of Mentoring

A critical factor mentioned by almost all interviewees was the importance of a mentor or supporter, in many instances a man, who was critical in persuading them to submit themselves for consideration for election to a post. The role of mentors has been identified in a range of previous studies as critical in identifying and retaining women in such systems.

In some instances these mentors were national politicians who had taken an interest in sport:

**Q** – *Is there anybody or anything that was most influential, apart from the experience of the [Regional] Games, most influential in getting you to take up these positions or getting you to stand for these positions?*

**A** – *The President of [name of micro-state], the former President of the country, [name] yeah ... Well he was only 25 years old when he became the senator and ... I worked in Washington DC, for the embassy, for 7 years and he was a vice president then. He said you'll have to come to [our country] and work in our youth programmes, because I wanted to work with any youth programmes. So when he came, when I came back I worked with him and he said, look we need to start sports, you need to go out and spread it, I don't know how you do it but you need to... and he just made me go out, I'd never spoken to people in a crowd, I mean it just, you know, and it just started building up and now we have the whole National Olympic Committee and he was really supportive of it.*

*NOC Secretary General and Continental Association SG*

*I've been asked by our government to be able to get involved not only, you know, playing just for fun, volleyball or whatever, I love sport yeah, every sport I love it, but also to get involved to develop, you know, the national federations. So my husband chose swimming and archery and I chose basketball and volleyball. ... The Vice President of the country before was also President of the NOC. ... Okay so he's the President, but one day he called us for a breakfast meeting and said please (it was 25 years ago) now it's the time for you both to be able to work and become active in the ... sport field, not only should there be sports people working there and so my husband became a president of archery and also vice president of swimming for so long ... and I became President of the NOC eventually.*

*IOC Member and President, NOC*

Mentoring was not just critical at the time of recruitment to roles within the NOC or IF, but continued support from male or female mentors was regarded as critical by many interviewees.

*Me and the President have a long time relation because he is from the football association and we have always been meeting in sporting events. Wherever they choose him as a father, they will choose me as a mother because that's a [national] tradition and we would find ourselves there together. He is good and he encourages women. I think he has the political will to ensure that there are more women in sports.*

*IOC Member, First Vice President, NOC*

*Yes, yes, of course. I think mentoring is one of the most effective things in this issue and of course and also because I feel it from other people, not only from Les McDonald but for example now that I work with Pilar de Borbón, who was the former President of the International Federation of Equestrianism, that is the sister of the King of Spain. She's always very kind with me. She's always given me backing, you know. It's very, very important. This network, also this network with women is very important.*

*IF President*

## **Social Status of Some Recruits**

As in the case of the interview from which the above quotation was taken, it was noticeable that a small but significant number of the women interviewed were drawn from a particular social stratum, as business leaders or from leading families in their countries. The social confidence to stand for election and to battle against political opponents (even in some cases in the courts) was to some extent a reflection of not simply the personal qualities of the candidate, but also the experience, social resources, confidence, and occasionally the financial security available to these women. One interviewee, for example, the daughter of a former (female) ambassador of her country who was to become Secretary General of her NOC, described how she reported irregularities in the governance of her NOC to the Continental Association, which eventually resulted in the removal of key members of the NOC Executive Committee. In the process she became embroiled in a civil action against her (for a large sum of money) and in a case in the Court of Arbitration for Sport (CAS). She was successful in both cases but had to take the risk of incurring huge costs.

In another case an interviewee (who had recently become an IOC member) described how she was able to bring together competing factions in the overhaul of governance in her national Football Federation in part because, although there had been a recent bitter civil conflict in her country, she came from neither of the dominant ethnic groups but was a member of a leading family. She was able to stand above inter-ethnic rivalries and on one occasion when the situation between rival groups around the Federation had reached a stage at which violence was threatened, her presence as a woman helped to defuse the situation. Social status and or business experience can provide women with the confidence to present themselves and promote their policies in public, though in the two cases cited above their actions also took considerable courage.

## **The Significance of University Sport for Some Women**

In some national contexts, university sport provided a useful context for identifying female sports leaders, and providing them with experience of running sport and indeed of experiencing elections to positions of authority. For example one of the African Secretary Generals had come through the university system in sport to take on senior administration roles in sport. The following extended quote illustrates the way in which exposure to involvement in sports administration in some national systems can be used to foster recruitment of a female sports administrator. This interviewee, a Secretary General who had been a national athlete in track and field and a national team basketball player, had been recruited to the staff of her university to work in sport.

*I think the head of department was worried as the head of department because female participation was not forthcoming. There were a few of us who had come up and proved that we love to participate in sports. So he picked on me, talked to me, and said, why don't you come back and do a postgraduate diploma in education, so that you can focus on physical education, and he also encouraged me to do other courses like coaching courses because I've virtually done most of the those coaching courses level one, level two, in most of the sports,*



*yeah. ... After that I was, I was taken in as a graduate fellow .. at [name of] University in charge of the women. ... and then as soon as I got in I had the opportunity to do my masters degree. Unfortunately I couldn't do it in sports because we didn't have a strong sports programme at the university; I did it in education. I did research in self esteem, women's... no, the girls participation in sports and their self esteem. I wanted something to do with sports so I took on that, yeah.*

*When I was in the university I was co-opted on the basketball, [national] Basketball Federation Committee [as] Organizing secretary, yeah, because I don't know what had happened to their organizing secretary. I think he fell out and I was brought on board.*

**Q –** *So you were co-opted initially, at first, yeah?*

**A –** *Yeah, then afterwards I became the Secretary General of [national] Basketball Federation. ... I'd been elected as the President of the National University Sports Federation of [country], ...*

*At the same time I'd been brought, I'd been elected as the Assistant Secretary of the East and Central Basketball Federation. Later on I became the Secretary but I couldn't hold all those posts together, so I didn't seek re-elections I think in 2005 as the secretary of [the national] Basketball Federation. I think, I thought I'd brought basketball to a certain level and I had to let other people take over. ... Fortunately enough, most of the students, most of my students at [named] University, most of them are the ones running some of the federations especially those performing federations. Most of the students have either been student leaders at the Sports and Games Union. So when they complete they've been taken up in those organizations. ... The President of the Swimming Federation was a student leader at my university. The Secretary General of Athletics Federation, of badminton, of handball, even of basketball and several of them.*

**Q –** *Okay. [your university], they had the inspiration to take you on. ... What about the other universities? Is [your university] different from the others, is it more enlightened in that respect?*

**A –** *Yeah, it is more enlightened in that respect. ... I know in other universities probably women are not given that fair treatment or are not...it may not be fair treatment but they are not motivated to ...*

The interviewee went on to describe her involvement with FISU, in which only three countries were represented by female leaders.

*I know South Africa has some women who have taken up leadership roles ... because when I became the president of the National University Sports Federation, I think it was the three of us at FISU. ... One from South Africa and another one from Sweden. ... Those were the women heading their national [university] sports organisations... Yeah we were three. I don't know if there's anybody who has, but now the one from South Africa I think she's no longer the president of their...so we might be two.*

However despite its shortcomings she describes the university system as acting as a proving ground for young administrators.

*Actually in [my country], the Games Union has groomed most of the leaders we have in... especially in the programmes we have within the university. You'd find that probably it's like boxing, because we don't have it at the university, so that one is run by somebody who never went through the education system. We don't have wrestling, we don't have weightlifting; those ones you automatically find them. We don't have canoeing, rowing, we find that they are...*

**Q** – Okay, but other sports have a strong relationship with the university?

**A** – *Yeah and those ones that are being headed by people who are in the university are doing well. There were like the [National Federation of] rugby, all its executive board went through the university system. ... The [National Federation of] cricket, those are very organised with very good strategic plans, very good financial management, transparent, you find that they've gone through the university system, but when you go to some of like weightlifting, probably they don't even keep records of the money they use or something like that. Yeah.*

*Secretary General, NOC*

Another female, the President of an African NOC also described how she had begun her involvement in sports administration at university and had gained the experience and confidence to go on to take up roles in sport after graduation.

The opportunity to identify and to nurture talent (male or female) in sports administration through the university system is not of course universally or even widely available. In countries in which sport is generally club based (as for example in Scandinavia, and Western Europe), or in which university sport is not well developed, or is less “democratically” organised, the university context does not offer opportunities, but in those national sports systems where university sport is prominent and in part organised by and for student bodies, there is an opportunity to exploit the development of potential for leadership in sports administration.

## Electoral Experiences

Women generally found submitting themselves for election an uncomfortable experience. Of course this may also be true of some men, and it is not necessarily true for all of the interviewees, but the female experience is in part due to the fact that the electorate is dominantly male with General Assemblies for NOCs, Continental Assemblies and NFs and similar meetings being dominated by men so that women are hugely outnumbered by their male counterparts in the electorate, as well as being significantly outnumbered as candidates, a context which can provide an intimidating and uncomfortable environment.

In terms of submitting oneself for election, interviewees, even those with considerable experience, described themselves as daunted by the experience. One Secretary General described it as “a scary challenge”, while another suggested that:

*I know most of the women won't have the guts because they know naturally, especially in our contexts like the African context, it's very hard for a woman to stand against the man. So most of them won't have the guts to come and stand against men, unless if she has some, if you are...there are a number of factors. ... I know personally, I've grown up with men, in a family of 11 children. ... I was between the 6 boys. ... so I grew up in a male dominated world I think to some extent.*

*Secretary General, NOC*

Even a former IF President who had been in a number of contested elections both in the IF and in her NOC expressed a reluctance to press her candidacy.



**Q –** *And have you fought election “campaigns”?*

**A –** *I haven't ... I'm not very good at campaigning for myself. ... And I think that's probably a fault of all women. We don't promote ourselves terribly well. So I haven't done it but I think if sports can't see that I'm working for them in a whole lot of other ways because I wear quite a number of other hats within the Olympic committee. I look after the women in sport. If there's conferences I'll organize them. I look after the education programmes and so, and, and I relate well with the sports people and I've had a lot to do with them. So I personally have never lobbied for votes, it's something I find I can't do.*

*Former IF President and NOC Vice President*

Although she had got used to some degree to the election context she confessed to finding the prospect initially “terrifying”. Clearly therefore there is a need to provide advice and support in terms of how to conduct an appropriate campaign, and we return to this point later in the report (in Chapter 5).

The stakes are higher in the case of election to a high profile role such as President or Secretary General where use of the media is a tool employed occasionally for negative campaigning against a particular candidate. One Secretary General described how she and the new President of her NOC came to their positions after they had challenged the outgoing President on aspects of governance failure, and the matter became highly public and personal.

*So things were getting really uptight, you know, and at the moment we just... we didn't... I didn't want... I mean the problem was...the problem is it's so hard to get to who you have to get if you want somebody to hear you. I mean and then in [our country] the thing was getting bigger and bigger and the press was going like this and in the newspapers everyday they were [saying negative things about the outgoing President] and things like this and like that and at that moment I said okay, you want an interview, okay, I'll hand you an interview face-to-face in the newspaper, come on. And all that was sent to at that time [some senior members of the Olympic family] who didn't like those things. They didn't like scandals.*

*Secretary General, NOC*

Indeed one thing which was striking was the proportion of this small number of women who had gained election to senior positions who had come to office as a result of their having identified (and had the strength to challenge) significant governance problems in their organisations.

While this woman had had the confidence and determination to respond to the media pressure, a less confrontational approach was taken by some interviewees. An NOC President described how she had been persuaded to present herself for election despite reservations about the political context of national sport.

*I was about to withdraw after four years as Secretary General. My weakness is I don't like fighting, arguing the politics in sport and the comments. I thought I have reached this far I don't want to mar my name. I didn't want to fight the guys but he [the President,] said no, just play your cards right and let things happen. There were four guys and me at first but ... [in the end] only one guy was the main opponent. He was from a top university background and marketing and he got blown up [promoted] by the press. He, the new guy, criticised everything in the press about the NOC. I was “one of the old guard”, I “could not do the job”. It was difficult because I was the only senior member of the NOC Executive who was standing for election. I decided to say nothing in the newspaper except that I was ready for the election. I wanted to let my work [in sport] be my argument. Although it was very competitive I beat the guy hands down. 30-15 was the score in the end.*

*President, NOC*



In some instances women felt they were “targeted” in elections. An IOC member for example who was a representative of NOCs on the IOC, felt that she was the subject of a concerted effort to remove her from the NOC, and thus from the IOC itself.

*The Secretary General of the [Name of National] Federation in my country stood against me because he thought he was popular. All they wanted was to just get me out [of the IOC]. Normally in [my country] we promote consensus, but for my position it was contested and that was the question they wanted me out... I was surprised that... I won by 20 votes .. most of the national federations are manned by men, therefore, I was voted in by men and this shows that [my countrymen] are now beginning to understand that women can be very effective when they are given a chance.*

*IOC Member and Vice President, NOC*

The use of a caucus was reported in some instances as a means for ensuring that good candidates did not compete for the same position. However the problem with a caucus deciding on which candidates should be supported in a forthcoming election is that incumbents (who are dominantly male) will have a built in advantage in terms of knowledge of the electoral system and how it works. This is particularly evident at the level of the Continental Associations, as the following account illustrates. Described below is the experience of a senior figure, an NOC President who has been a Minister of Sport in her own country and an Olympic medallist.

*Well there has to be change, in a lot in the IOC because, and in the regional Olympic organizations. I was a member of [the Continental Association], the member [from my country] in the board of the [continental] Olympic Committees had to resign in the midst of his term and then I was just automatically his successor. So I came on the board of the [continental] Olympic Committees and then when there were new elections I thought well okay, I'll just campaign and I'd like to be Vice President of the [Continental Association], but that was not accepted. It was not appreciated at all and some of the elite just came to me and said, "Okay, if you withdraw as a candidate for the Vice Presidency then we assure you will be re-elected [as an ordinary member of the Board], but if you try to be Vice President, no way," and I thought well I was a little bit naïve I thought well I'll just go for it, but that was not accepted so I was not re-elected and that was really, really a big, big disappointment and it was just because every man who likes to stand as a candidate for Vice President I'm sure it is accepted, but for a woman it isn't. Absolutely. Still not.*

*President, NOC*

Nevertheless, caucuses have been successful in promoting new women into positions of influence.

*Before that actually there was another caucus ... They had brought me on board but we did lose I think by one vote each of us like it was a block vote ... but still the other people [co-opted] me as in charge of sports and environment.*

**Q** – Yeah, what was the, what was the post that you were originally nominated for that you lost?

**A** – Assistant Secretary General. But that time I wasn't ... I didn't campaign ...

**Q** – You just allowed your name to go forward?

**A** – Yeah. ... So this time, this time around, that was January, yeah, [this caucus group] said people interested in standing for the post should nominate, should write their intention, be supported by some federation. Because I was no longer in the Basketball Federation, which means I didn't have a vote but the Basketball Federation, and some other federations nominated me and supported me.



**Q** – *What motivated you to stand this time? Last time you were approached by a caucus that wanted to oust the existing commission.*

**A** – *Actually [in my country] ... we've been having dissatisfaction with what the Olympic Committee was doing and when they said there are these nominations ... there are these elections, and I'd been there as chair of sports and environment, I knew a lot of things were not going right because some of the programmes would come and just go. Like this MEMOS programme, it would come; you tell the president, can I take it and... nothing would happen.*

*Secretary General, NOC*

The two high profile examples of organisations seeking to promote women-friendly or gender-neutral electoral systems are those of the Norwegian NOC and NFs, and the International Triathlon Union. The situation in Scandinavian countries in terms of standing for election to NOC Executive Committees is perhaps generally regarded as the exception to the rule. Nevertheless, though there were quotas in place in respect of, for example, Norway, and expectations that there would be female candidates and a significant degree of gender equity on the part of Scandinavian NOCs, commentators have pointed out that even where there is greater equity in the membership of Executives of National Federations there was a significant lack of women in leading positions (J. Hovden, 2000; J Hovden, 2006). In addition not all sporting organisations necessarily respect the targets.

**Q** – *Do you still have the 40% rule for your member associations and federations?*

**A** – *Not 40%. Within the Board on the top we have 46 now and we have had since 1994 in fact. Our membership is 40% women and 60% men, but we have a rule in our laws so telling us that if you have a board or a committee consisting of three persons, up to two or three persons, you need to have one from each gender... and if you have more you shall have a minimum of two of each gender. But also when you come to the national federations and other organs the membership, the number of members, females and males, should also reflect how the committee is put together.*

**Q** – *Okay and are there any federations that have difficulty in respecting that or fail to meet the requirement?*

**A** – *Yes. We have shooting for example. They have more or less 90% men as members. They are struggling a bit; also ice hockey. But everybody, they are now working for it and all of them except for two or three, they have the correct number of women or men in their board, committee or commission.*

**Q** – *And it's no longer seen as a contentious issue? I mean it's accepted by all?*

**A** – *It's accepted not by everybody. I mean there are a lot of men in Norwegian sport and there is a lot of tradition. They are very conservative and there are often men up to 60, 70 years old. So they do not understand it all the time, but where we have the most challenges; that's of course in our clubs. We have about 12.000 clubs and some clubs, they are – what should I say – only for women or only for men and.... so they are allowed to make a board or a committee/ commission only of women or men, but we are also trying to get women into these kinds of boards and committees.*

**Q** – *Are there any sanctions for not meeting the requirements?*

**A** – *Yes. You have to hold an extraordinary general assembly ... we have had a few of our national federations; they have had to do that.*



**Q** – *Okay and when they do that is that with a view to actually electing to make sure that the targets are respected, the quotas are respected?*

**A** – *Yes, because some of them have not even tried. I mean I was in the one general assembly and the president of the Election Committee, he said, now we asked a lot of women, everybody turned it down, and one woman sitting in the hall, she said, I have not been asked and I would like to go on [to the Executive]. So there are a few examples and they have to go through and do a general assembly.*

*President, NOC*

The case of Iceland is rather different since, outside of the NOC constitution, there is in part a reliance on moral pressure and social expectations rather than on direct regulation.

**A** – *But I think at the time when [the IOC minimum targets] were put forward I think people were positive about them even though we would consider our country somewhat in favour of equality. I think it's also good to have some kind of a goal in front of you to obtain. I think it was kind of like a wake-up call for many and I think people are more aware of when we're putting together our committee or whatever to think of it because I think it's, I don't know if we could use the word natural, for men to say, "I'll bring this one and this one and this one because those other guys said they know I could do the job." But now I think people are thinking more "okay we need to involve more women." So I think it's good to have this kind of incentive at least.*

**Q** – *Yes, okay. In terms of the electorate, at your General Assembly you've said it's 180, but to what extent does that reflect gender in terms of the delegates that are there attending and voting?*

**A** – *... I would say it's much more men. I would have said maybe 20 to 30% [are women].*

**Q** – *Do you have any regulations in relation to national federations, for example, must be represented by two people one from each gender?*

**A** – *We don't have a regulation but a recommendation and that goes also within the governmental levels from committees. It's like a recommendation more than a regulation.*

**Q** – *Okay. So there are in effect no penalties if this isn't followed it's just seen as bad practice.*

**A** – *You get criticized. Like on our panel of judges and referee for the Jury of Appeal there is no woman and you get criticized that there is no woman, so it's more of a pressure, an outside pressure, than a mandate or a sanction. ... So it's more of those kind of things, changing attitudes.*

**Q** – *And does that actually work?*

**A** – *I want to believe so, that it does.*

*Secretary General, NOC*

## Competences

The skills and competences that interviewees described themselves as bringing to their roles were those one might expect of decision-makers in sport, namely experience and knowledge of sports administration; education; and management experience. The five interviewees who were appointed (rather than elected) to their posts as Secretary Generals were more likely to have formal experience and qualifications relating directly to the field of sports management or administration. The Secretary General of the Turkish NOC for example held a PhD in Sport Management, and the CEO (Secretary General) of the USOC had experience on the board of a major professional sports team (in the National Football League) as well as other extensive business experience, while the other appointed post holders had extensive experience in sports administration.



A number of the elected post holders also held significant posts in business, which was the case for example for the Secretary Generals in El Salvador and Costa Rica and the First Vice President in Argentina (who had been an interim President in 2008-9). Two other interviewees had held senior roles in national politics, one as a Minister of Sport, the other as a senior government advisor, and all interviewees were experienced in terms of sports administration at the national and/or international level.

Despite their strong profiles in terms of qualifications and experience some interviewees spoke of their frustration at not being treated seriously, or as being treated as somehow “unusual” because of their gender. One interviewee, for example described her irritation at being regarded as “different”:

**A –** ... mostly it's the President and the Secretary and the Treasurer in the National Federations which are the power, the key players, and I've also, at the beginning, I was not well known as a leader in sports, as a manager, or as an administrator, in modern pentathlon. I was always seen as an athlete all the time. So at first I got these questions, not to me but to the President, why did you pick her? Where did you get her? Where did she come from? ... and I tell everybody, how can a company confide two plants, production plants, with, I don't know, \$200 million sales in the Central American region to me and you cannot tell me that I can go to a meeting and you know...

**Q –** Speak sensibly.

**A –** Yes, and, you know, I see that in the workforce, at least where I have been in projects [in business] and everything, the issue of gender never comes up, never. ... It never was the issue,... [but] that always comes up, always comes up in sports. I mean she won and oh my God and she's a girl. She's up there and she's a President and oh my God and it's a woman. I mean never, never, never, never I saw that in the business world, never. I mean if you're a manager, I believe you can do it. If you can't do it bye-bye, you know. If you're a woman, great. If you have kids, too bad. I mean too bad if you're going to leave them alone or you're not? I mean are you up to the work or not? Or if you're a man and you're sick, well you know, the same thing you know, but it never came up, never came up in all my business work and it's constantly coming up right now. Constantly. I mean people, “Oh, you're a President,” or you're a Secretary, “Oh, you're a Secretary General. Oh my God, great”!

*Even women come up to me. I mean I had two people come up to me from the IOC and, “Oh, you're the Secretary. Oh great, nice to meet you.” It's like, “Oh my god, you're my hero,” and I'm like why? I'm a woman; I mean I don't see any sense in that really. I don't understand it. I mean I feel great, but why should it be an issue? Why should it be an issue in sports when it's not an issue in business? And we are talking millions. I mean I see budgets that are bigger than the whole national economy, you know, and that should not be an issue and that's why I don't like that. I don't see why there would be a difference. I mean if you can manage 30 people in a factory or whatever why can't you manage three in a Federation and parents and children and even if you love it and you're doing it voluntarily. I really don't understand why there is that stigma?*

*Secretary General, NOC*

Reticence concerning the way women decision-makers are identified as somehow not being the norm goes some way to explaining why many of the interviewees, while welcoming the impact of targets and quotas, were unhappy about being identified as having been elected or appointed “simply because of the quota”, rather than on their own merits. Given the level of competence, skills, and experience evidenced throughout the group of interviewees, this attitude is unsurprising.

## Gendered Styles

One of the questions put to interviewees was whether or not they perceived themselves as adopting a different style from their male counterparts. The issue of the extent to which men and women adopt different leadership and management styles has been debated in the literature for some time (Book, 2000, Fondas, 1997). The existence of gendered roles in leadership and management is viewed as a matter of concern by some proponents of gender equity who fear that this will legitimate the exclusion of women from certain roles, while others argue that the notion of gender difference allows the recognition of the interpersonal qualities associated with female leadership which may contribute to superior performance by women in certain contexts. Empirical analysis of the performance of men and women in leadership roles has tended to suggest that though there may be “feminine” and “masculine” (rather than male and female) tendencies and approaches to leadership and management, both men and women are able to draw on these styles, even though men may be more likely to draw an “masculine” and women on “feminine” approaches.

Eagly and Johanneson-Schmidt (2001: 783) characterise the distinction between gendered approaches to leadership as between what they term “agentic” and “communal” attributes:

- Agentic characteristics, which are ascribed more strongly to men than women, describe primarily an assertive, controlling, and confident tendency – for example, aggressive, ambitious, dominant, forceful, independent, daring, self-confident, and competitive. In employment settings, agentic behaviours might include speaking assertively, competing for attention, influencing others, initiating activity directed to assigned tasks, and making problem-focused suggestions.
- Communal characteristics, which are ascribed more strongly to women than men, describe primarily a concern with the welfare of other people – for example, affectionate, helpful, kind, sympathetic, interpersonally sensitive, nurturant, and gentle. In employment settings, communal behaviours might include speaking tentatively, not drawing attention to oneself, accepting others’ direction, supporting and soothing others, and contributing to the solution of relational and interpersonal problems.

This characterisation is further extended by the distinctions between autocratic and democratic leadership, between task-oriented and interpersonally oriented style and between transactional and transformational style, with the former in each of these three pairs being ascribed to predominantly masculine and the latter to predominantly feminine behaviours. These dichotomous characterisations concerning gendered styles may be broadly ideal-typical descriptions, but they can provide a useful backdrop against which to consider interviewees’ accounts of their own management and leadership styles.

The characterisation of differences in style is consistent with the reluctance of many interviewees in relation to “campaigning” for election. Although relatively few interviewees were clear in their articulation of differences in style between themselves and their male counterparts, some interviewees characterised their approach as consultative, and inclusive. For example, a President of an African NOC noted how she had been elected because of dissatisfaction with the previous post-holder’s style which involved acting as a gatekeeper to information and resources.

*The most important thing is interaction with the federations. That is what I have learnt. Not only understanding their experience, their point of view. That helped because when we wanted to go for election we consulted with a lot of the federations. We had been getting information out to federations. The previous administration had been keeping information to themselves and using it maybe for their own benefit. Some associations were given information because it would affect voting but the information was not given to everybody. So it was information to be used whenever it was useful to them. ... The way we came to this as an African woman it is important*



*that we show men respect so that is a position we don't want to leave behind even if we are trying to change things. It is one of the things I have learned, to give them respect, to try and understand them. To be consultative and very interactive, because then when you consult and you show respect then you become easy for them to support.*

*President, NOC*

The adoption of what might be regarded as a more consensual or more participative approach, one which was more democratic than autocratic in orientation, does not, however, necessarily imply any sacrificing of commitment to achieve effective outcomes as the following extract from the interview with the Chief Executive of USOC illustrates.

**Q** – *People refer to styles of management as masculine and feminine. How would you describe your own style, your own approach?*

**A** – *Very participative. I wouldn't call it soft though. Very participative. I try to involve lots of people in not necessarily decision making but decision input and very performance based. I like to have to fun too so it's fairly informal, but not casual.*

**Q** – *It's about getting the job done?*

**A** – *Yeah, right, but having a good time doing it and, you know, not necessarily going out and having a beer a lot, but very collegial.*

**Q** – *And how would you compare that style with the style that had gone on before and so on within the [NOC]?*

**A** – *Yeah, that's a good question. I'm not sure there was a style. I think it was more, more political than meritocratic, if that's the word, and there weren't many metrics at all. There was no system of management, so holding people accountable was not in the vocabulary. People weren't very proactive, so it was, you know, sort of waiting for issues to bubble up and then solving them in what they called games mode and that's just not where, as from industry, where you're coming from. I mean you're trying to anticipate everything and it's almost like "Whack a mole" right. It's just as a problem pops up you either try and crush it before it gets above ground or you're ferreting it out before it actually raises its head, so just completely opposite in that regard. ...*

**Q** – *Did you have much trouble translating the metrics from the business framework into the framework for sport?*

**A** – *Not really. I mean so there's the business side and there's the sports side and the sports side I think it's easy to see progress and if you have a plan you stick to your high performance plan. The business of sport on the governing body side has to be assisted and managed and so I think that's obvious and, you know, in business everything isn't dollars and cents. There's lots of ways to develop metrics for things that otherwise seem fairly squishy. So having done that forever, it feels like forever, no I guess I didn't have that much difficulty with it. ... I had a lot of push back, but in terms of once you take people through it and say okay so you're saying you're giving them money so they succeed, well what does success look like and what are your goals and aspirations for them? Okay, well, are they too tough, are they too easy? ... So that's the process, that looking at each governing body and working with them to transform their governing.*

*Secretary General, NOC*

Here consultation and the deriving of agreed goals are part of the development of a performance enhancement system, with commitment to that system fostered by the consultative approach adopted.

However, a tendency was also noted by some interviewees of women once “inside” the organisation to adopt a more masculine style.

*And of course you'll see it around. It's this question of whether the female coming in adjusts to the male cultures or trying to, yes, to strengthen the diversity then I would say in the sports, in the conservative sport culture globally, regionally and continentally and nationally the odds are 70/30.*

*President, NOC*

An individualistic and competitive culture is also reflected in the fact that some women may actively seek to exclude other women who threaten their hard earned place in the hierarchy.

*Well, there is...yeah, yeah, there is one psychological problem which is I think global and women in charge are not only willing to, well it's just like [Peter's] principle, not like willing to accept other strong women next to them and I think men have got the same problem, but with women maybe it's sometimes stronger ... they are so afraid to lose their position that they don't allow others [women] next to them.*

*President, NOC*

*I'm sure because I mean if you're successful you'll always get a lot of jealous people around you and it's not so easy to handle and I think maybe it's more among women than men, I don't know, but we are terrible in lobbying and terrible to get together and networking with each other. It's more a competition amongst each other because there's so very few manage to get up there.*

*Secretary General, NOC, IOC Member*

## **Regional Women in Sport Seminars, Networking, and the Role of Men**

The NOC interviewees with few exceptions had benefited from the Regional Women in Sport Seminars funded by Olympic Solidarity. Such events provided knowledge of good practice and implementation difficulties for women and sport/women and leadership policies in other national contexts.

*The NOC interviewees with few exceptions had benefited from the Regional Women in Sport Seminars funded by Olympic Solidarity. Such events provided knowledge of good practice and implementation difficulties for women and sport/women and leadership policies in other national contexts.*

*NOC Officer, Asia and Secretary General of Islamic Countries Women in Sport*

In a number of instances women underlined the role of the seminars in establishing networks and mutual support.

*It was in 1999 I think that we had a women in sport seminar in our region and it really helped. I remember I met two particular women, one from Trinidad and Tobago I think, and the other was from Zimbabwe, working for the government. These discussions gave me ideas and confidence. That helped me a lot.*

*President, NOC*



The importance of keeping these networks open was emphasised, reinforcing the notion of women's approaches as more communal (see «Gendered Styles», p. 74).

*The importance of keeping these networks open was emphasised, reinforcing the notion of women's approaches as more communal (see «Gendered Styles», p. 74).*

*IOC Member, Secretary General, NOC*

The meetings thus provided a context within which knowledge was exchanged and networks were established at the international level. However, in addition, NOC interviewees felt that such networking was also vital at the local/micro level:

*To me networking. We go to our major, our support zone games in the Outer Islands, and we now put measures in place that we meet with the women's groups on each of the islands and you'll be amazed at what comes out, you know, the need, the need for good coaching, the need for, you know, administration courses, it's really amazing.*

*Secretary General, NOC*

And at the national level:

*We have now organized an organization, a sort of formal organization, network organization, of women in sport and they come regularly together as a network organization. It is very firmly supported by the Minister of Sport as well. Minister of Sport who by the way is a woman, and in a row I was a woman, the first woman Minister of Sport, female minister of sport and my three successors now were women as well. That is funny, very funny.*

*President, NOC*

In terms of the content and focus of the Women in Sport Seminars there was some feeling expressed, particularly by more experienced female interviewees, that the time had come to target and engage men in such seminars. One function of the seminars, as we have seen, had been to ensure that women's knowledge and confidence levels were raised, and this goal was seen by most as being achieved. However though this was seen as a necessary condition of making progress on the gender equity front, it was also recognised that progress in terms of changing and implementing policy could only be achieved if men were also engaged.

*Yeah, I think we have to honestly to change the content in the seminars because we can't just talk about statistics and because you need to have education and different topics. That is important, you know, I think, and also you need both men and women in the meetings, in the seminars.*

*IOC Member, Secretary General, NOC*

The situation for women in IFs was somewhat different since networking was less viable without the possibility to meet face-to-face which the Regional Seminars afforded to NOC personnel. The fact that a number of IFs were based in Switzerland, and in particular in and around Lausanne, had meant that an informal group was able to be formed organised by Lila De Soysa of the International Table Tennis Federation [ITTF]. This group, because of its informal status, operated as an information exchange and support group, rather than having a training function per se. One of the interviewees from an IF underlined the opportunity which having the IF based in Lausanne could offer.

**Q** – *Networking and mutual support networks are the kinds of things which are regularly mentioned ... I just wondered if you had any reflections on that?*

**A** – *I think it's very valuable just extremely valuable. It's something that I should at some way that, you know, it'd be nice to get that on to somebody's agenda to create...*



**Q** – *Do you network electronically with people; do you ask advice from other federations on...?*

**A** – *Not really and we're not in Lausanne. We are moving part of our operation to Lausanne in the new year but maybe not till this time next year, which I think will make a big difference. But yeah I think international networking is really important.*

*Secretary General, ITU*

However though informally arranged support groups play a positive role, it is nevertheless a limited one, and IFs may benefit from mirroring the system of Regional Seminars which the IOC has successfully staged.

## **Volunteering Crisis**

In very different national contexts interviewees referred to the increasing difficulty of securing volunteers of either gender. In developed economies the increasing time pressures placed on individuals (in particular women) of dual career families in which both parents work but in which the weight of domestic labour falls disproportionately on women, is a problem for the recruitment of women.

*You know volunteering and finding volunteer people willing to do, to lead a federation, is not increasing, it's going down. We have a big problem in all our sport clubs, in all our federations, and also in other areas, to find people being willing to volunteer and so you are happy when you find somebody to be Secretary General of a federation. That means nowadays, that means a big job and a lot of work to do, especially when it's a big federation. So you take the person you get and we think he or she is able to do it, not focussing on the gender. That's my opinion. That's the way I consider it...*

*I think it's also a question of time for these people, question of to be available to do it ... [Our country] is a very wealthy country – not for everybody – but for the average the standard of living is rather high and lots of people take off for holidays not only once a year, they go abroad, and then you have less and less time to do some volunteer work and that's a point.*

*Secretary General, NOC*

*Yes, yes I know all the women in the federations. I mean it's a very small country, so we have 24 federations and there are way too few women involved. We have four federations run by women, some of the other ones don't have a woman as a President but as a Secretary General, maybe a Treasurer or maybe somebody who actually runs the Federation, because we sometimes have these figureheads and then you have people who really do the job, but there are not enough women and I'm trying to convince them. But it, it's the same as in every country, "No, I don't have time. No, my family responsibilities." You know in [country] everybody the standard of living is very high so everybody works – men and women work – sometimes even two or three jobs and that leaves them very little time to actually dedicate to sports, let alone sports administration. So that's a factor that makes it very difficult for us to develop sports and especially women at these decision-making levels.*

*IOC Member, Secretary General, NOC*

Three of our interviewees also alluded to the fact that without paid domestic help within the household, their involvement in the NOC would be impossible.



The problem is also exacerbated when joining the NOC Executive means giving up a role in a national federation.

*Some time it takes you months to find somebody because... To find somebody for the board for the NOC you have to have a certain standard of knowledge in sports. You have to know the federation. [Our country] is a very small country and there are very good people and people who want to give something to the sports movement, they are working in the federations, and you do not take away the best members of the board to take them to the NOC. So it's very... it's not very easy.*

*Secretary General, NOC*

Roles within NOCs have also become more demanding in terms of the quantity of time, as well as the quality of output required. With this has come a demand for professionalising services, with payment of salaried staff.

**Q –** *Is volunteering declining as an activity?*

**A –** *Yes it is, very much, yeah, very much so, because there is so little time left over. They're, you know, each time less inclined to do voluntary work ... If you wanna get good people you need to pay them for that because it's becoming so much more demanding ... Nowadays, it requires for you to be much more professional and much more prepared for your job.*

*Yeah and it's also recognition and if you pay you can expect more, I find that in practice of when they are volunteers, it's very difficult to demand high level production, and the Olympic Committee, the IOC, also expects our NOCs to produce at a much higher level. The things that we have to do now to be in Olympic Committee is not the same as to what it was 10 or 20 years ago. In those days we were like amateur clubs, now we're more like professional clubs and you need professional people.*

*Secretary General, NOC*

*I think hard work and commitment is the basics for the volunteer base, you know. Of course we're getting into now professionalism where everybody and I know a lot of the young bucks are now putting their hands up because they see the paid position ... I see the move that we're doing is to make our enterprise, a business enterprise, you know, our NOC a business enterprise but I also worry at the level of where the administrators are heading, you know, cause if you're driven by money, do you become just professional and forget the, you know, the core delivery of our function? You know what I mean?*

*Secretary General, NOC*

While this drift towards professionalism and the decline of volunteerism may be less marked in less developed economies, nevertheless these tendencies represent a significant threat to many small and medium sized NOCs which do not have the resources to professionalise.

## Organisational Perspectives: NOCs, IFs, and Continental Associations

This section moves on to consider interviewees' explanations of their own organisational context. It should be emphasised here that the sample of organisations referred to in the interviews relates almost exclusively to those NOCs and IFs which have women in senior posts. As such these bodies, one might expect, would include those which were more active in promoting gender equity. With this caveat in mind we highlight here aspects of organisational context identified in the interviews.



## Constitutions, Procedural Rules and National/General Assemblies

Given that these bodies were likely to include the most active in gender equity terms it is perhaps surprising that relatively few NOCs and IFs had adopted specific formal measures to address the issue of gender equity in terms of election to their board or executive committee. Even in the case of some of the Scandinavian NOCs formal measures were limited. In the case of Sweden equity issues were mitigated by the use of a nomination commission which took equity issues into account. However while this operated in relation to the NOC, the same was not the case for NFs.

*We don't have any quotas and I'm against quotas, but perhaps I will change my mind a little later on. In other NOCs composition of the board shall be from regions and winter and summer sports and you know in my country we always have a nomination commission and then they propose names. They take into consideration that... [gender balance] as I said our board; it's the same number of men and women which it has been for many years.*

**Q** – *But in terms of promoting participation in all groups [in sport and in decision-making] ... are these issues mainstreamed now and mainstreaming is the norm?*

**A** – *In the NOC it's mainstream but in, of course, in many of the national federations there's still not as many women, but in Sweden in sport we don't have any women's seminars.*

*IOC Member, Secretary General, NOC*

In the case of the Icelandic NOC there was no formal measure but simply a recommendation, though this, it was claimed, had some impact on the selection of candidates.

**Q** – *You don't have any regulations in relation to whether national federations, for example, must be represented if they bring two people by one and one?*

**A** – *We don't have a regulation but a recommendation and that goes also within the governmental levels from committees and it's like a recommendation more than a regulation.*

**Q** – *Okay. So there are in effect no penalties if this isn't followed? It's just seen as bad practice?*

**A** – *You get criticized. Like on our panel of judges and referee for the Jury of Appeal there is no woman and you get criticized that there is no woman, so it's more of a pressure, an outside pressure, than a mandate or a sanction. ... So it's more of those kind of things, changing attitudes.*

*Secretary General, NOC*

Where formal measures had been put in place, they tended to be minimal, requiring female membership of an Executive Committee but usually well below the IOC minimum target of 20 per cent.

*For this constitution [a recent revision] we just included to have a woman [out of a board of six], at least one woman in the board.*

*Secretary General, NOC*

*Yes, we changed.... This year was a very dramatic year for [our country]. We changed charters for the clubs, for the federations and for the NOC. For the clubs they reduced the number of board members and now there are six board members; one of them has to be a woman... And if she doesn't become elected, one of the two appointed people has to be a woman. So you have to have one woman out of the eight... six elected and still appointed on the board. So that's good. [It is the] Same for national federations; not for the NOC because the NOC you cannot appoint anyone.*

*IOC Member*



It is worth noting that some interviewees were still ambivalent about requiring equity by constitutional or procedural requirements. One female Secretary General, for example, argued that changing statutes to require women to be appointed was undesirable and that more effort needed to be made in relation to changing the situation at grass roots, rather than decision-making level. In this NOC the General Assembly is made up of one representative of each national federation, almost invariably the President and a man in each case.

*I think it's largely male but we have to work from somewhere because if they are present I'm not going to say, "oh why are there no women present?" No, I think this is not a good approach. I think the good approach is encouraging people. I'm also telling this to IOC, you know, they are just talking about only the executive boards. I think it's not good just to focus on the executive boards. We have to focus on the grass root level. I think we need to increase the number of athletes, women athletes, number of female coaches, number of female technicians, actors, all of them. So there will be a kind of environment that so they can just go up from here to the federation executive board or NOC executive board or wherever they are working or the sport medicine, the group, the executive board. I think it's...we are...the policies I see is too much focus on top.*

Secretary General, NOC

However the two major examples of bodies which had adopted a proactive approach to requiring change via constitutional or procedural requirements were the Norwegian NOC and the International Triathlon Union. In the Norwegian case:

*We have our General Assemblies, we have the national federations, they have voting rights and also the districts or the county associations as we call them and the 19 county associations, they have 75 votes, and the 55 national federations, they have also 75 votes. ... and if you are represented with two persons, it must be one man and one woman. If you are represented with four persons, it must be two/two.*

President, NOC

This had resulted in a shift in the make-up of some but not all constituent bodies in the national system of Olympic sport.

*So I think we are at 21 or 22% and a lot of young females, and of course they need support and they need to see it's possible. You just have to pull yourself together and do it if you want to and I think...I have been talking with a lot of them and they have come to me and I think that I became a President that has helped and also in the County Associations it's a little bit more difficult but anyway we have 3 out of 19. So it's better than it was, but more male dominated and ... if you look at the national federations, it's 40/60 in the Board, but on the leader positions, as presidents and vice presidents, you more or less still see mostly men.*

President, NOC

The ITU's approach to having greater equity in the electorate for its board at General Assemblies is as follows:

*... so we allow four delegates per national federation. If they only bring two, and if they're only men, they get a basic travel support. If they try and have a third man come in the delegation we don't allow three men they have to ... the third delegate ... the third delegate minimum has to be a woman. So they are funded and given status, and even the fourth, because the fourth delegate has to be a woman, so they couldn't have three men and one woman ... and I'm not sure, I should be, but I think it's in our constitution but it might just be in our policy, it's in our policy.*

Secretary General, ITU

This approach the (female) President and Secretary General point out, has been very significant in relation to establishing a gender balanced executive committee, and is accompanied by a number of other measures in relation to equity policy. The consequences of a lack of formal measures can be illustrated by reference to the case of the Continental Associations of NOCs. In late 2009 the EOC failed to elect a single woman to its Executive Committee. There was an experienced female member who had been a member of the Executive up to the point of the election but she was defeated in the election. This illustrates the potential to regress if formal measures are not established.

### **Equity and Policy in Prize Money, Media Contracts, Sponsorship and Employment**

The ITU made a decision virtually from its inception that not only prize money but also media exposure for men's and women's events would be equal, and this requirement is built into contracts.

*I think the one thing we did early on like from our very founding congress was we established a woman's committee and from... and it was based on equality in terms of gender and gender equity on committees, on elected positions, but primarily for athletes that, equality in terms of the amount of media attention, in terms of television exposure like our shows have always been 52 minutes, 26 are women, 26 are men, and the other thing was prize money is equal in depth and in amount.*

*Secretary General, ITU*

Other IFs have also sought to ensure that equity in prize money is maintained to some degree. The International Biathlon Union has a requirement about the same prize money being awarded for men's and women's events, and though it does not require the timing of media coverage for men's and women's events to be equal, it does require that the number of events be equal and that they all be covered. This the General Secretary argued resulted in equal coverage.

*Biathlon for women started in 1980, when the rules for women's competition were decided by the UIPM Congress. IBU was founded in 1993. Ever since the IBU has been paying prize money, there was no difference made between prize money for men and women regarding the amount. Only placing in the IBU event decides the amount awarded, not gender.*

*The number of competitions for men and women is the exact same during a season. IBU even has a Mixed Relay, where women and men compete as a team in one competition, which is also very successful on TV. There had not been an approach by TV to show men's competition only, after the biathlon for women was introduced.*

*Secretary General, IBU*

The approach of the Federation International du Ski (FIS) was less stringent in that this IF required equal minimum payments, but allowed competition organisers to pay more than the minimum to men's or women's competition if they so wished which clearly offers opportunities for disparities to appear.

*Well it's approaching equity. It's about enabling and also to do with... on the one side the competition organisation, competition structures, competition promotion in order that the coverage, the interests... we've always had, always had the same minimum levels of prize money in men's and women's... men's and ladies events. That has been a decision by the council since the very beginning when prize money was introduced. Organisers may pay above the amounts, ... may choose to pay different amounts, but the minimum level which is not insignificant is the same for both genders.*

*Secretary General, FIS*



Although NOCs may not regulate prize money or sponsorship, the Icelandic Secretary General noted that public pressure on sponsors who provided differential payments for men's and women's teams could have an effect.

*But I think if you can change attitudes. In Iceland we had this football, there was prize money sponsored from one of the banks that's not doing so good today and it was, I don't remember the numbers, but it was a higher prize money for the guys. You know, the public came back and said we don't believe that this company wants to be associated giving less money to women. So what happened? The company raised it so it's equal today. So that's something also, is pressure from the society.*

*Secretary General, NOC*

Policy in relation to equity in employment procedures and salary levels is quite often governed by the prevailing national legislation (or, in the case of the EU, transnational regulations). Interestingly when competences are specified as the basis for recruitment women, are more likely to be better represented in the upper echelons of paid staff.

*We have a staff membership of ten people. I am the Secretary General, then I have an office manager with me, that's a lady, the men are actually kind of losing out. I've added a man to the staff since I started in 2007, but predominately we have now six out of ten are females.*

*I think proven experience is very important and that doesn't necessarily even have to sport specific. There are very able people who can manage sport programmes, as was the case in my earlier days when regular classroom teachers conducted wonderful programmes and they weren't necessarily physical education specialists. They were just such great managers so they had the people skills to be successful. Right now I am looking at my own succession plan as I am both the CEO and the Secretary General so I have both hats on which may not be ideal... but if I look across at [a senior member of staff] and think she's got a masters in administration but maybe she has never done a triathlon in her life, but she's got lots of the skills to takeover a good portion of my role.*

*Secretary General, NOC*

**Q –** So you're looking for people with management competencies for the generic posts and for the technical posts it's technical expertise and experience there?

**A –** Yes. Our structure is that we have seven departments and each one has a director and then they have managers under them who in most cases just manage volunteers. There are opportunities to come up through the system and I would see one of them taking on the top role... right now our directors are four men and four women.

*Secretary General, ITU*

For NOCs, establishing good practice may be in the hands of the organisation. If we take the example of USOC for instance, gender equity in appointments is consciously addressed, although it is argued by the interviewee that more could be done.

*It's something that we pay a lot of attention or give a lot of ... we talk a lot about it and I'm not sure that much is really done. Within the USOC itself of 300, roughly 375, employees who are employed by USOC almost 50% are women. Actually it might be a little bit more than 50% are women. Once you get to, I'll call it senior management, so my direct reports, it's about 40% women, but that's relatively new.*

However dealing with inequity in the National Federations requires persuasion rather than regulation since government intervention in this context is less apparent in liberal regimes.

*Really all you can do is talk about it because they are independent sport organizations and when asked we'll try and put forward female candidates, but generally speaking, you know, it's their own organization. So that's been pretty difficult trying to reform their boards as somewhat similar. Unless we blow up the governing body because they've not adhered to bylaws or to [national legislation] or what have you, there's not a lot that we can do in terms of direct action.*

Secretary General, NOC

As some interviewees intimate, selection for paid posts may be required to demonstrate a competence based decision and this can make for a more even playing field in personnel selection than the electoral system, and has the advantage of perhaps obviating the need for a quota.

*And when it comes to recruitment, I think we are probably amongst the leading organizations because we are more than 50% women in the office now, which is due to the fact that we did not look for women especially, but we of course considered all applicants equally and then picked depending on the abilities we need, languages and the professional background, and it turned out that now we have more than 50% women in the office.*

Secretary General, IBU

*Otherwise in terms of employment policies, as I say it's always focused on having the best person for the job and that's something personally I also... I wouldn't want to be in my position as a quota. That I wouldn't accept.*

Secretary General, FIS

## **Culture: Organisational Cultures and National Political Cultures**

The place of gender equity in decision making roles is in part a reflection of wider cultural processes. These processes might be evident at the local/organisational level; at the domain level (the sports domain); and the national level. Culture is constituted by the values, beliefs, assumptions attitudes and behaviours of a group of people, whether members of an organisation, a domain or a wider community/society. There may of course be a range of cultures within an organisation, particularly a large and complex body, and there will certainly be diversity in national cultures, which warns against over simplifying cultures by describing them as homogeneous. National political culture however with generic or sport specific gender equity legislation is likely to enable some forms of action, while constraining other forms of behaviour. It is clear that within our group of interviewees there are different value sets in relation to beliefs, assumptions, values and behaviours, so that one cannot generalise about values in the sports domain. It is also the case that interviewees recognised this diversity.

*I've fought against quotas all my life. So I just... I never wanted to feel that I got the job or someone else got the job just because of the gender. I know that could be naïve, but just in my heart I don't believe in them. ... and so personally I rail against them, but I think maybe after a while in some cultures especially I think maybe that is the only way you can make progress, I'm not sure, not having lived in those cultures.*

Secretary General, NOC

It is important to recognise that given cultural diversity a single type of organisational solution which will work in all cultural contexts is not feasible. However this is not to deny that there will be better/worse solutions, which will operate more (or less) effectively in given cultural contexts.



Organisational culture is the product of both formal policies and statements (e.g. vision and mission statements) and also informal, even unconscious attitudes and behaviours. In part this is why organisational culture is so persistent and difficult to change. Establishing a new organisational culture is thus likely to be much easier in a new organisation which explains to some degree the success of the ITU in promoting a gender inclusive organisation.

**Q** – *The newness of the sport was a factor. It doesn't have any baggage?*

**A** – *That's right, that's right. I think this is very, very important.*

*President, ITU*

Another critical factor was leadership in the case of the ITU (from the founding president) who was committed to gender equity and willing to foster and give way to female candidates coming through the system. This was identified by three interviewees as having played a uniquely inspirational role.

*You know one of the unique things about our sport was that our founding president, Les McDonald, ... in his own background, he was from the northeast of England and his grandmother – I forget how the story exactly goes – but was involved with Ellen Wilkinson [the first female Labour Member of Parliament in Britain]. ... So he came from a strong background of strong women and he was the one that, you know, equal prize money and all of it went into the founding constitution. It helps to have in this case a man, but someone with that commitment.*

**Q** – *Yeah. The other aspect which is mentioned was the newness of the sport compared to others and not having kind of the baggage of traditional forms of governance, is that something you recognize?*

**A** – *Very much so. I think that we have a young sport and a relatively new organisation ... not only in that regard, but there's a lot of advantages to being young.*

*Secretary General, ITU*

A number of interviewees mentioned the existence of a positive political climate in the countries where they lived or which hosted their organisations.

*[Our country had a] female president previously and she was, I think, [in office] for 16 years and when the president that's now, he has been in power for 8 years, 8 or 12 years. When he was elected the kids said, "Can a man be a president?" So that's something and we've had now there's a female prime minister and we're looking at basically women are, you know, coming in.*

*Secretary General, NOC*

*Yes. I would like to add also that I get also a very good moment in Spain because with the new policies in the last four years in the Spanish government, let's say, it was... I have a lot of energy from the Spanish authorities because they are very much for the equality of women, not only in sport but in other areas.*

*President, ITU*

*And then every club has one woman in it. Every federation has an appointed woman or... we have one... for the first time we have a chairwoman of a tennis federation.*

*... It was a vision of the minister I think and it was kind of going along with ... it came before but said it was still going along in the idea of having a women in the parliament. So now there are 64 places in the parliament for appointed women.*



*... We're not sure if it's going to be a very positive thing when it's in parliament as well, but we'll see, because you don't want women to be there just because they're women. You want them to be there because they're good enough. So when they're elected you see that they're powerful.*

*IOC Member*

Notwithstanding our reservations about generalising about national or regional cultures it is interesting to note that interviewees did generalise about regional cultures.

*Yes, yes I do, especially in our sport it's very obvious, but in Scandinavia the gender issue is not a big issue any more. I work together with colleagues in Norway and Sweden and Finland who are female in leading positions; governors, secretary generals, not presidents to my knowledge, but many senior positions and it's totally different in the South American part to my understanding. It is changing now to my understanding in Eastern Europe because more and more females come into senior positions, so that's not an exception any longer, but it was different five, six years ago and in middle Europe it's still pretty conservative to my understanding.*

*Secretary General, IBU*

The notion of Western-centric or Euro-centric “enlightened” attitudes in relation to gender is not shared by all. It is after all the case that the largest number of Presidents and the second largest number of Secretary Generals are from Africa, and some describe European attitudes as reactionary.

*And I have a number of women who, you know, who I just say look, you know, we have a coffee every now and again and I said if you really get angry, cross, frustrated, never give up. ... It's so easy to say well, and we see it all the time, “stuff you.” ... They give up. It's too hard. Because, it's not that bad, it doesn't, I mean guys in a group, certainly with the Europeans, make it very difficult because it's these... very closed cultures. Yeah. They really are.*

*Former President, IF*

It is worth underlining two points here. The first is that despite the above statements it is difficult to generalise (in this case about European culture) without oversimplifying and masking the diversity which exists. Secondly, diversity within cultures and commonalities across cultures may be growing.

*Yeah and the interesting thing now is that our women's committee is not a bunch of Anglo Saxon women anymore, the chair is from Japan and most of them are from developing countries, so there's a shift, you know, there's still lots of work to do with this, and even if you look at our Congress I mean this was the best ever, we were almost at 40% of our Congress over to women*

*Secretary General, ITU*

## Continental Associations of NOCs

While the initial remit for the project did not incorporate a review of the continental associations, a number of the interviews were held in the margins of General Assemblies of these bodies, and interviewees commented on the nature of women's involvement in decision-making.

There were a number of differences in policy on the part of the Continental Associations of NOCs. The EOC for example had decided to operate without a Women's Commission (the only Continental Association of NOCs to have done so) a move reinforced by the views of the (then) lone female member of the executive, and by



the ex officio female representative of ANOCA. However despite her reservations the female member of the Executive did finally propose that a Women and Sport Commission be formed but that this should be chaired by someone with considerable political influence which would probably mean having a male Chair.

In order to understand how a Continental Association could end up with no female candidates on its Executive, despite the IOC's policy in relation to minimum targets, it is important to understand the mechanics of the election process. A number of interviewees made reference to this process, which in the case of the EOC involved circulation of a "list" of preferred candidates. This "list" was circulated by word of mouth as being the leadership's preferred team for the Executive. Not all NOC representatives were informed of these preferred candidates. As one interviewee suggested, some NOCs (about 20 it is estimated) would not accept being guided by the leadership and indeed for these NOC representatives any form of "guidance" might be counterproductive. In the EOC elections in late 2009, 22 candidates were standing for 12 places on the Executive (the posts of President, Vice-President and Secretary General were not subject to election at this point). Of the 22 candidates only one was female. Reference was made at interview to two other female representatives as part of the Executive Board but in fact these are/were not elected members of the Executive but worked with the Executive, ex officio, as ANOCA representative and as Chair of the European Athletes Commission.

Shortly before the election the sole female candidate was forewarned by colleagues from other NOCs that she was not on the list of preferred candidates which had been communicated to them, although she had been on such a list on the two previous occasions on which she stood for election. Of course one cannot judge the merits of individual candidates, but the female candidate was very experienced and described by some interviewees as having been "high profile", "conscientious" and centrally involved (she had been Chair of the Commission for the Preparation for the Olympic Games). Thus it would seem that although the commitment of all of the Continental Associations to recruiting female candidates was generally problematic, the EOC in particular was in a position where there had been no evident effort to attract female candidates and where exclusion from the unofficial "list of preferred candidates" effectively resulted in de-selection of the only female candidate. This regressive step illustrates what can happen if places are not protected by special measures. The EOC was also the context in which a standing female member was not re-elected after being informed that this would be the outcome if she chose to stand against a male candidate for the position of Vice President in addition to standing for election for a place as an ordinary member of the board (see Section «Electoral Experiences», p. 68). This phenomenon thus appears to be one in which existing (male) members of the Executive Board act as gatekeepers.

In ANOCA a place (the role of fourth Vice President and thus fairly junior in the board) was reserved for a woman. However in the 2009 General Assembly this resulted in four women standing against one another for the single post. Interviewees found the electoral system to be lacking clarity or transparency, and they made reference to other areas of governance which required improvements such as a lack of minutes for the previous General Assembly, a lack of clarity in financial reporting and in one Zone a failure to meet electoral deadlines.

The President of ANOCA had actively supported the establishment of the Women in Sport Commission and explained the policy of having an all female Commission as a product of the need for strength in numbers.

**A** – *It's a place, a Commission where the women feel more comfortable, that means they can address women and sport issues positively.*

**Q** – *Are there many women in other commissions?*

**A** – *Not always. It is a matter of cost you see, ... we got the numbers for Woman and Sport ...*

**Q** – *Does that marginalise the women in terms of taking them away from other issues.*

**A** – *No, no. It is a sort of protection, a place where they can feel free.*

*President, Continental Association*



This perception of protecting the interests of women by assigning them to their own space in a commission in which they are the majority (often indeed the only) gender, was not shared by a number of the female interviewees who saw this as leading to marginalisation of women with a double failure: first a failure to engage women in decision-making about sport more broadly; and second a failure to engage men in addressing issues of equity.

Women make up only 15% of the IOC itself (and with only one woman, Nawal Moutawakel, serving on the Executive) the IOC has more recently sought to address the imbalance with, for example, three of the six new members inducted at Vancouver being women. However, the position in relation to some Continental Associations remains relatively fixed. There were (a limited number of) women at the top table of the meetings of the Continental Associations and of the Olympic Congress at which interviews took place. The OCA has three women out of 26 elected members of the board, ANOCA has two out of 15; PASO has two, out of 14, ONOC one out of six, and the EOC (from late 2009) none out of 11. However interviewees expressed how disconcerted they were to find so few women occupying positions in the hall at these General Assemblies and similar meetings. A number of the interviewees identified a need to focus any potential measures on the Continental Associations of NOCs as well as on the NOCs and IFs themselves.

*The focus of attention [with the IOC's minimum targets] has been on the NOCs but the EOC and I don't think it is different in any of the others; well it's worse than many of the NOCs. We don't really seem to have concentrated on them.*

*Secretary General, NOC*





# 5. Recommendations and Conclusions

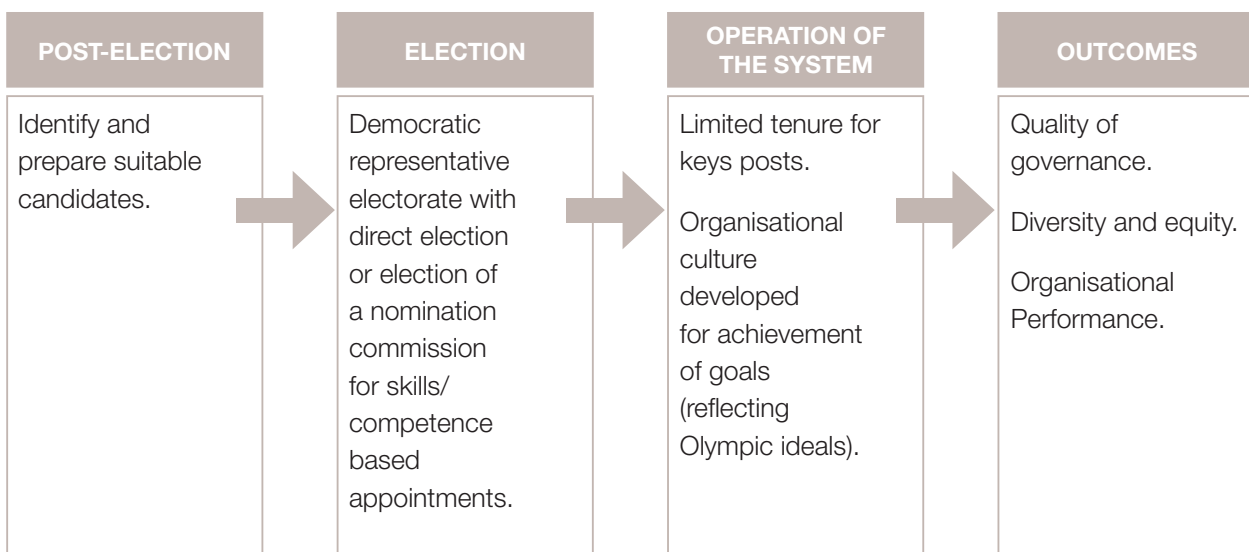
## Contents

Introduction	92
<i>Figure 5a: Idealised Version of a Progressive Electoral System</i>	92
Recruitment Lists	92
<i>Figure 5b: Barriers Evident in the Electoral System</i>	93
Political Training in the Regional Women and Sport Seminars	94
The Electorate: the make-up of General Assemblies	94
Lengths of Terms of Office/Mandates for Posts	95
Nomination Commissions	96
Targets and Quotas	97
Organisational Culture	97
Equity Commissions	98
Gender Equity, Good Governance and Performance Indicators	99
<i>Table 5c: KPIs for NOCs/IFs Gender Equity in Female Access to Executive Decision Making Roles</i>	100
Conclusions and Summary of Actions for Implementation	101
<i>Table 5d: Summary of KPIs for NOCs/IFs in Relation to Gender Equity and Access to Executive Decision Making Roles</i>	102

## Introduction

In this final section we move from analysis of the problem to a consideration of Conclusions, Recommendations and Issues for Consideration, measures which may be adopted to address these difficulties. The figures below are provided as an (idealised) summary of the election process (Figure 5a) and the actual barriers to realisation of some form of this ideal (Figure 5b). The remainder of the section is given over to discussion of the measures which may be adopted to address each of these barriers, and the identification of **recommendations for action** and **key performance indicators** (KPIs).

**Figure 5a: Idealised Version of a Progressive Electoral System**



## Recruitment Lists

Barrier 1 in Figure 5b relates to the sourcing of candidates. A number of respondents in our study focused on the lack of good, willing, individuals available for consideration as candidates for key roles in national sporting organisations. This leads to a scramble to identify candidates when a post becomes vacant. An approach adopted to address this in the Netherlands is the development of a data bank of interested and qualified individuals who may be encouraged and called upon to submit themselves as candidates.

*In our country as well there was a very closed ... [recruitment] ... system. Now we, as an NOC have tried to open it up by getting a data bank where everybody from inside sports or outside sports can just get in [and] indicate an interest and not surprisingly there are many women who are in this data bank and already some Presidents of sports federations are just coming, female Presidents, are coming out of the data bank.*

*President, NOC*

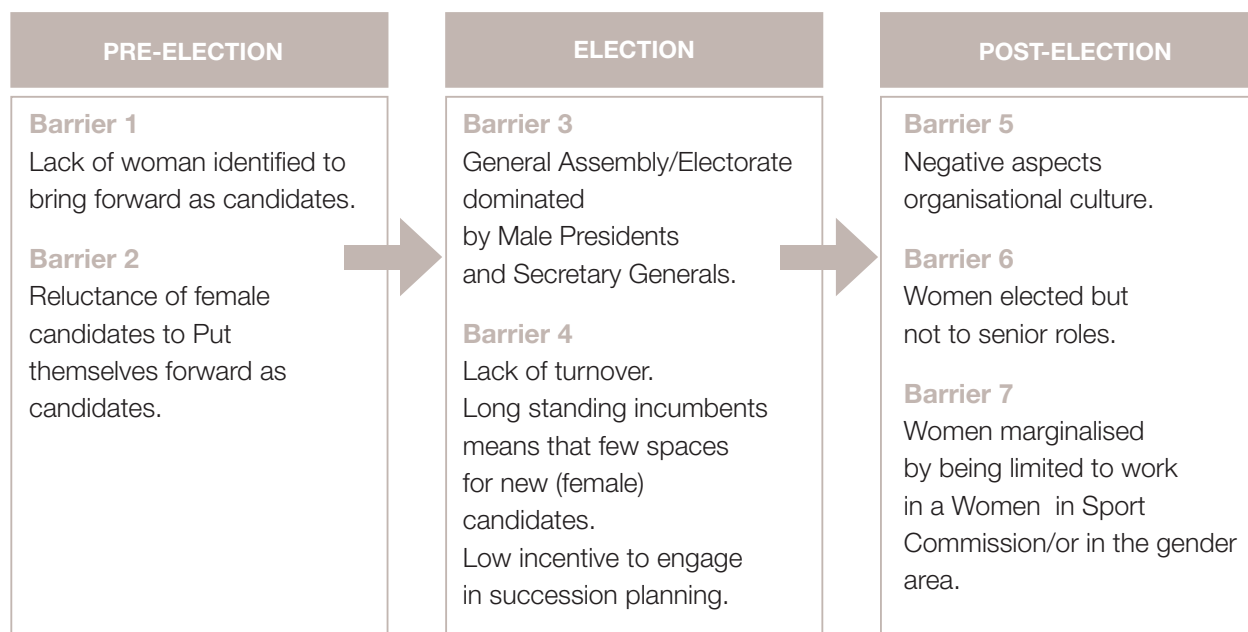


The effectiveness of such a list will be enhanced if:

- The list incorporates both genders. This helps to defuse any sense of uneven treatment.
- The list would have to be actively managed e.g. a working group of men and women should be charged with responsibility for recruiting potential candidates and for maintaining the list. In particular those responsible for the list should be charged with balancing the list in gender terms. Membership here might overlap with that of a Nomination Commission.
- Those on the list should have access to knowledge/awareness and training sessions. This would be essential if those on the list are to be appraised of what it will take to be successfully elected in their local context, and to subsequently make a meaningful contribution to sporting organisations.
- The list would be composed of those from the sports domain with no reference to government or political affiliation or recommendation by political or governmental body.

**Recommendation 1:** It is recommended therefore that each NOC/IF and Continental Association of NOCs be encouraged to construct and maintain a list of potential candidates for consideration for posts of responsibility within the NOC or IF. In line with the bullet points above, this list would be gender balanced (with a minimum target of 40% representation from each gender); would be actively managed by a group or Commission charged with identifying candidates from the sporting world or with talents which would be of value to the sporting world, and with the potential to develop; and the list would provide the clientele for training courses in relation to the skills and competencies needed for successful candidature in elections and for successful undertaking of roles of responsibility within NOCs and IFs.

**Figure 5b: Barriers Evident in the Electoral System**



## Political Training in the Regional Women and Sport Seminars

Barrier 2 relates to the difficulty of getting qualified and experienced women to submit themselves for election. Interviewees expressed recognition of the contribution which the IOC's regional seminars had made to providing moral support as well as imparting knowledge to women engaged in the Olympic system. However, there was also a view expressed by a number of interviewees that, without losing the function of support, the seminars needed to move on in terms of the agenda they addressed if they were not to regress into simply becoming a "talking shop". Specifically these interviewees argued that the time had come for (some) seminars to target men as well as women since progress in gender equity without the support of men would be unlikely. It was also suggested that content might be revamped.

A number of the interviewees were probed about the content of the Regional Seminars and specifically whether material on election strategies, and how to present oneself as a candidate to the electorate, might be useful additional material for the Regional Seminars to develop. The response to this was broadly positive. In particular such an approach would allow women already in NOCs or NFs to be prepared for accessing senior posts in their organisations.

**Recommendation 2:** It is recommended that the content and structure of the programme of regional seminars be developed to address three strands of activity. The first will be to continue the policy of enhancing the skills, knowledge, and confidence of women working within NOCs and IFs to perform significant roles. The second strand will involve engaging men and women and training them in relation to their shared responsibility for delivering on the equity agenda of the IOC. The third strand will involve training female candidates in the presentational and political skills required to present oneself effectively as a candidate for election.

## The Electorate: the make-up of General Assemblies

For both NOCs and IFs there is a significant lack of equity of representation in terms of the electorate (the members of the General Assembly) for elections to the board or executive committee. The dominant pattern is one of a NF having two representatives (normally President and Secretary General) at a General Assembly of a NOC or IF with a single vote for the Federation in the election. These representatives are dominantly male. Not only is the electorate male but candidates are generally required to be present at the appropriate General Assembly, thus potential candidates from within the General Assembly (those who attended previous meetings) will be at a significant advantage in terms of an appreciation of what is expected of a candidate and thus how best to present oneself.

In the interviews two principal examples of addressing this difficulty were identified. The ITU encouraged the delegation from each NF for its General Assemblies to be gender neutral by the mechanism of allowing gender balanced delegations to send more delegates.

*Yes. I mean we have a policy in ITU and in the whole world of triathlon in fact ... and also in the European, that we promote women in a very simple and easy way. That is you have the right to have two delegates, but if you have two more women you can have even four. Three if one is a woman and four if two are women.*

*President, ITU*



The second example, that of the Norwegian NOC, operated a policy that required

*if you are represented with two persons, it must be one man and one woman. If you are represented with four persons, it must be two/two. .... and if you do not have that you have to go home and last year, the Football Association at the General Assembly, two of the top clubs in Norway, they were coming with two men. ... they had to turn around at the door and walk back. ... they thought, okay when we are there, we will solve this; but that was strict.*

*President, NOC*

This problem of the gender bias of the electorate is virtually all-pervasive, it exists in virtually every IF and NOC, and it seems very unlikely that a solution to gender equity will be obtained without this structural imbalance being addressed. Advocacy of a response similar to that adopted by Norway promoting a simple (if radical) solution might be for the NOCs/IFs to adopt a rule that the member associations could only attend or would have a limited number of votes at a General Assembly if represented by one member of each gender.

Of course gender equity in the electorate would not be a sufficient condition of gender equity in representation on the board or executive committee. However though not a sufficient condition, it might be regarded as a necessary condition. Addressing the issue of representation at the executive committee/board level without addressing inequalities in the bodies which elect them would seem to be unlikely to bring about real change.

The adoption of such rules will be a matter for each NOC as an independent (or at least quasi-independent) body and each NF, and it would seem unlikely that the small number of countries with little or no female athlete representatives, let alone female decision-makers, would be willing to embrace such a rule change, but their anticipated reluctance does not preclude providing encouragement and incentives for others to do so.

**Recommendation 3:** NOCs and IFs are recommended to consider the adoption of a proposal for their General Assemblies such that a member Federation may be represented by two individuals. Where those individuals are of the same gender the Federation may only exercise one vote, but where the representatives incorporate both a male and a female, the Federation may exercise two votes at the General Assembly.

## Lengths of Terms of Office/Mandates for Posts

Barrier 4 relates to the difficulty of lack of turnover in major posts. One of the issues highlighted by the responses to the questionnaire is that in some instances post-holders remain in place for considerable periods. This has two immediate implications. The first is that such a situation with limited turnover of membership of Executives and their key posts allows little room for change. The IOC's 2000 Commission itself recognised the case for limiting terms of office and promoted a new rule relating to the position of its own president. The second implication is that post-holders are more likely to give little thought to succession planning if they are concerned with the possibility of retaining their own position. Once this possibility is removed there is likely to be greater incentive to engage in such planning. Succession planning would not of itself necessarily result in women being selected as candidates and elected. However limitation of tenure does encourage post-holders to consider what kinds of candidates might be encouraged to present themselves at the next elections, and thus to foster the interest of potential female candidates.



Interviewees were asked their view on limits to terms of office and the response was varied. Some argued that to limit mandates might result in a loss of experienced and capable individuals. By contrast others suggested that limiting terms could add impetus and urgency for the search for new talent in sports administration and that this in turn would provide positive opportunities for women whose access to such posts would otherwise continue to be blocked.

The issues of how long a limited term of office should be, and to which roles it should apply, were also matters for consideration during interviews. It was recognised that limiting a term of office to a single quadrennial was not viable since for most post-holders the first quadrennial would be a learning period. Two or three quadrennials were the preferred options as a maximum length of tenure.

*Well, there is a pro and there's a con to that. I think if you, if the turnover is too fast then you lose a lot of experience and expertise. When it's too long it is just business as usual.*

*President, NOC*

The posts to which fixed maximum terms of office should apply were expressed as either exclusively those of key posts (President, Secretary General and Treasurer in most NOCs and IFs) or to the whole board or executive committee. In particular in this latter situation the impact should be moderated by staggering the dates of election.

**Recommendation 4:** It is recommended that NOCs and IFs consider limiting terms of office to a maximum of three quadrennials for the key executive posts of President, Secretary General and Treasurer, in line with the regulations adopted by the IOC for the maximum term for an IOC President.

## Nomination Commissions

A small number of interviewees (notably from the USOC and the Swedish NOC) identified the role of nomination commissions in identifying candidates. This addresses a difficulty associated with Barrier 4. Nomination commissions may be introduced with efficiency and/or equity goals in mind. For board appointments skills/competence/experience based appointments replacing elections are increasingly being employed in not-for-profit contexts. Even though it is generally the case that women are underrepresented in commercial boardrooms, the fact that the search for suitable candidates is competence and experience based allows for a degree of objectivity. Indeed if members of nomination commissions are in part selected on the basis of their knowledge and understanding of equity issues in employment, then a greater sensitivity to the case for appointment of women might be anticipated.

**Recommendation 5:** It is recommended that Nomination Commissions be established for all NOCs and IFs with a responsibility to identify credible candidates of both genders for membership of the board and other significant roles. Membership of the Nomination Commission will overlap and may be coextensive with the membership of the group charged with developing a list of potential candidates (see Recommendation 1).

The criteria employed by bodies such as Nomination Commissions should be those associated with the principles of good governance: transparency, accountability, democracy, equity, responsibility, efficiency and effectiveness, and thus sensitivity to gender representation in decision making is clearly a legitimate concern of such bodies. Both members of Nomination Commissions and their nominees should be independent of government and political party and should be selected solely on the grounds of competencies explicitly identified.



## Targets and Quotas

The adoption of minimum targets in the proportion of women in executive decision-making positions by 2001 (10%) and by 2005 (20%) has had a clear positive (if limited) impact on the numbers of women in NOC executive committees as the 2004 study indicated (I. Henry, et al., 2004). The decision by the IOC mirrors tendencies in the political domain as Crook (2003, p. 2) points out, “Today nearly all the countries in the world have pledged to promote gender-balanced decision making”.<sup>\*</sup> Indeed 88 countries by 2002 had adopted quotas for women in the form of national legislative quotas (which provide a required minimum proportion of female candidates in national elections), political party quotas and targets (adopted for party lists of candidates), and reserved seats.

However though quotas and targets are widely accepted in the political sphere, and though among our interviewees it was broadly agreed that the use of targets by the IOC had made a positive impact for many NOCs, nevertheless a significant number of our interviewees expressed a reluctance to employ “quotas”.<sup>\*\*</sup>

While the positive impact of having targets set by the IOC has been recognised, equally it is clear that the minimum target of 20% has not been met in most cases at NOC, IF, or Continental level. If then these minimum targets are to be achieved further action is deemed to be essential.

---

<sup>\*</sup> As Crook points out “In September 1995, the 189 member states of the United Nations unanimously signed the Beijing Declaration and Platform for Action, adopted at the United Nations’ Fourth World Conference on Women. Section G of the Declaration outlines two core objectives: to take measures to ensure women’s equal access and full participation in power structures and decision-making, and to increase women’s capacity to participate in decision-making and leadership.” (Crook, 2003; United Nations, 1995).

<sup>\*\*</sup> The term quota was used almost universally by interviewees even though the IOC had consciously adopted minimum targets rather than quotas. The distinction is that targets are “aspirational” a goal to be striven for, while quotas are a requirement rather than an aspiration, and that there may be a sanction for a failure to meet quotas.

**Recommendation 6:** It is recommended that minimum targets for achievement by the end of the next two quadrennials be adopted. Even though many NOCs have found the 20% target a challenge, it will be important that the IOC is seen to adopt a progressive “stretch” target (i.e. achievable but requiring effort) to build on previous momentum. (For example a stretch minimum quadrennial target might be 25% by 2014 and 30% by 2017.) The targets should represent a progression from those set previously, both in terms of the size of the minimum percentage sought, and in terms of its application beyond board/executive committee membership, to include the electorate/general assemblies which elect such bodies, membership of commissions and their chairs, and the proportion of candidates for senior roles in the organisation.

## Organisational Culture

Barrier 5 in Figure 5b relates to the impact of organisational cultures which are antipathetic to the promotion of equity. Such cultures will be evident in the informal practices of a given organisation as well as perhaps in the (lack of) positive formal equity policy. Gender equity-unfriendly policies can be as simple as for example, the scheduling of meetings at times when it may be difficult for some women to attend given child care responsibilities; or the marginalisation of “Women in Sport” issues (treating them as items only relevant for discussion by women); or the marginalisation of women (for example by consigning them to all female groups rather than engaging them in the “mainstream” work of the organisation); or the reinforcement of traditional vertical divisions of labour among paid employees (where women undertake junior clerical roles with senior roles occupied by men).

More subtly issues such as harassment require not just the existence of appropriate channels through which to deal with such matters but also require the adoption by organisational leaders of an unequivocal position on such issues. An illustration of behaviour which reflects aspects of a negative organisational culture is given by one of our interviewees' accounts of her experience of the behaviour of male colleagues.

*Of course when you travel, particularly as the only woman or one of the few, then some men seem to assume that they can behave as though you might be "available". I mean I am not a prude, don't get me wrong, and I live in the real world, but I am married. The kind of thing is usually "jokey", suggestive more than a proposition and often it is done in front of others, but it is not nice. It makes me uncomfortable about being with some of them. It shouldn't be like that.*

Changes in organisational culture are difficult to achieve but culture is invariably critical to performance and thus formal approaches to understanding the cultural dimension of the organisation should form part of any strategic review. Organisational cultural change requires support from the leadership within the organisation, combined with training, which in turn is likely to involve the (re)designation of value and belief statements; effective communication about the purpose and scope of any cultural review; reviews of organisational structures and work systems including policies and practices on selection, rewards and recognition. The desired end product should be the development of a productive culture in which members feel valued and incentivised. However when organisations are not seen to value both genders, alienation and disincentivisation on the part of some members of the organisation are likely to fuel poor organisational performance.

**Recommendation 7:** It is proposed that NOCs and IFs adopt a formal equity policy, following a process of review of the organisation's statutes, and of the organisation's culture and its impact on those working in the organisation and on policy delivery.

## Equity Commissions

Among the concerns expressed about Women in Sport Commissions were that they in effect treated women as a special category; that the discussions generated concerned only women; and that if progress was to be gained efforts would need to be made to engage men; that "Women in Sport" was perceived by men to be the business of female members only; and that the subject matter treated in the seminars needed to be moved on.

*We don't have a women's commission in Europe ... because we don't think it's necessary. It's better to have the women in the mainstream.*

*I'm not a fan of women's commission. ... I think it's a step backwards. I mean all they've done is put all the women in the women's commission.*

*... I don't think it's... they can make so much progress either. ... I mean I think it's okay and when they meet and they have their days and you discuss, but I'm not sure that leads to any improvement to what we are talking about.*

**Q** – *So it's a discussion shop rather than having any impact?*

**A** – *I feel that for women's seminar because we would agree and we are in big women in sport meetings, it's the same topics coming up and then we will agree, but it's always the same thing, but I mean how do we make progress?*

*IOC Member, Secretary General, NOC*



The suggestion of an Equity Commission to replace the traditional Women in Sport Commission was seen as providing focus on a broader range of equity issues, reinforcing the link with equity as a general policy goal. In subsequent interviews, when this proposal was put to women there was a broad measure of support.

*An equity commission is much better than a women's commission and then there should be an equal number of men and women in that commission. But the women's commissions, when you're women it's sort of somewhere they put you. It's like they've done their job.*

*IOC Member, Secretary General, NOC*

An Equity Commission might be a more appropriate instrument particularly in the case of the EOC where opposition to the establishing of a Women in Sport Commission was reported from the two female members of the Executive. An implication of introducing equal numbers of men and women on an Equity Commission would be that equal representation should be sought on each Commission.

**Recommendation 8:** The existence of all-female membership of Women and Sport Commissions and all-female membership of Women in Sport Continental Seminars militate against the engagement of men in partnership with women to promote equity. The ability to reach and engage men in this area of policy may be enhanced if Women in Sport Commissions are “rebranded” as Equity Commissions. Such a move, if actively managed could reduce the marginalisation of women, and the perception of the work of Women in Sport Commissions as being solely or predominantly a set of tasks undertaken by women for women.

## Gender Equity, Good Governance and Performance Indicators

The KPIs which are introduced here flow from the consideration of barriers to women in the electoral system and the recommendations outlined above. However, perhaps the first issue to consider in relation to the use of performance indicators is to establish: Whose performance is to be evaluated? By whom? To what end? What we set out below are KPIs for consideration by NOCs, Continental Associations of NOCs and IFs, as well as KPIs for other members of the Olympic family.

The KPI approach is built on the assumptions that Indicators adopted,

- should be SMART (specific, measurable, achievable, realistic and time-bound);
- should be limited in number providing a focus of attention;
- should be shared but owned – shared that is as a common value within the organisation, but owned by a department or individual responsible for implementation;\* and that
- implementation should be resourced, since it is unlikely that change will be effected without appropriate resources being dedicated to the task.

---

\* Although we cite KPIs for the Olympic family, it is acknowledged that the organisations which adopt such KPIs would have to assign responsibilities to particular staff and departments.

The location of much of the change to be effected is in the NOCs, IFs, and the Continental Associations of NOCs, and the measures which could be employed in these contexts are outlined below:

**Table 5c: KPIs for NOCs/IFs Gender Equity in Female Access to Executive Decision Making Roles**

	POLICY AREA	ISSUE IDENTIFIED	PERFORMANCE INDICATOR
GENERIC POLICY	Formal policy	Has the NOC/IF established a formal gender equity policy in terms of participation, coaching, and management/decision-making, as well as volunteering and formal employment?	YES/NO. Does the organisation undertake critical internal review of the policy? Has the policy been externally “quality assured” in terms of its fitness for purpose and its implementation?
	Review of Statutes	Has the NOC/IF reviewed its statutes to consider elements relevant to the achievement of gender equity (e.g. the make-up of representation at the General Assembly)?	YES/NO
	Review of organisational culture	Has the NOC/IF undertaken an audit of organisational culture to identify and deal with critical issues.	YES/NO
THE BOARD	The electorate	Minimum target for the attendance at the General Assembly .	Clear, simple, stretch targets for the forthcoming quadrennial cycles, <ul style="list-style-type: none"> <li>• which represent a progression from those previously adopted for membership of Executive Committees and Boards;</li> <li>• but which apply to Boards, Commissions, and the electorate.</li> </ul>
	The Board	Minimum target for elected members of the Board or Executive Committee (equivalent to IOC current targets).	
	Commissions	Minimum target for gender of membership of Commissions.	
PROMOTION OF CANDIDATURE	Identifying candidates	Establishing a database of men and women (gender balanced) willing to be trained, and to undertake appropriate roles.	Does the IF/NOC maintain a database of potential candidates for undertaking work within the organisation? Size of database minimum of twice the number of Executive and Commission posts within the organisation and with minimum of 40% for each gender.
	Identifying and promoting participation in elections	Fostering the interest and providing training and encouragement for female candidates.	Is training provided in the development of electoral skills for under-represented groups? % minimum target of minority gender.
SENIOR ROLES	Proportion of candidates for senior roles	Foster the interest of female candidates in standing for senior roles (President, Secretary General, Treasurer etc.)	Common targets for candidates for senior roles and for Chairs with those for membership of boards, commissions and the electorate cited above.
	Chairs of Commissions	To promote gender equity in the chairing of the NOC/IF Commissions.	<ol style="list-style-type: none"> <li>1. Minimum of one course per year by each Continental Assoc. of NOCs.</li> <li>2. Attendees will be drawn from the minority gender in inverse proportion to their representation on decision-making bodies.</li> </ol>
	Numbers of persons attending training for election and post-holding	Organising of an recruitment for training course designed to support those considering standing for election.	



## Conclusions and Summary of Actions for Implementation

The development of measures to foster performance in gender equity in NOCs, Continental Associations of NOCs, and IFs is complicated by the fact that while the IOC can encourage and promote equity measures in these bodies, it cannot require them as such since it has no authority to do so. In essence the IOC has little room for manoeuvre in terms of sanctions it might apply.\* One such sanction might however be to tie access to (some forms of) Olympic Solidarity funds to certain equity requirements. However this is likely to have a differential impact, with small NOCs which are resource dependent on Olympic Solidarity being most severely affected, while more affluent organisations could choose to ignore such penalties.

However rather than sanctions, positive reinforcement of good practice is likely to provide a more acceptable vehicle for promoting good practice. Consideration for example might be given to making an annual award to NOCs or IFs which promote gender equity in a consistent or imaginative fashion. (The KPIs discussed here might provide partial criteria for such an award.) Good practice and/or exceptional commitment might thus be recognised and used as an inspiration and incentive to others.

---

\* *A severe sanction would of course be to deny access to the Games to those bodies which refused to conform. This would however seem a somewhat illogical course of action since in striving for universal representation on one dimension (gender) exclusion of NOCs would sacrifice a second dimension of universalism (inclusion of all nations/cultures).*

In summary the recommendations for consideration by the Women and Sport Commission are thus as follows:

**Recommendation 1:** It is recommended that each NOC/IF and Continental Association of NOCs be encouraged to construct and maintain a list of potential candidates for consideration for posts of responsibility within the NOC or IF. This list would be gender balanced (with a minimum target of 40% representation from each gender); would be actively managed by a group or Commission charged with identifying candidates from the sporting world or with talents which would be of value to the sporting world, and with the potential to develop; and the list would provide the clientele for training courses in relation to the skills and competencies needed for successful candidature in elections and for successful undertaking of roles of responsibility within NOCs and IFs.

**Recommendation 2:** It is recommended that the content and structure of the programme of regional seminars be developed to address three strands of activity. The first will be to continue the policy of enhancing the skills, knowledge, and confidence of women working within NOCs and IFs to perform significant roles. The second strand will involve engaging men and women and training them in relation to their shared responsibility for delivering on the equity agenda of the IOC. The third strand will involve training female candidates in the presentational and political skills required to present oneself effectively as a candidate for election.

**Recommendation 3:** NOCs and IFs are recommended to adopt a proposal for their General Assemblies such that a member Federation may be represented by two individuals. Where those individuals are of the same gender the Federation may only exercise one vote, but where the representatives incorporate both a male and a female, the Federation may exercise two votes at the General Assembly.

**Recommendation 4:** It is recommended that NOCs and IFs adopt a proposal to limit terms of office to a maximum of three quadrennials for the key executive posts of President, Secretary General and Treasurer, in line with the regulations adopted by the IOC for the maximum term for an IOC President.

**Recommendation 5:** It is recommended that Nomination Commissions be established for all NOCs and IFs with a responsibility to identify credible candidates of both genders. Membership of the Nomination Commission will overlap and may be coextensive with the membership of the group charged with developing a list of potential candidates (see Recommendation 1).

**Recommendation 6:** It is recommended that minimum targets for achievement by the end of the next two quadrennials be adopted. Even though many NOCs have found the 20% target a challenge, it will be important that the IOC is seen to adopt a progressive “stretch” target (i.e. achievable but requiring effort) to build on previous momentum. (For example a stretch minimum quadrennial target might be 25% by 2014 and 30% by 2018.) The targets should represent a progression from those set previously, both in terms of the size of the minimum percentage sought, and in terms of its application beyond board/executive committee membership, to include the electorate/general assemblies which elect such bodies, membership of commissions and their chairs, and the proportion of candidates for senior roles in the organisation.

**Recommendation 7:** It is proposed that NOCs and IFs adopt a formal equity policy, following a process of review of the organisation’s statutes, and of the organisation’s culture and its impact on those working in the organisation and on policy delivery.

**Recommendation 8:** The existence of all-female membership of Women and Sport Commissions and all-female membership of Women in Sport Continental Seminars militate against the engagement of men in partnership with women to promote equity. The ability to reach and engage men in this area of policy may be enhanced if Women in Sport Commissions are “rebranded” as Equity Commissions. Such a move, if actively managed could reduce the marginalisation of women, and the perception of the work of Women in Sport Commissions as being solely or predominantly a set of tasks undertaken by women for women.

In terms of Performance Indicators which flow from the above and which relate to the targets set out in Table 5c the following are proposed for **NOCs, Continental Associations of NOCs and for IFs.**

**Table 5d: Summary of KPIs for NOCs/IFs in Relation to Gender Equity and Access to Executive Decision Making Roles**

	AREA OF PERFORMANCE	INDICATOR(S)
EQUITY POLICY PROCESS AND STRUCTURES	<ol style="list-style-type: none"> <li>1. Each NOC/IF reviews its statutes to consider elements relevant to the achievement of gender equity (e.g. the make-up of representation at the General Assembly)?</li> <li>2. Each NOC/IF undertakes an audit of organisational culture to identify and deal with critical issues in relation to equity?</li> <li>3. Each NOC/IF subsequently established/revised a formal gender equity policy in terms of participation, coaching, and management/decision-making, as well as volunteering and formal employment?</li> </ol>	<ol style="list-style-type: none"> <li>1. Review of statutes undertaken (YES/NO)</li> <li>2. Audit of culture undertaken (YES/NO)</li> <li>3. a) Equity policy established b) Equity policy externally assessed.</li> </ol>





	AREA OF PERFORMANCE	INDICATOR(S)
THE EXECUTIVE, ELECTION AND APPOINTMENTS PROCEDURES	<p>Minimum targets established for the following:</p> <ol style="list-style-type: none"> <li>Attendees at General Assembly.</li> <li>Membership of the Board/Executive Committee.</li> <li>Membership of, and Chairs of, Commissions.</li> <li>Candidates for senior positions (President, Secretary General, Treasurer).</li> </ol>	<p>Clear, simple, stretch targets in the form of a minimum percentage to be achieved by the end of the forthcoming quadrennial cycles, which represent a progression from those previously adopted for membership of Executive Committees and Boards.</p>
IDENTIFICATION AND TRAINING OF CANDIDATES	<ol style="list-style-type: none"> <li>Provision of training seminars by Continental Associations to develop capacity among potential candidates for election from the minority gender in NOC Executives/Boards.</li> <li>Development of a database of potential candidates for significant roles in NOCs and IFs</li> </ol>	<ol style="list-style-type: none"> <li>A minimum of one seminar per year per Continental Association across the quadrennial, dedicated to developing competence in self presentation at elections for minority gender candidates.</li> <li>Database of size appropriate to the size of the NOC and the national sports system, with a minimum of 40% of each gender.</li> </ol>

Equity as a core element of Olympism is a central concern for all in the Olympic movement. Nevertheless each of the above KPIs will require clear assignment of responsibility as well as a sense of “ownership” on the part of the organisations concerned and their members. Implementation of these measures is also likely to require the availability of support for some NOCs, IFs and Continental Associations of NOCs, in for example capacity building for activities such as undertaking reviews of statutes, audits of organisational culture, or development of training curricula. Partnership between the various members of the Olympic family in addressing these areas of organisational performance is thus a prerequisite of progress in relation to this policy agenda.





## 6. Appendices

### Contents

Appendix 1: Criteria for Eligibility for Election to Executive Committee of NOC _____	106
Appendix 2: Criteria of Eligibility to Nominate Candidates to NOCs _____	112
Appendix 3: Criteria for Eligibility for Election to Executive Committee of International Federations __	116
Appendix 4: Criteria of Eligibility to Nominate Candidates to Executive Committees/ Boards of International Federation _____	119

## Appendix 1

## Criteria for Eligibility for Election to Executive Committee of NOC

<b>American Samoa</b>	Any association member in good standing.
<b>Andorra</b>	Any member of General Assembly.
<b>Argentina</b>	Representatives of National Sports Federations (Olympics and Recognised Sports).
<b>Armenia</b>	All individuals who aged 18 years minimum from National Federations and sport organization collaborating with the NOC and who accept its rules.
<b>Aruba</b>	Citizens of Aruba; must have nationality of the kingdom of the Netherlands; enjoying civil rights.
<b>Australia</b>	Any person so nominated.
<b>Bahrain</b>	Nationals involved in sport, council of members of Member Associations, volunteers in sport and individuals with vast experience in sport.
<b>Bangladesh</b>	Any of the councillors of NOC-BAN.
<b>Barbados</b>	All members of current Board, persons nominated by NFs.
<b>Belarus</b>	NOC Belarus members.
<b>Belgium</b>	Every person nominated by a national sport federation member of the COIB.
<b>Benin</b>	Former Members, Presidents of Federations, IOC Members, Members of different commissions (IOC, ACNO, ACNOA).
<b>Bhutan</b>	The Presidents of the federations (14 of them).
<b>Botswana</b>	Botswana citizens and residents.
<b>Brazil</b>	Members of COB General Assembly for more than 5 years (consecutive).
<b>British Virgin Islands</b>	Members of any Federation/Association or person with good standing in sports.
<b>Burundi</b>	Whoever wants can be candidate on conditions that he/she meets the conditions.
<b>Cameroon</b>	Presidents of national sport federations, the General Assembly and olympism experts.
<b>Canada</b>	Any Member of COC session.
<b>Cayman Islands</b>	Any National Olympic Sports Association member representative of the Cayman Islands Olympic Committee that is in good standing.
<b>Central African Republic</b>	Former Board Members; Boards Members National Federations which comply with the status.
<b>Chile</b>	The delegate and ex-delegate from the affiliate Federations and persons who will have a outstanding sports career.
<b>Colombia</b>	A Colombian National by birth and citizen in possession, not to have been convicted, during the twelve years before the election, to have acted at least four years of them as a member of any sport organisation.
<b>Congo</b>	All leaders from both sexes, Members of associations members of the CNOSC.
<b>Cook Islands</b>	CISNOC members in good standing/ members from National Federations.
<b>Croatia</b>	The persons who meet the conditions of the Croatian Olympic Committee Statute.
<b>Cuba</b>	Delegates from National Sports Federations, National Sports Associations and Members of the Cuban Olympic Committee (COC).



<b>Cyprus</b>	Presidents or members of the different Sport Federations of Cyprus (mainly Sport Federations).
<b>Czech Republic</b>	Czech Olympic Committee Member.
<b>Denmark</b>	Anyone.
<b>Djibouti</b>	All members of the General Assembly. Any member of a sport federation supported and nominated by his/her federation.
<b>Egypt</b>	<p>The Executive Office of the Egyptian Olympic Committee shall comprise the following:</p> <ul style="list-style-type: none"> <li>• President of the ENOC Board of Directors as President;</li> <li>• Vice-president of the ENOC as Vice-president;</li> <li>• Secretary General of ENOC as Secretary General;</li> <li>• Two members to be elected by the Board of Directors from among its members as Members;</li> <li>• Egyptian members of the IOC stipulated in Rule 16.1.1.1 of the Olympic Charter, if any.</li> </ul> <p>The candidate must meet the following terms and conditions in order to be eligible to be Board Members or Members of the Executive Board:</p> <ul style="list-style-type: none"> <li>• An Egyptian who enjoys his full civil and political rights.</li> <li>• A person who enjoys good reputation, and commendable.</li> <li>• No final rulings in a felony or misdemeanour would have been issued against him/her by a freedom restricting punishment, unless he/she was rehabilitated.</li> <li>• He/she would not have been previously excluded from the IOC, discharged or his/her membership dropped from one of the youth and sport authorities or any other social authority for reasons not related to settling the financial obligations, unless four years have passed since the foregoing or was suspended from one of these authorities, unless the reasons of suspension were eliminated.</li> <li>• His/her age would not be less than thirty years at the time of requesting the nomination.</li> <li>• Holder of a university degree.</li> <li>• He would be fully knowledgeable of the Olympic systems and principles.</li> <li>• He would meet one of the following terms &amp; conditions: <ul style="list-style-type: none"> <li>– He would have reached the international level as an athlete and retired the sport at least two years prior to closing the door for candidature.</li> <li>– That he would have reached the level of coach for the first national team and retired training at least two years prior to closing the door for candidature.</li> <li>– That he would have reached the international level as referee and his name is registered in the international federation of the sport with which he is associated, and would have retired local refereeing at least two years prior to closing the door for candidature.</li> <li>– That he would be a member of the Board of Directors of the International or Continental Federation of the sport with which he is associated.</li> </ul> </li> </ul>
<b>Estonia</b>	Any person over 18 years of age.

<b>Ethiopia</b>	Anyone who didn't involve in any act of anti-sporting activities and endorsed by any member Federation – Any IOC or ANOCA members.
<b>Fiji</b>	There is no eligibility for nomination except for who may nominate.
<b>Finland</b>	No limitations.
<b>France</b>	French National IOC Members. 43 people elected as follow: <ul style="list-style-type: none"> <li>• 23 Representatives of the Olympic Federations among whom, at least, 2 women and 2 men;</li> <li>• 2 athletes, a woman and a man, having taken part in Olympic Games, dated less than 3 olympiads;</li> <li>• 8 representatives of the national sports federations among whom, at least, a woman and a man;</li> <li>• 4 Representatives of multi-sports and peer Federations among whom at least a woman and a man, and one Representative of Paralympic Federations;</li> <li>• 2 Representatives of School and university Federations;</li> <li>• 2 Representatives of CROS and CDOS (1 for CROS and 1 for CDOS);</li> <li>• 2 outgoing Board members.</li> </ul>
<b>Gambia</b>	Members of Associations registered with the NOC and doing Olympic Sports.
<b>Germany</b>	Persons exercising an honorary elective position may only be elected members of the Executive Board if they are not more than 70 years of age at the time of the election.
<b>Great Britain</b>	Excluding the Chair, Vice Chair and Athletes Reps, NF representatives who sit on the NOC:
<b>Greece</b>	<ul style="list-style-type: none"> <li>• Elected representatives of the Hellenic Olympic Sport Federations.</li> <li>• Athletes representatives having participated at the Olympic Games.</li> <li>• Two prestigious members.</li> </ul>
<b>Guam</b>	Any President or Secretary General of a Guam recognized national sport federation.
<b>Guatemala</b>	Guatemalans who are honourable and have knowledge in sports.
<b>Haiti</b>	According to the art. 25 of the NOC, conditions of eligibility are given to those who long to be candidate of the NOC Executive Committee.
<b>Hong Kong</b>	Ordinary Member whose subscription has been paid for the current year.



<b>Hungary</b>	<p>Exclusively HOC Members are allowed to submit application for HOC positions and may be elected.</p> <ul style="list-style-type: none"> <li>• Hungarian citizen IOC Members are granted with ex officio HOC membership and they will also be part of the Executive Board automatically, without election.</li> <li>• Applicants for Executive Board Membership also need to take these additional requirements into account: <ul style="list-style-type: none"> <li>– Persons assuming managerial role(s) in any public service corporation – for at least one year in the last two years prior to its termination – with unsettled public debt in accordance with the Act of Taxation may not be elected as Executive Board Member.</li> <li>– Government members and state office holders effected by the Act of 1997 LXXIX on the Legal Status and Responsibilities of Government Members and State Secretaries may not be elected as HOC Executive Board Member.</li> </ul> </li> </ul>
<b>Iceland</b>	<p>All individuals who are members of the National Olympic and Sports Association of Iceland. For a candidacy to be legitimate, one Olympic National Federation and one District Union shall have declared their support for the candidate.</p>
<b>Indonesia</b>	<p>Candidates are nominated by the members of NOC.</p>
<b>Ireland</b>	<p>National Federation Delegates.</p>
<b>Israel</b>	<p>Member from the General Assembly who is nominated by the Sport federations.</p>
<b>Jordan</b>	<p>The board member of the federations.</p>
<b>Latvia</b>	<p>Latvian citizens.</p>
<b>Liechtenstein</b>	<p>Persons interested and experienced in sport but currently not member of the board of a national sports federation.</p>
<b>Lithuania</b>	<p>General Assembly Members.</p>
<b>Luxembourg</b>	<p>Any person belonging to a sport federation.</p>
<b>Malaysia</b>	<p>Any representative nominated by an Ordinary Member of the OCM. An Ordinary Member of OCM is a national sports association affiliated to its relevant International Federation. OCM also has Associate members who have no voting rights and whose representatives are not eligible to be nominated.</p>
<b>Mali</b>	<p>Any member of a sport national federation member of the NOC or for Executive committee member.</p>
<b>Marshall Islands</b>	<p>Any elected Executive Board member of an MINOC-recognised National Federation.</p>
<b>Mexico</b>	<p>The Permanent Members, The President of the Affiliated Sports Federations, The Members of the Executive Committees of the Affiliated Sports Federations.</p>

<b>Micronesia</b>	FSMNOC member National Federations can nominate members for NOC President, Secretary General and 4 Vice President. The FSM Women and Sport Chairwoman is also a FSMNOC Executive Board Member.
<b>Moldova</b>	All Members of the NOC.
<b>Mongolia</b>	Representatives from Olympic and Non-Olympic sports federations.
<b>Montenegro</b>	Athletes, prominent sports workers movement.
<b>Namibia</b>	Existing Board members; Eligible members from National Federations; Eligible Sports personalities/fraternity, must be Namibian citizens.
<b>Netherlands</b>	Suitable candidates with good sports administrative qualities and or sport results.
<b>New Zealand</b>	Member sports nominated persons.
<b>Nigeria</b>	Anybody who belongs to the board of National Federation of Olympic Sport.
<b>Norway</b>	All members (over the age of 15) of clubs which are members of the NOC.
<b>Pakistan</b>	A member of the General Council.
<b>Palau</b>	All member National Federations of the NOC nominates delegates for the NOC board.
<b>Palestine</b>	Member federations and fulfil the nominations conditions.
<b>Papua New Guinea</b>	Members of National Federation (NF) affiliated to PNGSFOC.
<b>Poland</b>	Candidates nominated by Polish Olympic Committee Legal members.
<b>Qatar</b>	The Board of Directors of the Qatar Olympic Committee is composed from representatives of mainly National Sports federations.
<b>Russia</b>	Representatives of Russian Olympic Committee members (Olympic Program sports federations, Olympic Academies, etc).
<b>Rwanda</b>	Any candidate nominated by a national federation member of which he/she is member.
<b>Saint Lucia</b>	Anyone.
<b>San Marino</b>	The President, a Vice President, Three Executive Board members and the Secretary General.
<b>Senegal</b>	Any member of the NOC General Assembly; Executive Committee Member or applying to the Executive Board: Olympic Federations Representatives, Non Olympic Federations, multisports groupings or persons in search of cooptation.
<b>Serbia</b>	A candidate who meets the requirements as prescribed by the NOC Statutes article 20: <ul style="list-style-type: none"> <li>• experience in the sports and sports organizations;</li> <li>• professional background that qualifies the candidate for the duty he/she is entrusted with;</li> <li>• high ethical and moral stature (no breach of the Ethical Code or violation of the Anti-Doping Rules).</li> </ul>
<b>Seychelles</b>	Members of Sport federations and associations that are members.
<b>Singapore</b>	Office holders from the national federations who are ordinary affiliates of Singapore NOC (SNOC).
<b>Slovakia</b>	Representatives of the Member Organisations of the Slovak Olympic Committee and Individual Members of the Slovak Olympic Committee.



<b>Slovenia</b>	Representatives and candidates of National Sports Federations, municipal Sports Federations, other Sports Associations.
<b>Somalia</b>	Anyone involved sport movement.
<b>South Africa</b>	Members of National Federations.
<b>Spain</b>	The Presidents of the Olympic and Non Olympic Federations, the President of the Athletes' Commission and other Members of the General Assembly.
<b>Sri Lanka</b>	Office Bearers of the National Federations. (Federations of Sport which are Programmes Olympic Sports).
<b>St Kitts and Nevis</b>	Members of the National; Sporting Federations affiliated to the SKNOC and the incumbent SKNOC Executive Members.
<b>Switzerland</b>	Everyone according to the criteria of our member associations, and everyone supported by a member association of Swiss Olympic.
<b>Syria</b>	Who meets the conditions stipulated on the Syrian NOC Statutes.
<b>Tajikistan</b>	All Sport representatives.
<b>Tanzania</b>	Tanzanians above 18 years old.
<b>Togo</b>	Any candidacy sent by a Federation.
<b>Tonga</b>	Members of an Federation that has been nominated by that Federation and support by another Federation.
<b>Trinidad and Tobago</b>	A nominee must be a representative delegate, nominated by one of the TTOC Affiliates.
<b>Tunisia</b>	All candidates to the Executive Committee must be Tunisian national, enjoying civic and political rights, and who have accomplished at least three mandates as President of the Federal bureau or occupied decision making positions at national, continental or international level. In addition, the candidate must be recognized for his integrity, his competency skills and his fulfilment to the national sport and to the Olympic Movement.
<b>Turkey</b>	All members of NOC General Assembly.
<b>Uganda</b>	Any person nominated by member paid up/National sports Federations.
<b>Ukraine</b>	The NOC members are eligible.
<b>Uruguay</b>	To be eligible for nomination, candidates must have 4 years of activity as Member of an Executive Board of an AFFILIATED Member or as Delegate at the Assembly. As an exception, candidatures of persons not fulfilling these conditions may be accepted by the votes of the 4/5 of secret votes of the Assembly.
<b>Vanuatu</b>	The active members for respective National Sports Federation and physical.
<b>Yemen</b>	Every member is eligible.
<b>Zambia</b>	In accordance with the constitution, members from associations, in good standing and fully paid up.
<b>Zimbabwe</b>	Virtually anybody can be nominated although the assumption is that the nominated candidate should have appropriate credentials particularly experience and track record if they hope to be elected.



## Appendix 2

## Criteria of Eligibility to Nominate Candidates to NOCs

<b>American Samoa</b>	Any association member in good standing.
<b>Andorra</b>	Any member of the General Assembly.
<b>Argentina</b>	The National Federations.
<b>Armenia</b>	People who reached 18 years old, National Federations and sport organizations which collaborate with the NOC and accept its rules.
<b>Aruba</b>	Candidates must be nominated by at least three federations.
<b>Australia</b>	Each National federation may nominate one person for election as an Executive Member. National Federations and State organisations of the NOC may nominate candidates for Office Bearer positions (President, Vice-Presidents). The Chair and Deputy Chair of the Athletes' Commission are also Executive Members.
<b>Bahrain</b>	The General Assembly, Athletes' Commission, Member Associations.
<b>Bangladesh</b>	Any councillor of NOC-BAN may nominate a candidate.
<b>Barbados</b>	All members of current Board, National Federations.
<b>Belarus</b>	National Federations, Sport-oriented organizations.
<b>Belgium</b>	National Federations affiliated to the non-profit-organization COIB.
<b>Benin</b>	Sport Federations.
<b>Bhutan</b>	Nomination is done on a general consensus.
<b>Botswana</b>	Affiliates.
<b>Brazil</b>	The National Federations.
<b>British Virgin Islands</b>	Any Member Federation/Association.
<b>Burundi</b>	Whoever can be candidate on conditions that he/she meets the conditions.
<b>Cameroon</b>	The CNOSC, the Ministry of Sport and Physical Education and Sports Associations.
<b>Canada</b>	Any Member of COC session.
<b>Cayman Islands</b>	Any national Olympic Sports Association member representative of the Cayman Islands Olympic Committee that is in good standing.
<b>Central African Republic</b>	Free and voluntary candidacy.
<b>Chile</b>	The affiliate Federations.
<b>Colombia</b>	Any federation affiliated to the Colombian Olympic Committee.
<b>Congo</b>	Every association member.
<b>Cook Islands</b>	National federation that are in good standing/ any island in the Cook Islands Sports Association.
<b>Croatia</b>	National sports federations – full members of the Croatian Olympic Committee that put forward candidates for the president, among the Assembly members and the president proposes candidates for the Council members to the Croatian Olympic Committee Assembly.
<b>Cuba</b>	The Members of the COC Session.
<b>Cyprus</b>	During the General Assembly, participants may nominate a candidate.



<b>Czech Republic</b>	Czech Olympic Committee Member.
<b>Denmark</b>	Members of the NOC council, that is the national sports federations.
<b>Djibouti</b>	All sport federation interested.
<b>Egypt</b>	The National Olympic Federations members in the Egypt NOC.
<b>Estonia</b>	All members of NOC, i.e. sports federations and regional sports associations and individual person members, all together 120.
<b>Ethiopia</b>	Member National Federations.
<b>Fiji</b>	President, secretary or accredited delegate of financial member National Federations or officers of FASANOC.
<b>Finland</b>	Members (Sports Federations).
<b>France</b>	Federations, sport high level groupings, national counsel of CROS and CDOS as well as outgoing administrators.
<b>Gambia</b>	Any member of a registered association of the NOC, doing Olympic Sports.
<b>Great Britain</b>	NFs.
<b>Greece</b>	The Hellenic Olympic Sport Federations, the EB of the Hellenic Olympic Committee regarding the two athletes and the prestigious members.
<b>Guam</b>	A recognized Guam national sport federation body may nominate a candidate from its sport federation to the board of the Guam NOC.
<b>Guatemala</b>	Any General Assembly member.
<b>Haiti</b>	Federations and sport association affiliated.
<b>Hong Kong</b>	Nomination for any post or office in the Federation must be in writing by an Ordinary Member whose subscription has been paid for the current year, supported in writing by either the association of which the nominated person is a member, or at least two thirds of the existing officers of the Federation having the right to vote at Council, Annual and General Meetings of the Federation.
<b>Hungary</b>	Any HOC Member may submit his/her own application with the recommendation of at least two other HOC Members, at least 10 days prior to the electoral General Assembly.
<b>Iceland</b>	Each candidate needs a recommendation from one Olympic National Federation and one District Union.
<b>Indonesia</b>	Representatives of the Member Federations of NOC.
<b>Ireland</b>	National Federations.
<b>Israel</b>	The Sport Federations in Israel.
<b>Jordan</b>	The National federations.
<b>Latvia</b>	Latvian citizens.
<b>Liechtenstein</b>	The NOC's board of Directors.
<b>Lithuania</b>	All Assembly members may be nominated as candidates excluding Honorary members.
<b>Luxembourg</b>	Sport Federations affiliated to the C.O.S.L.
<b>Malaysia</b>	An Ordinary Member of the OCM. An Ordinary Member of OCM is a national sports association affiliated to its relevant International Federation.
<b>Mali</b>	A national federation member of the NOC.

<b>Marshall Islands</b>	Two elected Executive Board members (certified by their respective Federation election) from each MINOC-recognized National Federation are invited to attend the MINOC General Assembly where they may nominate a candidate as stated above Member Federations.
<b>Mexico</b>	The Permanent members, the Presidents of the Affiliated Sports Federations, The Members of the Executive Committees of the Affiliated Sports Federations, The Members of the Non Olympic Affiliated Federations.
<b>Micronesia</b>	NOC member National Federations.
<b>Moldova</b>	Members of the NOC.
<b>Mongolia</b>	National Federations.
<b>Montenegro</b>	National Sports Federations.
<b>Namibia</b>	Current Executive Board members.
<b>Netherlands</b>	Executive Board and General Assembly (at least 3 members).
<b>New Zealand</b>	Member Sports.
<b>Nigeria</b>	The National Federations.
<b>Norway</b>	Member federations, regional associations, present board members, representatives of the athletes.
<b>Pakistan</b>	Affiliated unit of Pakistan Olympic Association (NOC Pakistan).
<b>Palau</b>	National Federations Officials (signed off by President or Secretary General of that NF – member to the NOC.
<b>Palestine</b>	National Federations.
<b>Papua New Guinea</b>	Executives of National Federations.
<b>Poland</b>	Polish Olympic Committee legal members.
<b>Qatar</b>	The General Assembly.
<b>Russia</b>	The Russian Olympic Committee (ROC) members.
<b>Rwanda</b>	Federations members of the NOC.
<b>Saint Lucia</b>	National Federations.
<b>San Marino</b>	The candidatures are presented by each of all (32) National Sports Federations recognized by the NOC.
<b>Senegal</b>	All sport federations members.
<b>Serbia</b>	NOC members (legal entities – sports associations and federations).
<b>Seychelles</b>	Member of Sport federations and associations.
<b>Singapore</b>	Anybody eligible to attend the SNOC AGM.
<b>Slovakia</b>	Member Organisations and Individual Members of the Slovak Olympic Committee.



<b>Slovenia</b>	Members of our NOC –representatives of National Sports Federations, municipal Sports Federations, other Sports Associations.
<b>Somalia</b>	Those federations and associations eligible to vote.
<b>South Africa</b>	Any National Federation.
<b>Spain</b>	The President, who is elected by the General Assembly, nominates the Vice-president, the Treasurer, and the Secretary General. The Olympic and Non Olympic Federations nominate their representative. The Athletes nominate the President of the Athletes' Commission.
<b>Sri Lanka</b>	National Federations (NF's).
<b>St Kitts and Nevis</b>	Only affiliated National Sporting Federations of the SKNOC.
<b>Switzerland</b>	All member associations of Swiss Olympic.
<b>Syria</b>	NFs, and different sport organizations and associations, as stipulated on the constitution.
<b>Tajikistan</b>	NFs.
<b>Tanzania</b>	By National Sports Federation/Association.
<b>Togo</b>	Federations Members which have paid their statutory due.
<b>Tonga</b>	Members of the Federation that they have been recognised to be a full member of TASA and paid it's Subscription.
<b>Trinidad and Tobago</b>	Any registered member of an Affiliate.
<b>Tunisia</b>	Public authorities can nominate candidates to the elective General Assembly of the CNOT.
<b>Turkey</b>	Himself or Herself.
<b>Uganda</b>	Member National Sports Federations.
<b>Ukraine</b>	The NOC President, NOC Members.
<b>Uruguay</b>	The candidates must be proposed in written by a minimum of 5 affiliated members.
<b>Vanuatu</b>	The members of the national federations and other women and sports participants.
<b>Yemen</b>	The Federations, Women Sports Sector, and Board of Directors of the NOC.
<b>Zambia</b>	In accordance with the constitution, members from associations, in good standing and fully paid up.
<b>Zimbabwe</b>	A candidate may only be nominated by a National Sport Association/ Federation affiliated to the Zimbabwe Olympic Committee (currently 29 associations are affiliated to the NOC).

## Appendix 3 Criteria for Eligibility for Election to Executive Committee of International Federations

<b>AIBA</b>	Anyone from a member NF who satisfies the criteria stipulated in the statutes.
<b>BWF</b>	Any individual is eligible to be nominated.
<b>FAI</b>	Any suitable person.
<b>FEI</b>	An individual who is close to and committed to equestrian sport, with a proven track record as a leader and impeccable integrity and a direct and open matter.
<b>FIBA</b>	Members of the Central Board are elected by the Continental Federations (the zones) through their Executive Boards.
<b>FIBT</b>	All candidates submitted for election to the Executive Committee must be: <ul style="list-style-type: none"> <li>• over 21 years of age;</li> <li>• members of their respective Member of the FIBT (National Federation/Club affiliated to FIBT);</li> <li>• possess the citizenship of his/her Member, or be an official resident of that Nation for at least three years prior to the date of the elective Congress.</li> </ul>
<b>FIDE</b>	All members of federations.
<b>FIE</b>	According to status: Any candidate to the post can be nominated by a national federation member of the FIE or by a honorary member in accordance with the following arrangements: <ul style="list-style-type: none"> <li>• Each federation member can only nominate one candidate per post</li> <li>• Each honorary member can only nominate one candidate per post</li> <li>• A candidacy to the executive committee or to a commission by a federation member or a honorary member can only be presented in agreement with the candidate's parent federation.</li> </ul>
<b>FIG</b>	Candidates must be presented by their Federation.
<b>FIH</b>	Any citizen from the country he is nominated by.
<b>FIL</b>	Anyone.
<b>FILA</b>	Elected Members of the Executive Board.
<b>FIM</b>	Representatives of affiliated national federations.
<b>FINA</b>	Any candidate proposed by a National Federation.
<b>FIP</b>	The delegates of the National Associations and ambassadors.
<b>FIPV</b>	Any person in compliance with the FIPV rule.
<b>FIQ</b>	President, 1st Vice President, 2nd Vice President.
<b>FIRS</b>	All the associates to a National Federation with the agreement of their own National Federation.
<b>FIS</b>	Persons proposes by National Ski Associations.
<b>FISA</b>	Anyone presented by their respective national federations.
<b>FITA</b>	All members of a member association of FITA.



<b>FIVB</b>	Executive committee election, must be a member from the board.
<b>IAAF</b>	Any person who has attained his/her majority.
<b>IBU</b>	Everybody nominated by a NF and proposed in writing by a NF 90 days before an election.
<b>IFF</b>	According to statutes only representatives from the ordinary member federations are eligible for election to the Central Board. The candidates have to be members of their national federation.
<b>IFSC</b>	Members of the National Federations, athletes.
<b>IGF</b>	The Administrative Committee consists of 18 persons, composed of the Joint Chairmen, the Women's Chairmen and 15 other persons representing 13 different organisations. Any member organisation is eligible to be nominated.
<b>IHF</b>	President, 1st Vice President, Treasurer, Secretary General, 2 members from the Council (generally every candidate is coming from the NFs).
<b>IIHF</b>	Member Federation Representatives.
<b>IKF</b>	Anyone nominated by a National Federation member.
<b>IPF</b>	Any candidate, who is in good standing in his own national federation.
<b>IRB</b>	Sitting IRB Council Members i.e.: <ul style="list-style-type: none"> <li>• two Representatives from each of the Foundation Unions (i.e. the Unions representing Australia, England, Ireland, France, New Zealand, Scotland, South Africa and Wales), each of which Representatives shall have one vote;</li> <li>• one Representative from each of the Union Argentina de Rugby, the Canadian Rugby Union, the Federazione Italiana Rugby, the Japan Rugby Football Union, each of which Representatives shall have one vote; and</li> <li>• one Representative from each of the following Associations: Asian Rugby Football Union (ARFU), Confédération Africaine de Rugby (CAR), Fédération Inter-Européenne de Rugby Association (FIRA AER), Federation of Oceanic Rugby Unions (FORU), Confederacion Sud Americana de Rugby (CONSUR) and the North America West Indies Rugby Association (NAWIRA), each of which Representatives shall have one vote.</li> </ul>
<b>IRNA</b>	Our Board is ten persons President, Vice President, Finance Director, One Independent Director and one Director appointed by each of the five Regions (Asia, Africa, Europe, Oceania and Americas) and one person from the Isle of Man where our company is officially registered.
<b>ISAF</b>	ISAF Constitution, Article 71 states: No person shall be eligible for nomination as a candidate for the office of President if he had held that office for the immediate preceding continuous period of eight years, nor for the office of Vice-President if he has held that office for the immediate preceding continuous period of eight years. If more than two Vice-Presidents would thereby become ineligible, this provision shall affect those two Vice-Presidents having the longest period of continuous service; if two or more have equal seniority, then in the absence of agreement between them, all of those having equal seniority shall be eligible for nomination, and a vote of the General Assembly shall be taken before the votes for Vice-President to determine which of them shall stand for election to Vice-President.

<b>ISF</b>	Members of National Federation in good standing.
<b>ISSF</b>	The person must be a member of an ISSF member federation and must have the support of this member federation of ISSF.
<b>ITF</b>	A person of 21 years or over and a national of a country which has class B member nation (national association).
<b>ITTF</b>	Members of ITTF Member Associations.
<b>ITU</b>	To be eligible, the candidate must be recognized by their National Federation of citizenship or residence, which is a member of ITU in good standing.
<b>IWF</b>	Any bona fide candidate nominated by the affiliated National Federations of the IWF.
<b>IWSF</b>	<ul style="list-style-type: none"> <li>• Any nominee for election to the positions of President, Secretary General and Treasurer must have previously been an officer (or equivalent thereof) of the Governing Body, a Continental Confederation or an Affiliate Member.</li> <li>• Each Continental Confederation may nominate up to 2 candidates for its position of Vice President.</li> <li>• Each Sports Division Council nominates 1 person to the Executive Board.</li> <li>• The Athletes elect 2 persons to the Executive Board.</li> <li>• The Continental Confederations nominate 2 persons to the Executive Board.</li> </ul>
<b>TWIF</b>	Anyone who is a member of the National Association within any of our member countries.
<b>UCI</b>	Persons nominated by their continental confederations and for the President's post, persons proposed by the National Federation.
<b>UIAA</b>	Candidates standing for election to any position in the Management Committee shall be nominated by the member association of which he or she is a member.
<b>UIM</b>	Candidates brought forward by National Authorities.
<b>UIPM</b>	Candidates are nominated by their NF which must be a member of UIPM. Generally candidates have a role within their NF.
<b>WCF</b>	Any individual who has been nominated by a WCF Member Association as an Official Voting Representative who has attended at least one General Assembly prior to the elections.
<b>WKF</b>	Any representative appointed by a NF member.
<b>WSF</b>	For the position of President – Current Vice-President or Executive Committee Regional Vice-President or officers. For the position of Vice-President – Anyone nominated by any full member.
<b>WTF</b>	Anyone who is a member of the Executive Board of a Member National Association (MNA).



## Appendix 4 Criteria of Eligibility to Nominate Candidates to Executive Committees/Boards of International Federation

<b>AIBA</b>	The President or the Secretary General of a member NF.
<b>BWF</b>	A Member Association “good standing” as defined by the BWF Constitution (financial/ meets other administrative criteria) nominates an individual and this person must be seconded by a different Member Association – who must also be in “good standing”.
<b>FAI</b>	Members.
<b>FEI</b>	National Federations.
<b>FIBA</b>	Each zone’s General Assembly elects its EB which in turn elects the members of FIBA’s Central Board.
<b>FIBT</b>	Only Members (National Federations/Clubs affiliated to FIBT) can submit candidates for election to the Executive Committee.
<b>FIDE</b>	Federations.
<b>FIE</b>	According to status (4.1.2.): Any candidate to the post can be nominated by a national federation member of the FIE or by a honorary member in accordance with the following arrangements: <ul style="list-style-type: none"> <li>– Each federation member can only nominate one candidate per post</li> <li>– Each honorary member can only nominate one candidate per post</li> <li>– A candidacy to the executive committee or to a commission by a federation member or a honorary member can only be presented in agreement with the candidate's parent federation.</li> </ul>
<b>FIG</b>	Federations Member.
<b>FIH</b>	The National Associations members of the FIH.
<b>FIL</b>	NFs.
<b>FILA</b>	The President, the Secretary General and the 4 vice-presidents are ex-officio Members.
<b>FIM</b>	Affiliated National Federations (FMN).
<b>FINA</b>	The National Federations Members of FINA.
<b>FIP</b>	The President of the National Association.
<b>FIPV</b>	Any person in compliance with the FIPV rule.
<b>FIQ</b>	Member Federations may make the nominations.
<b>FIRS</b>	The President/Secretary General of a National federation.
<b>FIS</b>	Affiliated National Ski Associations.
<b>FISA</b>	The nominations will be made by member federations as per above (Appendix 3).
<b>FITA</b>	Only Member Associations but not necessarily from the country of the candidate.



<b>FIVB</b>	For the executive committee, either the congress or the executive committee. For the board, only the congress.
<b>IBU</b>	A NF signed by the President or the Secretary General.
<b>IFF</b>	The member federations are eligible, in accordance with our Statutes.
<b>IFSC</b>	Candidates shall be nominated by their National Federation (except the athletes' representatives, elected by the Athletes among their candidates).
<b>IGF</b>	Member countries from each of the three geographic zones determine which countries shall be represented. Each member organisation shall appoint its representative, if selected to do so.
<b>IHF</b>	Council, Executive Committee, NFs.
<b>IIHF</b>	Member Federations.
<b>IKF</b>	Any approved candidate.
<b>IPF</b>	The IPF national member federations.
<b>IRB</b>	IRB Council Members – candidates must be proposed and seconded.
<b>IRNA</b>	The members nominate the candidates.
<b>ISAF</b>	ISAF Constitution, Article 72 states: Five or more Full Members may nominate any eligible person as a candidate for such offices provided that such nominations are received by the Secretary General at least eight weeks before the commencement of the meeting.
<b>ISF</b>	National Federation.
<b>ISSF</b>	The ISSF member federation concerned.
<b>ITF</b>	Any class is member nation (national association).
<b>ITTF</b>	ITTF Member Associations.
<b>ITU</b>	The candidate's National Federation.
<b>IWF</b>	Only the National Weightlifting Federations.
<b>IWSF</b>	Candidates may be nominated by Members of the IWSF (National Federations) or by Continental Confederations.
<b>TWIF</b>	The national Board from a member country.
<b>UCI</b>	For the President's post, the National Federation of the candidate and by Continental Confederations for other Members.
<b>UIAA</b>	Candidates standing for election to any position in the Management Committee shall be nominated by the member association of which he or she is a member.
<b>UIM</b>	National Authorities.
<b>UIPM</b>	Member Federations at UIPM.



<b>WCF</b>	Member Associations.
<b>WKF</b>	The President or the General Secretary of the NF.
<b>WSF</b>	Any fully paid Member National Federation.
<b>WTF</b>	Member National Associations. Incumbent official seeking re-election can nominate themselves.



## 7. References

- Crook, M. L. (2003). *Candidate Gender Quotas: a Framework for Analysis*. Paper presented at the General Conference of the Consortium for Political Research.
- Deloitte & Touche. (2003). «*Investing in Change*» – *High Level Review of the Modernisation Programme for Governing Bodies of Sport*. London: UK Sport.
- Henry, I., Radzi, W., Rich, E., Shelton, C., Theodoraki, E., & White, A. (2004). *Women, Leadership and the Olympic Movement*. Loughborough: Institute of Sport and Leisure Policy, Loughborough University & the International Olympic Committee.
- Henry, I. P., Radzi, W., Rich, E., Theodoraki, E., & White, A. (2004). *Women, Leadership, and the Olympic Movement*. Loughborough: Institute of Sport & Leisure Policy, Loughborough University and I.O.C.
- Houlihan, B. M. J., Bergsgard, N. A., Mangset, P., Nødland, S. I., & Rommetvedt, H. (2007). *A comparative analysis of stability and change*. Oxford: Butterworth-Heinemann.
- Hovden, J. (2000). Gender and leadership selection processes in Norwegian sporting organizations. *International Review for the Sociology of Sport*, 35(1), 75-82.
- Hovden, J. (2006). The Gender Order as a Policy Issue in Sport: A Study of Norwegian Sports Organizations. *Nordic Journal of Women's Studies*, 14(41-53).
- ICSA. (2002). *A UK Sport Good Governance Guide for National Governing Bodies*. London: Institute of Chartered Secretaries and Administrators.
- International Olympic Committee. (2009). *Women and Sport: The Current Situation*. Lausanne: International Olympic Committee.
- Slack, T., & Parent, M. (2006). *Understanding Sport Organizations* (2<sup>nd</sup> ed.). New York: Human Kinetics.
- United Nations. (1995). *Platform for Action and the Beijing Declaration*. New York: United Nations.