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**Network Governance: A Case Study of The
World Games 2009**

**Graduate : Liao, Hsiao-ling
Supervisor : Tang, Ming-shin
Liu, Hung-yu**

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研究生：廖曉玲

指導教授：湯銘新

劉宏裕

摘要

研究之主要目的在於調查 2009 世界運動會的治理網絡，並嘗試透過觀察治理網絡建構的過程、結構以初步探討其績效。本研究首先討論網路的概念以及治理網絡的發展，其後進一步的討論影響網絡發展的情境。最後討論如何評估非營利治理網絡—特別是專案網絡的效率。透過文獻蒐集以瞭解有哪些機構/個人在 2009 世界運動會治理網絡中扮演利害關係人的角色。第二階段透過半結構式訪談上述的利害關係人。本研究發現此治理網絡有三個階段的發展，這三個階段網絡特色的轉變與高雄組委會的行政角色的變化有關且具有傳統專案網絡的特性。此外，受訪者亦指出此治理網絡的一些缺失。最後，本研究發現此網絡治理型態屬於 NAO，故以 NAO 衡量效率的標準—關係的正式化程度、多重性以及 NAO 進行該網絡效率的評估。本研究推論 2009 世界運動會網絡之組織合作效率仍有待加強之原因包含 1. 各組織缺乏正式性的文件規範各組織的機能、責任與義務分工 2. 缺乏強而有力的協調者處理網絡成員間之衝突。上述情形或多或少暗示著網絡的成員多從個別組織的角度進行治理行為而未基於整體網絡效益之考量。

關鍵字：2009 世界運動會、高雄組委會、NAO、網絡、治理

Network Governance: A Case Study of the World Games 2009

ABSTRACT

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Student: Liao, Hsiao-ling

Adviser: Tang, Ming-shin

Liu, Hung-yu

The focus of this study was to investigate the development, structure, and performance of the governance network established to organise the World Games 2009 to be held in Kaohsiung, Taiwan. The study sought to identify the process used to establish the governance network, to identify the structure of the governance network, and to make a preliminary assessment of its performance. This study has reviewed the concept of networks and how to use networks as a form of governance, as well as how contingency issues affect the development of networks, and, finally, how to evaluate the effectiveness of networks, especially in non-profit networks and project networks. Two stages of data collection were undertaken: firstly, collection of documents relating to the roles of the various network members involved in the 2009 World Games; and secondly semi-structured interviews with selected representatives of network member organisations. The results of the study illustrated that there was clearly a three stage process that led to the development of the network, that the network exhibited the structural characteristics associated with a project network with the KOC acting as the network administrative organisation, and that interviewees perceived a number of shortcomings in how the network was performing. The study found that the network formed for the World Games 2009 has the characteristic of project network and the form of governance is NAO. This study concluded that the extent of formalisation in relationships, multiplexity and the existence of NAO are three criteria that were suitable to use in the analyse of the effectiveness for the network in this study. The

effectiveness of the governance network in place for the World Games 2009 is not high due to the lack of formality in defining the function, obligation and rights of each network member organisation. In addition, there is no power coordinator to deal with the conflicts that have emerged between network member organisations. This suggests that network members have not yet grasped the difference between governing the relationships in the network on the basis of network outcomes rather than impacts on outcomes rather than impacts on individual organisation.

Key Words: World Games 2009, KOC, NAO, network, governance

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ABBREVIATIONS

IFs: International Sports Federations

IOC: International Olympic Committee

IWGA: International World Games Association

KCC: Kaohsiung City Council

KCG: Kaohsiung City Government

KOC: Kaohsiung Organising Committee

KSC: Kaohsiung Sports Committee

NAO: network administrative organisation

NFs: National Sports Federations

ROCSF: Republic of China Sports Federation

SAC: Sports Affairs Council

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I hope this thesis can do at least a little contribution to Taiwan's sports environment.

CHAPTER 1

INTRODUCTION

It is generally accepted that hosting a high profile world class sporting event can bring some economic benefit, such as broadcasting rights, tourism revenue, sponsorship, or urban regeneration or development to a city, region or country. Besides these economic benefits, sport events can also be seen to be a tool for propaganda and diplomacy. For example, South Korea mended their relationship with North Korea through their joint team for Olympic Games in 1988 and their relationship with Japan through co-hosting the FIFA World Cup in 2002. “Major sports events also provide a platform for host locations to benefit from positive place marketing effects, for governing bodies to develop their major event delivery capacity, for volunteers to gain valuable experience and for communities to enjoy a feel good factor”(UK Sport, n.d., para. 7). These impacts are maximised with effective partnerships between central government, governing bodies, and local organising committees. It was a combination of these perceived benefits that led to Taiwan bidding to host the 2009 World Games.

The history of World Games

The World Games have been held every four years since 1981. The objective of the event is to provide a global competition arena for non-Olympic sports. While there were only 1000 athletes involved in the 1st World Games held in 1981 at Santa Clara, the 7th World Games held in Germany in 2005 attracted more than 3000 athletes from 80 nations. The idea of the event is that it is staged at existing venues, and in appropriately sized facilities (International World Games Association [IWGA], n.d.). The official sports of the World Games are selected according to the infrastructure and venues available from the host city. In addition, the host city has the right to endorse additional sports as invitational sports, which are not governed by the International World Games Association (IWGA, n.d.). However, the sport

federations need to be recognized by the International Olympic Committee (IOC) or be full members of General Association of International Sports Federations (GAISF) to be included in the World Games program (IWGA, 2000). In addition, the sports should not currently be on the programs of the Olympiad. Table 1.1 shows the numbers of participating sports, nations and athletes from 1981 to 2005 in the World Games.

Table 1.1

Number of participating sports, nations and athletes in the World Games

The World Games	Year	Total Sports	Official Sports	Invitational Sports	Total Nations	Total Athletes
Santa Clara	1981	18	18	0	n/a	1265
London	1985	23	19	4	n/a	1550
Karlsruhe	1989	19	19	0	n/a	1965
The Hague	1993	25	22	3	69	2275
Lahti	1997	30	25	5	78	2600
Akita	2001	31	26	5	93	3200
Duisburg	2005	38	32	6	89	3400

Source: IWGA (n.d.)

The IWGA was established in 1980, Seoul, Republic of Korea, and is constituted as a legal person in Switzerland. The IWGA is recognized by the IOC and is also a member of the GAISF, being represented on the council of GAISF. According to the constitution of the IWGA (2005, p.3), the objectives of IWGA are:

1. To develop the popularity of the sports or disciplines of International Sports Federations in membership with IWGA.
2. To raise the status and image of the Member Federations in international and national bodies governing sport.
3. To improve the prominence of the sports or disciplines of sports of the Member Federations through excellence in sport.

4. To strengthen the bond of friendship between Member Federations and to conserve the traditional values of sport.

Compared to other multi sport events, the World Games is younger and of a smaller scale. The event is also staged using existing sport facilities and stadia, so the expenditure for the host city should be less. Nevertheless, for a country lacking experience in hosting international multi sports events, the World Games presents a number of challenges, not least of these being the governance of the event.

The following section reviews the political status of Taiwan in order to understand the incentives for Taiwan to bid for this event and how Taiwan's special political status affects their sport policy. The final section of this chapter outlines the research questions for this thesis.

The political context of Taiwan

In 1949, the Chiang Kai-shek regime fled to Taiwan and continued as the ruling power over the Republic of China (ROC). The regime claimed to IOC about its jurisdiction of Chinese Olympic Committee in Taiwan (Chan, 1985). However, with the rise of Mainland China (known as the People's Republic of China or PRC), most of the countries turned to recognise PRC as the only China rather than ROC. In 1954, the Olympic Committee of PRC was recognised by IOC. Thus, a "two-Chinas" situation was created in Olympic movement (Chan, 1985). However, this situation couldn't be accepted by PRC, since one China policy is considered a national benefit of PRC. In order to solve the problem, in 1981, an agreement was reached in Lausanne, Switzerland, that the Olympic committee in R.O.C/Taiwan is recognised as the name of "Chinese Taipei Olympic Committee" (CTOC), and the flag and anthem of CTOC needs to be recognised by IOC, which means CTOC cannot use the national flag/anthem, so as to solve the "two-Chinas" situation. In addition, Samaranch, the then president of IOC guaranteed that CTOC would be

treated just like other NOCs. The result is well known as the “Olympic Formula” giving Taiwan the right to participate in international sports event, even though Taiwan was expelled by United Nations. In the meanwhile, the PRC is attempting to exclude Taiwan from attending and bidding for these international sports events. Hence, the tensions increase and many conflicts happened in international sporting field, especially in Olympic Movement (Liu, 2005). As table 1.2 showed

Table 1.2

Power Struggles and Tensions between ROC and PRC in the Olympic Movement

Year	Organization/Event	Actions
1959	IOC	The IOC was negotiating with the ROC Olympic committee to readjust the title of the National Olympic Committee and finally to end recognition of the ROC Olympic Committee in 1959.
1968	IOC 68th Annual Conference	IOC re-recognises the ROC Olympic Committee.
1972	Winter Olympic Games	ROC sends players to the Winter Olympic Games for the first time.
1976	Montreal Olympic Games	Canadian government announced its unwillingness to grant athletes from the ROC admittance to the country since Canada did not recognize that nation's existence, even though ROC was a member of the IOC.
1979	IOC	ROC Olympic Committee accused IOC of not obeying the Olympic Charter. Henry Hsu, IOC Member of the ROC, sought an injunction to prevent the IOC's decision to reject the ROC Olympic Committee. The Swiss court found in the ROC's favour late in 1979.
1980	Moscow Olympic Games	Due to restriction concerning the national title, flag and anthem, ROC unwilling to attend the Games.
1984	IOC	ROC rejoins the summer Olympic Games in Los Angeles.
1986	IOC	ROC attends the Games for the first time with the title of Chinese Taipei with new flag and anthem.

Source: Liu (2005, p.231)

In 2000, the Democratic Progress Party (DPP) replaced Kuomintang (KMT), the party that had ruled Taiwan for over 50 years. The DPP is known for its ideal to make Taiwan to be independent from mainland China and uses sport as a tool of diplomacy so as to create national identity in the world. The main strategy of the DPP government is to bid for mega events, such as East Asian Games, Asian Games, International University Games, and the World Games. The Executive Yuan (the executive department of central government) assigned Kaohsiung City, the biggest city in southern part of Taiwan, to bid for the World Games for 2009. Kaohsiung City was also the city entitled to bid for the 2002 Asian Games in order to facilitate the development of sport in South Taiwan and balance the sport education between north and south (Liu, 2005). Moreover, comparing to Taipei city, Kaohsiung city seems more representative of the “local regime/voice” for Taiwan for it is also ruled by DPP party. This situation also strengthens the position for Kaohsiung city to get fully support from central government to host the World Games.

In order to host the World Games 2009, the Sport Affair Council (SAC), Chinese Taipei Olympic Committee (CTOC), and the Kaohsiung City Government (KCG) organized a lobbying group to convince the board members of IWGA that Kaohsiung city was best placed to host the 8th World Games. In 2004, the IWGA announced that Kaohsiung city was to be the host city of the 8th World Games. Because of the special political position of Taiwan, there are some special items in the host city contract, most notably:

Considering the special position of Chinese Taipei vis-à-vis the People’s Republic of China within the international sports community which has been established by the Nagoya Resolution of 1979 and the subsequent agreement between the Chinese Taipei Olympic Committee and the International Olympic Committee on 23 March, the parties agree on the following additional clause for the agreement for World Games 2009 in Kaohsiung

City.

8.2: Kaohsiung City and higher authorities of the country agrees and accepts to refrain from using the World Games and/or the World Games event in Kaohsiung for the promotion of any political position deviating from the situation vis-à-vis the People's Republic of China on which the agreement of 23 March 1981 is based and not to use the World Games 2009 event as an instrument for political campaigns for such deviation.

8.3: In case the World Games is used for any political purpose mentioned in 8.2. the IWGA has the right to withdraw from the agreement between Kaohsiung City and the IWGA.

According to the host city contract, the Kaohsiung Organizing Committee (KOC) was established by KOG in 2005, and KOC executes all duties of KOG in relation to the World Games. The KOG needs to be responsible towards the IWGA for the fulfilment of the agreement by the KOC. The questions of how the KOC cooperates with IWGA under such a complicated political status of Chinese Taipei in the sports arena and the special ideological features of Kaohsiung city, and the challenges these present for governing the network of organisations responsible for delivering the World Games in 2009 are important research questions.

Need for the study

The special political status of Taiwan and the country's lack of experience in hosting international multi sport events make the 2009 World Games a difficult task, not only for the organising committee, but also other organisations such as central government and local government. The majority of literature on Taiwan's sports events, however, focuses on commercial aspects such as how sponsorship enhances the image of businesses or brands (e.g. Yang, 2004; Feng, 1998) or how sports event facilitate urban development (e.g. Li, 2006; Zhao, 2005; Tien, 2003). These studies tend to view sports events as tools to create political or economic benefits rather than exploring the governance or management of the events themselves. In addition, most of the discussion in sports governance is in the board of directors of a single and permanently established sports organisation. There have been few attempts to analyse governance in a short-term, policy-driven project context. For this reason, this study focuses on the issue of network governance, specifically the event delivery capacity of the governance network established to deliver a global multi-sport event. In this case, the governance network includes organisations ranging from local to international level, and both government and non-government organisations.

Objectives of the study

The focus of this study was to investigate the development, structure, and performance of the governance network established to organise the World Games 2009 to be held in Kaohsiung, Taiwan. The study sought to identify the process used to establish the governance network, to identify the structure of the governance network, and to make a preliminary assessment of its performance.

Specifically, the objective of the study is to address the following broad questions:

1. How did the governance network responsible for organising the World Games 2009 develop?

2. What are the structural characteristics of the governance network responsible for organising the World Games 2009?, and
3. What are the perceptions held by network members of the performance of the governance network responsible for organising the World Games 2009?

The study used governance network theory and theories related to inter-organisational relationships as the framework for conceptualising and exploring network development, structure and performance. The study utilised a qualitative research design based on content analysis of documents and semi structured interviews of representatives of network member organisations. The following chapter reviews the literature related to the governance of networks and associated issues of inter-organisational relationships.

CHAPTER 2

LITERATURE REVIEW

Since the objective of the study is to understand the governance structure and relationships among the stakeholders involved in governing the World Games 2009, it is necessary to focus on two related but distinct areas of literature: inter-organisational relationships (IORs) and network theory. When it comes to IORs, some studies analyse them from a “dyadic” perspective while others choose to analyse them by using the concept of networks. Since the basic assumption of the present study is that the inefficiency of the interactions among each organisation may result in the whole network’s failure—that may cause the failure of event delivery capacity, the chapter begins with the introduction of IORs, including why relationships are built between two organisations and how these reasons affect the types of IORs that are developed. The concept of networks is introduced in the second part of this review, specifically the governance of networks and the relationship between different forms of governance and effectiveness.

Inter-organisational relationships

Many general discussions of IORs have addressed the issue of control and management of linkages. Van de Ven, Walker, and Liston (Provan, 1983) have tried to analyse these linkages from three levels: individual, cluster relationships and a whole network. IORs can be analysed through in-depth observation about how the linkage is maintained through the compromises among the organisations. Oliver (1990) directly analysed the formation of IORs from the organisational perspective and investigated the purposes that organisations sought to establish linkages with each other. She concluded six determinants –necessity, asymmetry, reciprocity, efficiency, stability and legitimacy may affect the type of IORs that organisations may choose. Most of the time, organisations form the relationship voluntarily in order to solve the problem of asymmetry in power or try to increase their efficiency,

stability or legitimacy through the exchange of resource (Oliver, 1990). Unlike many literatures focused on voluntary relationships, Oliver mentioned that "necessity" is a determinant to differentiate those mandated and voluntary relationships, she thinks that the relationship might not occurred voluntarily unless it is dictated by higher authorities to meet the requirements. It is worth noting that mandated relationships may increase the frequency of interactions between respective organisations, and reduce their perception to environment (cf. Oliver, 1990, p.243). Organisations may need to conform to the dictates of a higher authority so as not to suffer from the loss of resources or be expelled from the field (Oliver, 1990). The determinant (necessity) is more appropriate to explain the interactions between governmental organisations or non- governmental organisations.

To improve efficiency, acquire resources, avoid crises, increase profit, reduce costs, and increase legitimacy are common goals of profit oriented organisations. Based on these goals, Barringer & Harrison (2000) used six theoretical paradigms— transaction costs economics, resource dependence, strategic choice, stakeholder theory of the firm, organisational learning, and institutional theory to explain the formation of IORs amongst profit seeking firms.

Transaction cost economics (TCE)

The purest application of transaction cost economics (TCE) is to decide whether to make or to buy, so as to minimize the production and transaction cost and increase the profit as well. Firms choose different type of IORs for different reason. To a local firm that wants to manage foreign market, it may establish joint ventures to avoid the cost of opportunism, monitoring, management of internalized activity; while to a firm that wants to minimize transaction cost by specializing the essential activities may choose to form a network. Nevertheless, TCE is criticized by some studies for only using an economic perspective to explain the formation of

relationships and neglects other issues such as the possibility of conflicts during the cooperation.

Resource dependence theory

Resource dependence theory focuses on the resources that must be obtained from outside to make organisations survive or prosper. Hence, organisations need to interact with the environment to obtain resources (Barringer & Harrison 2000, p.372). The resources could be money, land, time, knowledge, contacts, reputation, and trust (Larson & Wikström, 2001, p.54). Organisations need to acquire the control of critical resource to decrease the dependence on other organisations and increase the dependence of other organisations on them. In order to achieve the goals, organisations will enter into partnerships to take advantage of complementary asset, and increase the power relative to other organisations. This theory is criticised for it doesn't mention how to implement the resource to develop the competencies.

Strategic choice

Strategic choice basically develops out of economic perspective that firms form alliance for some strategic reasons, such as to increase their market power, which means to reduce cost or to provide attractive services (Barringer & Harrison 2000, p.375). This theory somewhat combines TCE and resource dependence theory to explain how the firms use their strategic plans to seek out the resource and decrease the cost; in the meanwhile, strategic choice theory perceives that political relationship as a tool to increase competitiveness, this idea wasn't mentioned in earlier theories.

Stakeholder theory

To a firm, stakeholders can be a group or individuals that affect or be affected by a firm (Barringer & Harrison 2000, p.376). Merrilees, Getz & O'Brien (2005)

identifies three salient features that stakeholders have— interdependency, affecting/being affected by the organisation and the sense of an interest or right in the organisation. Based on the contracts or informal agreement, these stakeholders form a network. The positions of these stakeholders are decided by how the organisations manage the resources. Thus, the importance of each stakeholder may vary, and sometimes these stakeholders may be competing groups for the multiple interests. An effective stakeholder management is to decide which stakeholder matters most (Barringer & Harrison 2000, p.376). For the importance of stakeholders differs, Clarkson (cf. Getz et al, 2005, p.1064) classified stakeholders to primary and secondary. If the stakeholders are vital for the survival of the organisation, they are primary stakeholders; if they do not, they are secondary stakeholders. From a marketing perspective, the primary stakeholders for a sports event are those who have commercial influence, and the secondary stakeholders may be the sport bodies and government.

Learning theory

Proponents of organisational learning suggest that organisations form IORs for the sake of learning. Also, learning is seen as an effective way for a firm to transfer knowledge across firms (Barringer & Harrison, 2000). That explains why two companies may choose to have interlocking directorates to have a channel for exchanging knowledge and information (Barringer & Harrison, 2000, p.378). A firm's learning ability –called “absorptive ability”, is defined by Cohen and Levinthal (cf. Barringer & Harrison, 2000, p.379) as the ability to “recognize the value of new, external knowledge, assimilate it, and apply it to commercial ends”. The ability is based on a firm's prior experience, and the quality of the employees, systems, incentives, and organisation culture (Barringer & Harrison, 2000). However, the theory is criticized for it stresses too much on the advantage of learning but neglects the cost during the process such as training the employee or updates the systems.

Institutional theory

Finally, institutional theory assumes that external pressures motivate firms to get legitimacy. To a firm, legitimacy is “a key to the doors to gain access to critical resource and expertise (Barringer & Harrison, 2000).” Hence, a small firm may try to declare the alliance with other well-known firms or mimics the mode of successful firms to enhance a firm’s reputation or demonstrate social worthiness (Oliver, 1991).

From the six paradigms listed above we can find that firms form IORs with other organisations may out of either economic or political reasons, or, both. These different reasons combined together forming different contingencies for individual firm that also affect the types of IORs for firms choose to build.

Summary

Since the contingencies that firms face are complex and expanding, the contingencies and needs for different firms also vary. Some may want to increase efficiency and more profit by avoiding crisis when others by increasing the legitimacy and getting more resources. The studies on IORs have, however, focussed almost exclusively on dyadic analyses between for-profit firms and thus may not fully explain the nature of IORs between not-for-profit organisations.

From a theoretical perspective, a non-profit organisation, especially the organisation established for the implementation of policy, the economic motivation for organisations to form relationships could be less important. That means organisations may not need to form a relationship just because they want to decrease transaction cost or because they want to learn some knowledge with each other; also, they do not need to make strategic choice to find a partner, since the relationships may be formed for policy reasons, rather than economic reasons. In other words, these kinds of relationships could be formed because they are

mandatory rather than through the choice of two organisations. However, how the resources are distributed in different organisations is an important issue in the formation of IORs, which is not mentioned in resource dependence theory but it does mention that organisations need to build the ties for reasons. In addition, how resources are distributed depends on which organisation has the leading position also matters to the effectiveness. Hence, resource dependence theory and stakeholder theory are still important when it comes to the IORs in non-profit organisations.

Networks

In the issue of IORs, some scholars focus on the motivation of for-profit organisations to form the ties with others from economic views, while other scholars concern about the “collectives of IORs” in non-profit organisations. Take Provan, for example, he concerns about the effectiveness of the cooperation, especially in medical organisations.

In 1983, Provan made three distinct levels of analysis in IORs, the first level focuses on individual dyads so as to gain an in-depth understanding of linkage evolution and maintenance. The second is on cluster of dyadic relations maintained by a focal organisation so as to explain why or when organisations form linkages in terms of its structure and activities. And the last level is on entire network of linkage organisations and the behaviour and activities of an entire group of connected organisations as well as those specific IORs that compromise the network is examined. The network level seems to be a new perspective to analyse IOR besides dyadic relationship. However, no matter in what level of analysis, effectiveness is still a critical concept, and the different level of analysis just tries to answer the key question of “effectiveness for whom” (Provan & Kenis, 2007). In the following section, the definition of networks, the form of networks, and the concept of network governance are reviewed.

Definition of network

Some studies define a network as “a set of nodes and the set of ties representing some relationship, or lack of relationship, between the nodes” (cf. Provan, K. G., Fish, A., & Sydow, J., 2007, p.481), and think network as “multilateral collectivities, networks can become extremely complex entities that require explanations that go well beyond the dyadic approaches that have been traditionally discussed in the organisation theory and strategic management literature”(Provan & Kenis, 2007, p.231).

While Podolny & Page (1998, p.59) further defines network as “Any collection of actors ($N \geq 2$) that pursue repeated, enduring exchange relations with one another and , at the same time, lack a legitimate organisational authority to arbitrate and resolve disputes that may arise during the exchange.” Provan & Kenis (2007, p.231) view networks as “groups of three or more legally autonomous organisations that work together to achieve not only their own goals but also a collective goal. Such networks may be self-initiated, by network members themselves, or may be mandated or contracted”.

Through the definition listed above, we can find that at the beginning, the definition of network more or less base on traditional organisation theory, that is, they believe that organisations form the ties for getting resources through exchanges, and the reward of the exchange is to reach the individual goal. The idea of “network” is perceived nothing but the collectives of nodes and ties. However, in Podolny & Page’s definition, the idea of “authority” was mentioned, that means the “governance of the whole network” became an issue. Moreover, the idea of “collective goal” is also mentioned in network theory. Traditional organisational theories tend to focus on individual goal, and collective goal may be achieved if individual organisations can act effectively with other organisations. But Provan & Milward (1995, p.2) took the network formed with mental health organisations for

example, and said that:

If the overall well-being of clients is a goal, then effectiveness must be assessed at the network level, since client well-being depends on the integrated and coordinated actions of many different agencies separately providing shelter, transportation, food, and health , mental health, legal, vocational, recreational, family, and income support services.

As a result, what matters in the idea of a “network” could be viewing network as a unit to analyse and concern about the governance issue, if the goal of the network matters.

In addition, different definitions of network between traditional and new perspectives have led to two different schools of thought being established on how to analyse networks. Some studies made a distinction between micro-level and macro-level network focus, while others refer to the distinction the egocentric network versus whole network. Two basic approaches are developed hereafter: the “network analytical” approach and the “network as a form of governance” approach (Provan & Kenis, 2007, p.4).

Governance in networks

The governance of organisations has been mentioned in many IORs literature for the issue is highly related to effectiveness. The concept of governance is often pertinent to the idea of direction, control and regulation. In sports field, governance could mean to establish a direction or strategy to guide the sports organisation and to control its activities so as to attain the outcomes effectively (Hoye & Cuskelly, 2007, p.10). Most of the studies in governance concern about how the board of individual organisation guide and monitor the participants to attain its goal. It suggests that the theme of governance is in delivering the outcome effectively for

the organisation. However, the object of governance moves from organisation to network itself. Just as Provan & Kenis (2007, p.229) mentions that “the study of effectiveness has been problematic at both organizational level and network levels, especially regarding the key question, ‘effectiveness for whom’ ”?

Since the network effectiveness is defined as “the attainment of positive network-level outcomes that could not normally be achieved by individual organisational participants acting independently” (Provan & Kenis, 2007, p.230), it is necessary to discuss in a broader level so as to include all the organisations. The focus of network governance is in how different extent of centrality affects the range of governance in the whole network and purely discusses the number, size and type of the cliques in the network. The properties of analysis help to analyse the form of governance in organisations and networks (Provan et al., 2007).

Forms of network governance

Based on two dimensions—the extent of centralisation and the governance of network is from external or internal, Provan & Kenis (2007) identify three forms of network governance— participant-governed networks, lead organisation-governed networks and network administrative organisation (NAO). In addition, for the form of governance is determined by decision makers rather than simply emerge randomly, to understand the key factors that are perceived could affect the effectiveness of form of governance is important. Provan & Kenis further propose the four predictors – trust, number of participants, goal consensus, and need for network-level competencies can be used to explain why decision makers choose one form over another when the contingency changes. Three forms of network governance and the indicators in each form are introduced in sequence.

Participant-governed networks

Namely, the form of participant-governed networks is governed by the members in

the network. If the network is highly decentralized, then the members have relatively equal basis in governance, and no single entity can represent the whole network. This form often may use in smaller network, so the governance can be shared by all the participants in the network. The number of participants should be few so as to keep the frequency communication and strengthen trust and goal consensus. However, whilst more new-coming members enter the network, the density of trust ties and consensus in goal may decrease, such form of governance may become less effective, and the decision may tend to adopt other forms of governance. In addition, if interdependent task requirements are high, or there is strong pressure outside the network, demanding the whole network to enhance in some way, then the effectiveness of this governance will be less because individual organisation doesn't have enough competency to fulfil the task by itself; however, for lead organisation-governed network and network-governed administrative organisation are more effective in dealing with high interdependency tasks and external pressure (Provan & Kenis, 2007).

Lead organisation-governed networks

When the network is centralized to extreme, some lead organisation-governed networks may control the process of governance since they relatively have more resource or legitimacy than other members in the network or is simply mandated by external funding entity, hence, the extent of goal consensus is moderately low. The function of the lead organisation may “underwrite the cost of network administration on its own, receive resource contributions from network members, or seek and control access to external funding through grants or government funding” (Provan & Kenis, 2007, p.236). Except the specific function, the lead organisation still provides services as other members do. Compared with the participant-governed network, this network has very low density in trust ties and lower goal consensus for the network has moderate number of participants and the governance is highly centralised.

Network administrative organisation (NAO)

The third form, network administrative organisation (NAO), has an independent administrative entity outside the whole network, and the entity plays a key role in coordinating and sustaining the network (Provan & Kenis, 2007). NAO can be seen as an agent that “acquire for and then distributes resources to the network” and is designated to “guide, coordinate, and legitimise network activities or to monitor service provision” as well (Provan & Milward, 2001, p.419). It can be either a formal organisation with its staff, executive directors and board members –these members may include all or a subset of network members, or runs by an individual (cf. Kenis & Provan, 2007, p.236). Just like lead organisations, sometimes an NAO can be run by government through funding and/or network facilitation in the beginning (cf. Provan & Kenis, 2007, p.236). Still, unlike lead organisations, NAO does not have to provide services as other members in the networks. Compared with the other two forms of governance, the density of trust in this form of governance is moderate, and the goal consensus is moderately high since the NAO is also monitored by members in the network at the same time. Take the General Association of International Sports Federations (GAFIS) for example, the organisation was created to “unite, support and promote its member International Sports Federations (IFs) and Organisations for the co-ordination and protection of their common aims and interests, communication and co-operation, while at the same time conserving and respecting their autonomy”(AGFIS, n.d). There are 104 members in the network, so it is necessary to have a centralised network so as to guarantee the effectiveness of the network. Meanwhile, the boards of directors are selected by its members, so members have a channel to monitor AGFIS.

Evaluation of the network effectiveness

Different networks have different features, and these features may affect the criteria to evaluate its effectiveness. For example, to evaluate the effectiveness of a public-sector organisational network could be more difficult than evaluating the

effectiveness of a for-profit network, since the reduced resource or increased dependence are “less likely to be seen as a threat to survival” (Provan & Milward, 2001, p.415). Moreover, the stakeholders can not be identified purely from an economic perspective, but need to be identified in terms of their legitimacy in relation to the network based on a hierarchy of their contribution to and power within the network. Hence, Provan & Milward (2001, p.416) categorised the constituents of public-sector organisational networks as: principals, agents and clients. Principals are in charge of monitoring and funding the network and its activities; while agents serve as administrators and service-level professionals in the network. Last, clients are those who actually receive the services provided by the network. To evaluate the effectiveness of network, the first step is to identify the stakeholders which, in this case, are principals and agents, including primary funders and regulators, the NAO and other member organisations. Then, the second step is to analyse a network in five dimensions, namely: network membership, the extent of service that provided by the network, strength of relationships, multiplexity and administrative structure (Provan & Milward, 2001, p.418). These are now discussed in turn.

The focus in network membership should be on “the ebb and flow agencies to or from networks” (Provan & Milward, 2001, p.418), especially the numbers of core agencies that provide critical services, so the cost of coordination could be controlled. Secondly, the extent of service that is provided by the network is evaluated by how much the needed service can be provided by the network. In a highly broker network, NAO should be evaluated, for it is in charge of all the network participants and the resource distribution. The third dimension is to assess the strength of relationships. Generally speaking, those relationships that are more formally established, such as on the basis of a contract, are stronger than those formed solely on the basis of trust and commitment built on a history of interactions (cf. Provan & Milward, 2001, p.419). The fourth dimension,

multiplexity, refers to the nature of relationships between two organisations being stronger if they have a relationship built on more than one exchange. In other words, if two organisations have multiple ties between each other, then, even if for some reason one of the ties break, they can still sustain their relationship through other ties. In other words, it guarantees the availability of continuing service for clients. The presence of an NAO indicates the network is a more viable form than other network types and that resources have been committed to developing the network. The networks without an NAO require a high level of commitment to achieve network goals and to foster interorganisational cooperation by member agencies; these two conditions are perceived to be more difficult to sustain; hence, the NAO network is perceived to be more effective (Provan & Milward, 2001, p.419).

However, not all networks exist permanently. For instance, a network may simply be established for a specific project, such as those associated with an organising committee for a major sport event. This type of network dissolves with the expiration of the project and thus can be considered to be a project network with different features. Thus the criteria to evaluate this special type of governance network also need to be discussed. Larson & Wikström (2001) applied stakeholder theory to discuss the IORs among the stakeholders in a (temporary) project network. A project network is temporally limited, dynamically changing, and is open in the sense that there are no definite criteria by which the boundary of the network may be identified and controlled. Moreover, it does not have any legitimate authority for the network as a whole (cf. Larson & Wikström, 2001, p.53). Just like other networks, stakeholders in projects also have different objectives and power. The stakeholder who has relatively more resources and higher authority has more power. Unlike Provan, Larson & Wikström (2001) are more concerned about informal relationships, which mean the relationships forming on the basis of trust and commitment rather than more formal, contract-based relationships. They propose that the higher the level of consensus among network stakeholders, the less chance

for conflicts to emerge (Larson & Wikström, 2001, p.54). The idea of consensus includes the concept of commitment and trust which takes time to develop within a network. However, for organisations in project networks, the time for developing trust is limited, and the incentives for building trust may be diminished as network member recognise that the cooperative relationships disappear after the project is completed. Hence, “trust” in project networks is perceived to be lower, and this may result in ineffectiveness for the whole network (cf. Larson & Wikström, 2001, p.54).

Summary

The research on IORs is primarily concerned about the impact of dyadic or network ties on a firm’s performance; which types of links are the most or least beneficial to individual network members; which network positions might be most or least influential and how the position of organisations in a network might shift over time in response to changes within and outside network (Provan et al., 2007). In network theory, the unit of analysis moves from dyadic ties to the whole network. This section has reviewed the concept of networks and how to use networks as a form of governance, as well as how contingency issues affect the development of networks, and, finally, how to evaluate the effectiveness of networks, especially in non-profit networks and project networks. The next chapter explains the procedures used to explore the research questions outlined in chapter 1, specifically the sampling frame and selection of subjects, instrumentation, data collection procedures, and treatment of the data for each stage of the study.

CHAPTER 3

METHODOLOGY

The purpose of this chapter is to explain the procedures used to explore the research questions for the study. The focus of this study was to investigate the development, structure, and performance of the governance network established to organise the World Games 2009 to be held in Kaohsiung, Taiwan. Specifically, this study addressed the following questions:

1. How did the governance network responsible for organising the World Games 2009 develop?
2. What are the structural characteristics of the governance network responsible for organising the World Games 2009?, and
3. What are the perceptions held by network members of the performance of the governance network responsible for organising the World Games 2009?

DATA COLLECTION PROCEDURES

Two stages of data collection were undertaken: firstly, collection of documents relating to the roles of the various network members involved in the 2009 World Games; and secondly semi-structured interviews with selected representatives of network member organisations. The chapter discusses the sampling frame and selection of subjects, instrumentation, data collection procedures, and treatment of the data for each stage of the study.

Stage 1 Document analysis

The network member organisations were identified through an iterative process starting with organisations such as the KOC and national sport organisations. The organisations ranged from local to international level. At the local level, the organisations included KOC, KCG, KCC and Kaohsiung City Sports Committee (KSC), which was added after the interviews from other organisations. At the

national level, the organisations were the CTOC, SAC, and NFs. Lastly, international level organisations included IFs, IWGA and IOC. As each organisation was identified as being a member of the network through information on their website or through informal discussions with representatives from other network organisation members, various documents were identified and collected. These included formal constitutions, annual reports, webs pages describing the role and purpose of organisations, and publicly available contracts and agreements related to the delivery of the 2009 World Games. Altogether, thirteen documents consisting of ten constitutions, one annual report, and two other related documents were collected from the organisations. In all cases, the documents provided to the researcher were copies that were already publicly available or were made available by representatives of each organisation. The researcher did not seek access to any other files or other records of the organisations. The contents of the documents were used to verify the role of the organisation in the governance network created for the 2009 World Games.

Stage 2 Semi-structured interviews

Representatives of selected organisations from the governance network were used for the semi-structured interviews in Stage 2 of the data collection process. The purpose of the semi-structured interviews was to collect data on the role of the organisation in the network, perceptions of how the network developed and perceptions of how well the network operated. Organisations were asked to nominate the most appropriate person who was able to answer questions related to their respective organisation's role in the network. A semi-structured interview schedule was developed that sought to gather qualitative data on each of these areas of inquiry. The interview schedule consisted of a series of general questions with prompts to remind the researcher to probe further on particular topics (see Appendix 1). All the interview questions are designed based on the key factors, proposed by the IORs or network scholars, which may affect the effectiveness of

organisational cooperation, such as the perspective of each interviewee about the function of other organisations, the distribution of resources, the number of participants, goal consensus and trust.

Each potential interviewee was contacted by telephone to explain the purpose and nature of the interview in relation to the study and to seek consent to be interviewed. All potential interviewees agreed to be interviewed. Interviews were conducted either via telephone or email and took approximately 30 to 45 minutes to complete. The interview schedule was provided to the subjects in advance to facilitate timely and accurate collection of data. The telephone interviews were digitally recorded. Responses to each of the items on the interview schedule were recorded directly onto the interview schedule. A total of seven interviews were conducted during March and April 2008. The interviewees and their organisation are shown in Table 3.1

Table 3.1
The interviewees of each organisation

Organisation	Interviewee
SAC	Officer in International Sports Affairs
CTOC	1. Secretary of General 2. Officer in Department of International Sports Affairs
Underwater Sports Federation	Secretary of General
KCC	Interviewee was selected on the basis of parliament record to find out which legislator is concerned about the 2009 World Games
KOC	Secretary Officer, in charge of public relationships
KCG	Director in Department of Sports

The recursive model of interviewing was employed, where open-ended questions were asked to encourage a broad range of information from the respondent, and more specific questions subsequently asked as the interview progressed. For example, an interview would start with the question “What is the role of your organisation in relation to the 2009 World Games?” Subsequent questions would follow up the interviewee’s answer by seeking clarification if required, exploring issues about the role, or asking the interviewee to expand on an issue raised in their answer. This approach was supported by Eisenhardt (1989) who maintained that the aim of the researcher is to understand the case study in as much detail as possible.

Each interview was transcribed and coded before conducting the next interview as recommended by Miles and Huberman (1994). In this way the emergent themes assisted in the development and refinement of the interview questions. The data from the interviews were either digitally recorded and transcribed, or simply transferred to MS word documents from the email communication with those interviewees with whom it was not possible to interview by telephone. All transcripts were sent back to the interviewees to confirm the content. These files were then manually coded to facilitate the analysis of the data. Codes were established prior to data collection based on the conceptual framework, research questions and key variables of the study. As the interviews were undertaken, data transcribed and subsequently coded, additional codes were established that aided in the initial description of the data. It should be noted that the codes changed and developed as the collection and analysis of data progressed. Some codes accumulated too much data, which was a signal to break down the code into sub codes, aiding the interpretation of the data. Other codes did not attract data, in which case they were omitted as they did not assist the analysis. Codes that emerged during the analysis process assisted the researcher in adapting the provisional descriptive codes to fit the data rather than attempting to force the data into a rigid set of codes.

Consistent with the data treatment procedures recommended by Strauss (1987), the coding and analysis of the interview data by the researcher was undertaken in the following manner. Coding is the process where codes are assigned to the data – words, phrases, sentences or paragraphs – connected or unconnected to a specific setting, in order to dissect them meaningfully, while keeping the relations between the parts intact (Miles & Huberman, 1994). The focus of the coding process is not the words themselves but their *meaning*. As such, the context in which the words are stated is crucial to the analysis. The codes are used to retrieve and organise the various words, phrases, sentences and paragraphs into a system where they are clustered relating to a particular research question, construct or theme (Miles & Huberman, 1994).

For this study, each transcript was first read to gain a familiarity with the contents, and dominant concepts, themes and issues relating to the research questions noted. Paragraphs and sentences within each transcript were coded according to the provisional descriptive coding scheme, with additional codes being added if the data did not appear to fit the original codes.

Creating the codes to enable the data to be described and eventually explained can be undertaken in a number of ways. Codes can be ‘discovered’ as the data are collected through an inductive approach espoused by Strauss and Corbin (1990). Alternatively, codes can also be established prior to fieldwork based on the conceptual framework, research questions and key variables of the study. Such an approach was adopted by this study. An example of the coding process used in the study appears in Figure 3.1.

Speaker	Transcript Text	Code
JL	<i>What is the function of these other organisations?</i>	
Interviewee	<i>Some of the NFs have some problems, but we have no idea. I learned a lesson from them before....that is why I seek for some help from KSC... Each federation has different ability...some federations don't have enough abilities".</i>	Trust

Figure 3.1 Excerpt from interview transcript

During the initial stage of coding, the informant's response was coded as "trust" - a provisional descriptive code that described comments relating to trust. At the completion of all the interviews, the second stage of coding took place. This stage involved the examination of all the text within provisional codes and applying more explanatory coding categories to the data. In this way, the code "trust" was broken into sub codes that allowed more detailed analysis to occur. The code "trust" was broken into three emergent sub codes: (1) trust-NFs, (2) trust-CTOC, and (3) trust-KOC. An example of the coding used in the second stage appears in Figure 3.2.

Segments of individual transcripts that have been coded to 'trust'	Coding applied in second stage
<i>KOC seems to replace the "experienced" staff in NFs with the staff in local school. It is understandable for KOC to use existing resources, however, they still need to as for the help of NFs in organising process rather than do it by itself, for the staff in NFs have experience no matter in participating the game or hosting the games.</i>	Trust - NFs
<i>We are very concerned about Olympic formula, because CTOC signed the contract with IOC and we need to obey the contract. Now this formula has been implemented in other sports event.. but the host organisation.. now we are worried about how to make them understand this formula... this is the only task for CTOC in this event.. if there is something wrong, we have the obligation to take the responsibility , but we don't have right to supervise KOC.</i>	Trust - CTOC Trust - KOC

<p><i>NFs are recognised by IFs, so IFs will directly communicate with them. KSC doesn't have experience or abilities as the NFs do. Most of the TDs from IFs also demand the cooperation with NFs, so the communication still should through NFs...In other words, KOC should strengthen the ties with NFs and let NFs know how could they cooperate with KOC for the success of World Games 2009.</i></p>	
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Figure 3.2 Excerpt from code “trust”

As suggested by Strauss (1987), the coding and recoding process was halted when no further codes were created and all the data had been sufficiently categorised. The final stage of qualitative analysis involved analysing statements associated with each code by the position of the informant and their respective organisation in the governing network.

Summary

This chapter has explained the procedures that were used to explore the research questions. The chapter discussed and justified the sampling frame and selection of subjects, instrumentation, data collection procedures, and treatment of the data. The following chapters present and discuss the results obtained, draw conclusions, and explain implications for network governance theory and operation and future research.

CHAPTER 4 RESULTS

The purpose of this chapter is to present the results of the data analysis procedures used to address the three research questions investigated in this study:

1. How did the governance network responsible for organising the World Games 2009 develop?
2. What are the structural characteristics of the governance network responsible for organising the World Games 2009?, and
3. What are the perceptions held by network members of the performance of the governance network responsible for organising the World Games 2009?

Research question 1 – How did the governance network responsible for organising the World Games 2009 develop?

In this section, the relationships between all the organisations relevant to the World Games 2009 are presented based on the analysis of documents and the data collected from the semi-structure interviews. An important element in understanding the governance network in place for the World Games 2009 is the stages through which the network has evolved as the relationships between network member organisations and the organisations involved changed at each stage. The development of the network can be separated into three distinct stages: (1) the network and inter-organisational relationships that existed prior to bidding for the World Games 2009; (2) the network and inter-organisational relationships created during the bidding stage; and (3) and the network and inter-organisational relationships in place in the lead up to the actual event being held in 2009.

Stage 1: Prior to bidding for the World Games

According to the Olympic Charter, the IOC, IFs and National Olympic Committees (NOCs) are the three main constituents of the Olympic Movement (International

Olympic Committee [IOC], 2007). IOC may recognise IFs and NOCs and “the activities of which are linked to its mission and role” and these organisations “must comply with the Olympic Charter” (IOC, 2007, p.16). At the same time, IFs may recognise National Sports Federations (NFs) and keep contact with NOCs so as to facilitate the promotion of sports at the national level.

The Sports Affairs Council (SAC), founded in 1997, operates as a counselling organisation at the national level, for it is in charge of all the sports affairs in Taiwan (SAC, n.d.). In addition, the SAC provides the funding support to the Chinese Taipei Olympic Committee (CTOC), NFs and Republic of China Sports Federation (ROCSF).

The mission of CTOC, the NOC in Taiwan, is to assist IOC to “develop, promote and protect Olympic Movement in their respective countries, in accordance with the Olympic Charter” (IOC, 2007, p. 61). In order to fulfill the mission, CTOC has the exclusive authority to recognise NFs to be the official communication window for IFs so as to facilitate the process of communication between international level and national level.

The ROCSF’s main task is to provide technical assistance to its members (the NFs and local government sports federations). The members of ROCSF are not necessarily the federations recognised by CTOC, as long as it is evaluated as a well-run organisation (ROCSF, n.d.). At the international level, the IOC is dominant and makes main principals in Olympic Movement; while at the national level, the dominant organisation is SAC, for it controls the majority of resources for sport organisations and decides the task each organisation is assigned. The network between these organizations is depicted in Figure 4.1.

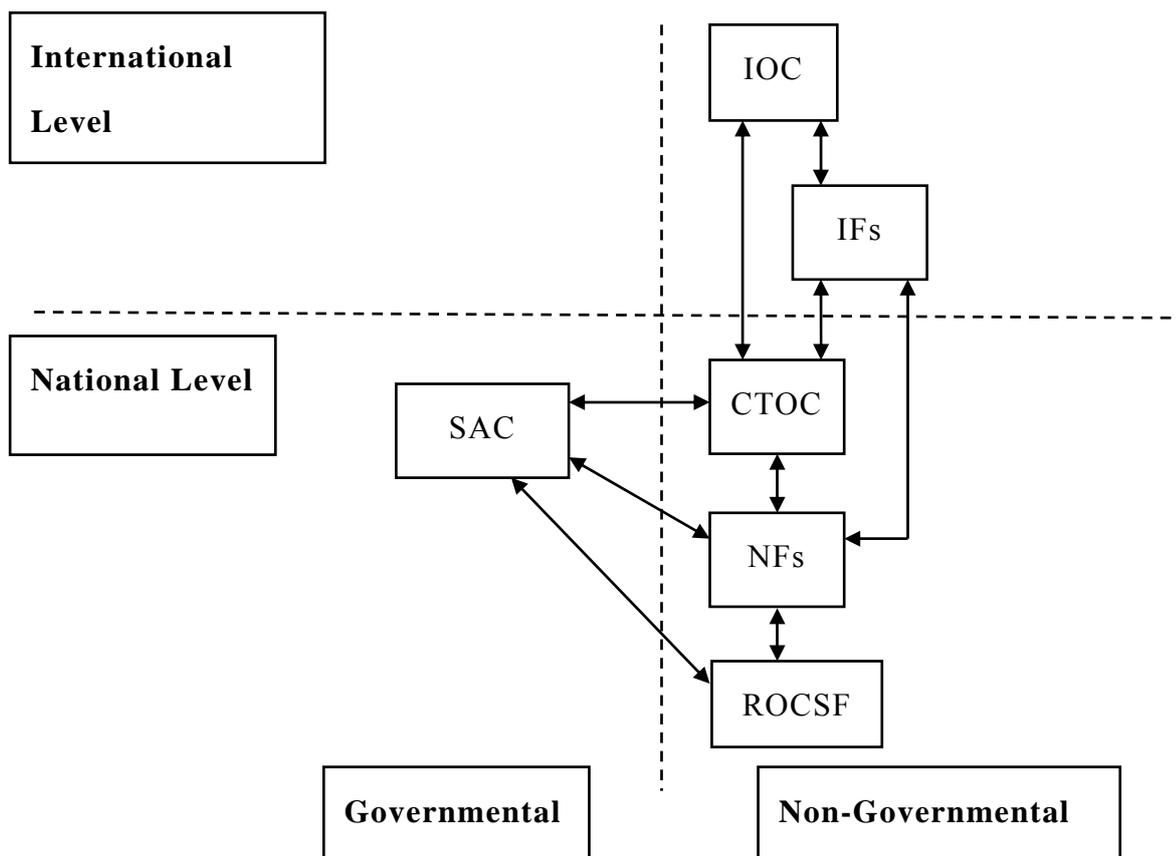


Figure 4.1 Network prior to bidding for the World Games 2009

Stage 2: Bidding for the World Games 2009

Since hosting international sport events is one of the most important sports policies in Taiwan, the IOC member for Taiwan, Mr. Ching-Kuo Wu, played an important role for Taiwan in bidding for the event. The staff of CTOC stated that:

Ching-Kuo Wu is the coordinator between IOC and IWGA during the bidding process. C.K. Wu has personal relationship with the president of IWGA, Ron Froehlich and has unspoken consensus in Kaohsiung City bidding for the World Games 2009.

In July 2002, the SAC invited the president of IWGA, Ron Froehlich, to visit Taiwan and demonstrated Taiwan's intention to bid for the World Games in 2009. As the staff in CTOC said, SAC was mindful of the importance of supporting the

bid: “for SAC knew that showing the support from country is a key factor in winning the bid of the World Games”. In the bidding stage, SAC “is the authority and has the right to supervise the whole bidding plan and in charge of all the funding plans” (SAC staff member). In 2003, SAC mandated CTOC to conduct an evaluation of hosting the Games and the results of the evaluation were reported to the mayor of Kaohsiung City Government (KCG), Frank Hsieh. The same year in July, the SAC formally nominated Kaohsiung City as the representative city for bidding for the rights to host the World Games 2009. In November, 2003, a bidding group comprising representatives from SAC, CTOC, KCG and university in Kaohsiung was formed.

The SAC was subsequently informed privately in May 2004 by the IWGA that KCG had won the bid for the World Games 2009. One month later, the mayor of KCG signed the host city contract with the president of IWGA (Kaohsiung Organising Committee [KOC], n.d.). The SAC and CTOC were key players that helped Kaohsiung City to win the bid according to the staff of KOC:

CTOC and SAC both are very important. If there weren't SAC, we would not win the bid. Ching Kuo Wu (IOC member) brought the information back, so SAC formed a group to evaluate the feasibility and chose KCG to bid for the game. SAC helps a lot, especially in urban development.

In the bidding stage, the local organisation, KCG, began to get involved and play a dominant role with SAC. It is interesting to note that the Republic of China Sports Federations (ROCSF), the national sports federations in charge of the affairs relevant to training do not have any specific function in relation to the World Games 2009 at this stage. The network between these organizations during the bidding stage is depicted in Figure 4.2:

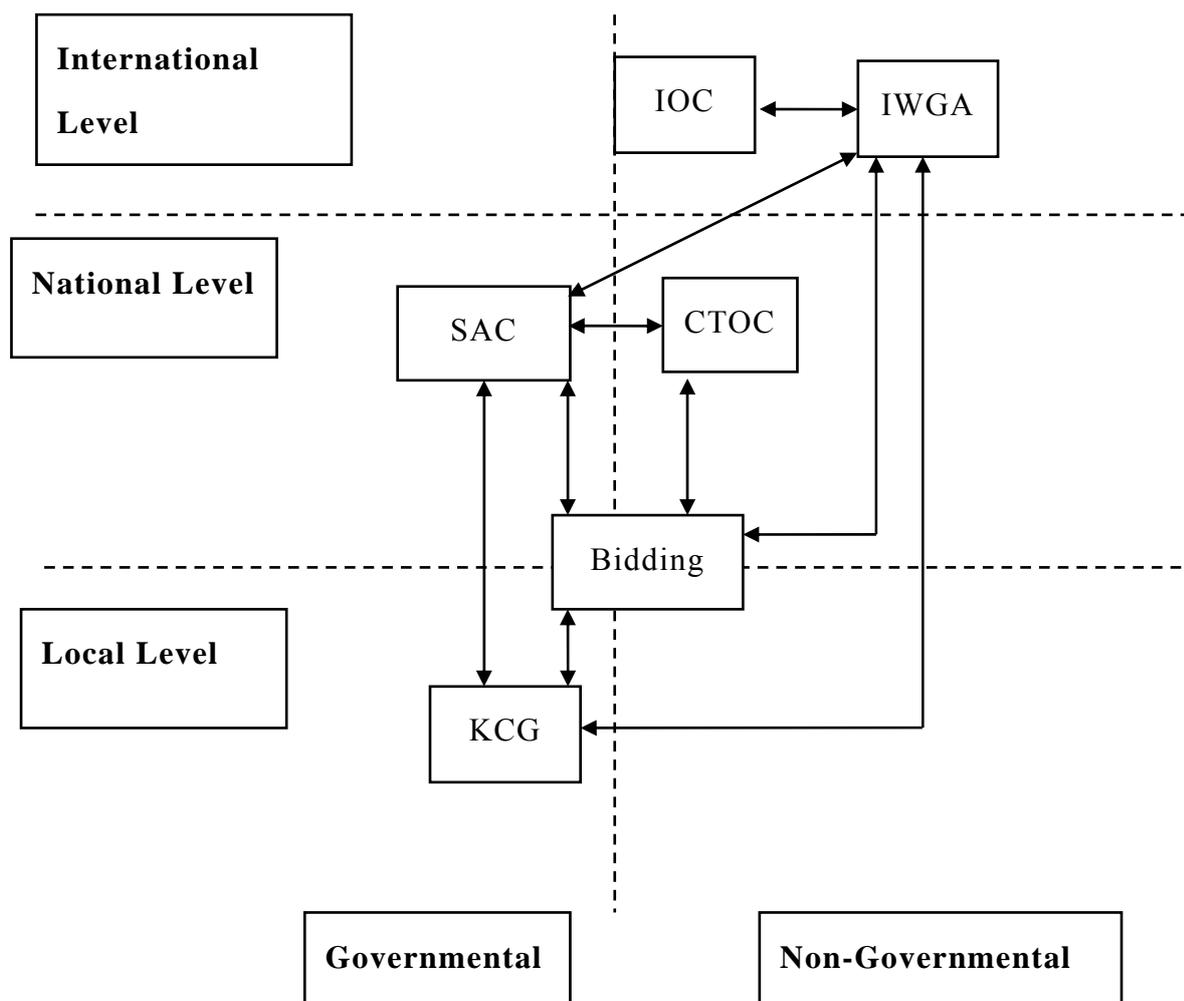


Figure 4.2 Network during the bidding stage for the World Games 2009

Stage 3: Network in the lead up to the World Games 2009

IOC, IWGA, IFs and NFs

Since IOC grants its patronage to the World Games, the IWGA accepts the Olympic Charter (IWGA, n.d.). That means that International Sports Federations (IFs), the CTOC and National Sports Federations (NFs) need to follow the Olympic Charter in organising the World Games 2009. Under this principal, the IWGA, IFs, NFs and KOC built a cooperative relationship. The relationship between the IWGA, IFs, NFs and the KOC was described by the staff of KOC as:

IWGA demands IFs to contact with KOC. After the communication, we (KOC) also keep in touch with NFs, IFs, NFs and KOC do three way

communications in co-committee, which is held every three months to confirm the progress of agenda. After the communication between NFs and IFs, they make a request to KOC, for KOC is a professional service provider to IFs and NFs.

In addition, the NFs and IFs cooperate especially in technical matters as described by the staff of KCG: *“technical directors (TD) assigned by the IFs cooperate with the event managers [the event of World Game 2009], who are the secretary of generals of NFs”.*

SAC, CTOC, KOC, NFs

Because the World Games is also part of the Olympic Movement, the SAC mandated the CTOC to host a symposium for the “Olympic Games Formula” to educate the staff in KOC and NFs. In addition, under the request of SAC and KOC, two symposiums with the topic of “how to host mega sports events” were also held by CTOC for the World Games 2009. Also, CTOC assists KOC in developing procedures for such things as administering doping tests, hospitality services and athletes’ registration.

Besides, in this stage, according to the description provided by the representatives of KCG, the SAC plays a very important role in *“providing financial support—especially in building the main venue and repairing the existing ones”*. The role of resource provider is assumed by the staff of CTOC to be *“the main reason for KOC and SAC contact so frequently”*. This assumption is also supported by KCG that KCG also perceived that *“the mission of SAC is to provide resource and provide explanation for some laws”*. Even the staff from the SAC agreed with this point of view and said that *“SAC won’t interfere in the inner affairs of KOC and KCG; but if KOC and KCG make a request, SAC will assist them – the KOC is the major organisation in organising the 2009 World Games”*. In the meantime, however, the

officers from the SAC still attended regular meetings and provided some suggestions to KOC, and KOC continued to make regular reports to the SAC.

IWGA, KCG and KOC

According to the host city contract signed by the Kaohsiung City Government (KCG), the Kaohsiung Organising Committee (KOC) was instituted in 2005 and “KOC executes all duties of KCG under the agreement. KCG, at the same time, grants the required powers and authorities to the KOC...KCG is responsible towards IWGA for the fulfilment of the agreement by the KOC” (IWGA, 2005, p.1). The IWGA has the obligation to “guarantee top class international competitions under the auspices of the IFs” (IWGA, 2005, p.3). Hence, in this stage, the main communication level became “international to local level” rather than “international to national level”, just as the staff of SAC— the organisation in charge of national sports affairs, claimed that “*The IWGA directly contacts with KOC and KCG. SAC won’t actively contact IWGA*”. In order to guarantee the “top class” competition, “*KOC needs to follow the contract signed with IWGA and IFs, such as the regulations about venue, equipments, transportations, etc...*” said the staff of KOC.

KCG, KCC and KOC

The host city contract specifies that the dominant organisations for the delivery of the World Games 2009 should be the KCG and the KOC. In fact, the KOC is structured as a “virtual government”, which means all the functions of departments in KOC imitates the structure of KCG, and most of the staff in the KOC have been seconded from the KCG. The Kaohsiung Organizing Committee (KOC) was instituted in 2005 as a foundation of legal person for the World Games 2009 (Kaohsiung City Government [KCG], 2005). The KOC executes all duties of Kaohsiung city under the host city agreement signed by Kaohsiung city, and KOC is supervised by the KCG (IWGA host city contract, 2005). Kaohsiung city

government (KCG) donated NTD 5 million for initiating the KOC. The KOC is instituted as a semi-official foundation (KCG, 2005). The financial resources come from two parts, one is from government, including Sports Affair Council and KCG; the other part is from private sponsors.

The board of directors, the supreme governing body of KOC, includes the president, the vice president, the CEO, the secretary general, the vice secretary general and 9 to 23 board members recommended by Kaohsiung city government (KCG) (KCG, 2005). The structure of KOC is designed as a virtual government, which, in effect means the KOC operates as a semi-autonomous government department for the purposes of hosting the event. The president of the KOC is the Mayor of KCG and has the right to assign the CEO of KOC. The vice president, the secretary general and the vice secretary general of KOC are also in the same position in KCG. The CEO can assign one vice CEO and one sports manager with the consent of the board members.

The nine panels are in charge of sports, urban development, accommodation & transportation, marketing & public relations, culture & tourism, information & technology, administration, finance and security; the director of each panel is filled by an officer of KCG, as Table 4.1 shows:

Table 4.1

The Relationships between Panels of KOC and Departments of KCG

PANELS of KOC	CORRESPONDING DEPARTMENTS of KCG
Sports	Bureau of Education
Urban Development	Bureau of Urban Development
Accommodation & Transportation	Bureau of Transportation, Department of Health, Bureau of Economic Affairs, Bureau of Environment Protection, Bureau of Civil Affairs, Bureau of Social Affairs

Marketing & Public Relations	Bureau of Economic Affairs, Bureau of Information
Culture & Tourism	Bureau of Culture Affairs
Finance	Bureau of Finance, Department of Accounting & Statistics
Administration	Research, Development and Evaluation Commission, Bureau of Human Resource Development, Department of Personnel
Information & Technology	Information Centre
Security	Bureau of Fire, Bureau of Police

IFs, SAC, NFs, KSC and KOC

As the authority in national sports, the SAC is very concerned about the fact that this is the first time Taiwan has hosted an international multi-sports event; hence, SAC "suggested NFs and KOC to co-host all the sports events related to the 2009 World Games". As a result, the KOC followed the suggestion from the SAC and demanded that some NFs cooperate with them to conduct some warm up events, "and some NFs are channels to communicate with IFs" (KOC representative). However, as the officer in KOC explained "Not every IF has a good relationship with individual NF; just like not every NF has good interaction with KSC. Some have no problem while others have small/big problems." Whenever this problem happens the:

KOC will directly contact with IFs, but we will inform NFs afterwards. Actually, KOC signed contracts with IFs to confirm all the regulations for each sport event...we don't need NFs' help for this [signed contracts], but we still contact with NFs and ask NFs to keep in touch with IFs".

Besides working with NFs, the KOC also seeks support from local sports federations' as the staff of KOC noted:

KSC is in charge of 70 sports federations [in Kaohsiung], so their power is very huge. In theory, we don't need any help from KSC, however, if we want

local sports' population to participate in the game, we will need its [KSC] help. KSC is in charge of all the sports affairs in Kaohsiung we can't ignore its importance. That is the reason why we wish KSC to help us to host the game

Another reason for KOC to look for the help in local sports federations was also mentioned by KOC:

In theory, we don't need any help from KSC, however, if we want local sports' population to participate in the game, we will need its [KSC] help. KSC is in charge of all the sports affairs in Kaohsiung we can't ignore its importance. That is the reason why we wish KSC can participate in hosting the game.

Moreover, the lack of trust to some NFs is also one of the major reasons for KOC to ask for the help from local sports federations. As the staff of KOC explained:

Each federation has different ability...some federations don't have enough abilities so we can only contact with IFs. But we won't ignore NFs but contact with local sports federations. Any cooperation between KOC and local sports federations is because NFs mandated local sports federations to assist KOC. Some of the NFs have some problems, but we have no idea. I learned a lesson from them before...that is why I seek for some help from KSC.

For KOC, it wishes “*the World Games can help IWGA, KOC, IFs and NFs build strong relations with each other,*” but it also recognises that “*things can't be perfect, but so far, we[KOC] try hard to keep strong communication between each organisation*”.

The network between these organizations in the lead up to the World Games is depicted in Figure 4.3:

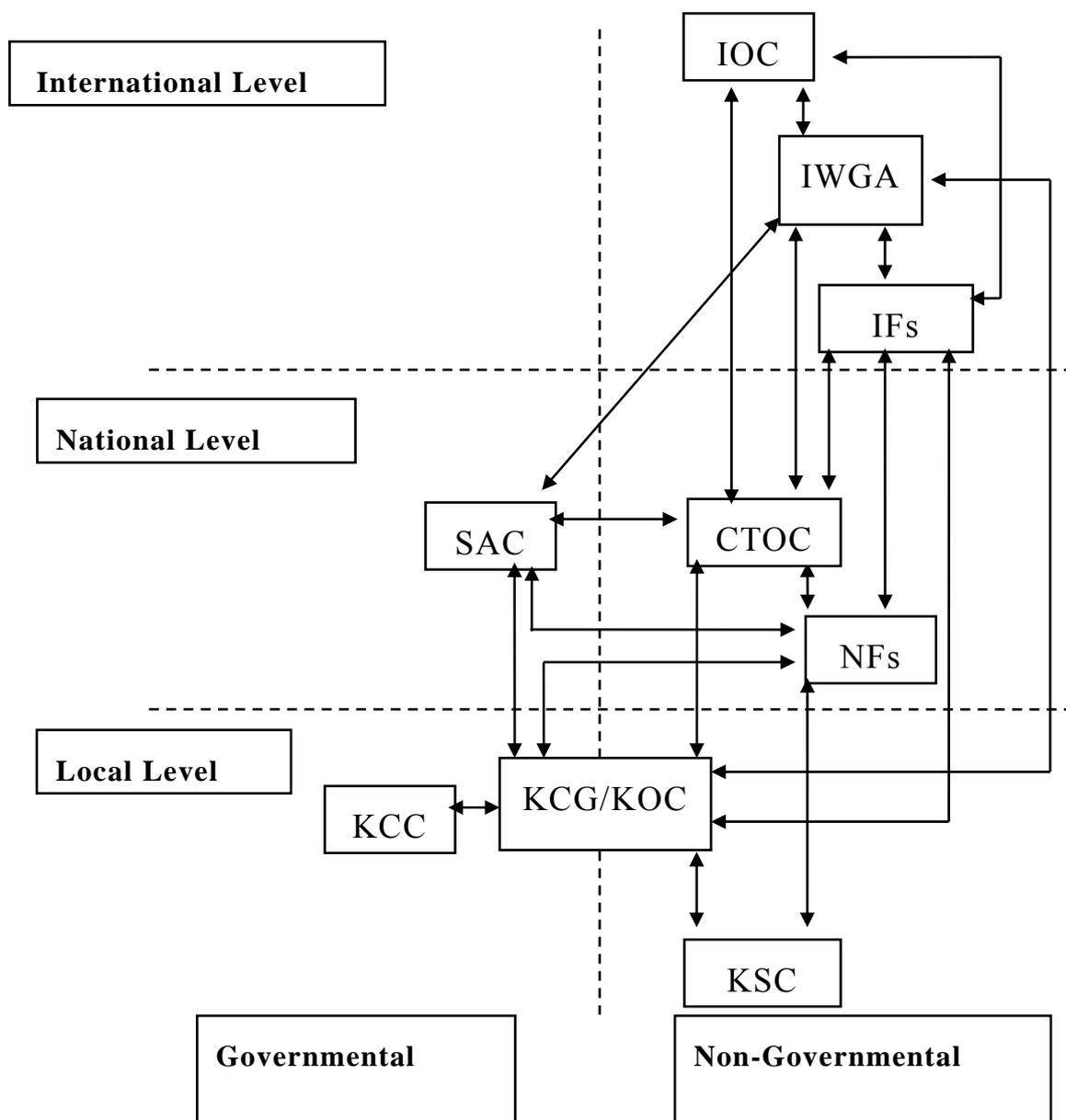


Figure 4.3 Network in the lead up to the World Games 2009

Research question 2- What are the structural characteristics of the governance network responsible for organising the World Games 2009?

Prior to the government of Taiwan seeking to host the World Games 2009, the IOC and IFs were the sole international organisations which the SAC and other organisations sought to maintain relationships. Through stages 1 to 3 of the development of the World Games 2009 network, the functions of the IOC remained stable and the IOC had no direct influence over other organisations. It only set basic principles, such as the memorandum between the IWGA and the IOC, the Olympic Charter, and the Lausanne Agreement for IWGA, IFs, NFs and the CTOC to follow. However, the ties between the IFs and other organisations became stronger. For instance, the IFs had communications with IWGA and KOC more frequently as these three organisations are the major ones in arranging the schedule and confirming all the details for the event, especially in regard to the technical aspects of the event delivery. As the staff of KOC noted:

IFs are in charge of the regulations for international competition, so we [KOC] need to sign contract with them, such as how long is the event or how many countries/athletes participate in the game.

At the national level, the SAC, the organisation regarded by the CTOC, NFs and the KOC as having a dominant role prior to the bidding stage, gradually decreased its dominance and served as much more like a resource provider or endorser to the KOC than as a supervisor. This point of view is supported by CTOC:

KOC tells SAC what it needs from CTOC, and SAC mandates CTOC to help KOC. The funds are paid by SAC to execute the project.

What is worthy to note is that since the KOC runs as a “virtual government”, which means the design of the KOC is similar to the KCG, and half of the part-time staff are from the KCG, the legitimacy of the KOC to acquire resource increases.

Moreover, the KOC has the right to select the organisation to cooperate with, or, at least, to decide the extent of cooperation between different organisations based on their position as the NAO in the network.

Research question 3 - What are the perceptions held by network members of the performance of the governance network responsible for organising the World Games 2009?

From 2004, when KCG was first informed to be the host city for the World Games to 2007, the president of KOC has changed four times for political reasons. In addition, the CEO of the KOC also has changed twice after the first CEO, Dr. Chen, I-Heng, the professor of National Sun Yat-Sen University, was criticised for the lack of experience in sports management and for the fact he cannot serve as a full-time CEO. As the legislator of KCC mentioned that

We are very concerned about the ability of the CEO of KOC. The first reason is: the CEO can only work part-time. We perceive that CEO should devote himself wholeheartedly to this event, but it is obviously that the CEO can't do that. Also, he is not majoring in sports or leisure. Third, he has no experience in sports event. He is incapable to be a CEO, no matter in time or in experience... Besides, the recruitment process in KOC also has some problems. The staff they recruited are mainly from language or administration research field, and don't have any experience in sports field, so they don't know how to plan the budget for a sports event.

In addition, KCC questioned the effectiveness of KOC and KCG that

From 2005 to 2007, 3 years passed, the citizens in Kaohsiung still know nothing about the World Games or KOC... even though we gave KOC a hundred million per year for organising the World Games... The way for KOC to use the budget and resource is not effective. According to the regulation, after KOC list the budget, the list should be checked by financial department in KCG. However, those officers in KCG, they already have heavy loading, so they don't really care about that and approve everything KOC listed in budget plan.

This resulted in rapid personnel changes both in KOC and KCG and indirectly affected the preparation of the organising schedule for the event. This situation led to concern being expressed from many network member organisations, such as the IWGA and the KCC. For example, according to the interview record of CTOC:

At the beginning, IWGA didn't trust KOC very much. The first reason is because the delaying of master plan for the World Games 2009. And the other one is after KOC already changed CEO twice. Still, in the bidding stage, Kaohsiung city proposed some construction plan for the venue, and IWGA also made some comments about that, however, when IWGA inquired for the progress of the plan in 2007, KOC can only provide IWGA the 2003 data, and every time, when KOC make presentation about the venue for the event to IWGA, KOC always changes the arrangement of the venues.

However, the concerns from these organisations seem to decrease with the appointment of a new CEO to the KOC in 2007, as KCC noted:

The new CEO has reputation internationally as an Olympian... she has experience in attending mega sports event, knowing how to host the game. That is why we can trust her...if we trust her, we can give her more freedom and this helps her to do things more effectively; even the president of IWGA is very satisfied with the new CEO and the new mayor of KCG [also the president of KOC].

Not only did the IWGA and KCC initially have some weak trust ties with the KOC, there were also some weaknesses in the level of trust in the relationship between the KOC and some NFs. This resulted in the role of some NFs being replaced by KSC in the process of organising the game. The staff of KOC noted that:

Each NFs has different ability...some federations don't have enough abilities...Some NFs have some problems, but we no one informs us. I learned a lesson from them[NFs] before....that is why I seek for some help

from KSC. We feel very stressful because the NFs are not quite mature and they don't have experience in hosting Asian or world level games”.

The staff of KCG, who also work for KOC, also supported this point of view:

NFs play two roles at the same time, the first is they need to cooperate with TD, so they need to have English ability, the other is professional ability. The event managers are from NFs, but the abilities of the staff there are not the same. For example, some staff only work part-time or they are in other counties. That is why we need the help from KSC. If event manager, then we can find deputy manager, from KSC so we can form a stronger team.

However, the SAC, CTOC and NFs seem to have different opinions in this case. Both SAC and NFs think that NFs should assist the KOC to host the event rather than the KSC, and as NFs stated “*NFs follow the regulation of IFs, this is also the regulation of IWGA. We should follow the common regulation”*. The CTOC also agreed and suggested that

NFs are recognised by IFs, so IFs will directly communicate with them. KSC doesn't have experience or abilities as the NFs do. Most of the TDs from IFs also demand the cooperation with NFs, so the communication still should through NFs...In other words, KOC should strengthen the ties with NFs and let NFs know how could they cooperate with KOC for the success of World Games 2009.

CTOC also noticed

However, it seems that KOC totally relies on local school to assist them. Maybe it is because some single-events use the schools to be the venue, and some of the staff for the events are also from local schools. KOC seems to replace the “experienced” staff in NFs with the staff in local schools. It is understandable for KOC to use existing resources, however, they still need

to as for the help of NFs in organising process rather than do it by itself, for the staff in NFs have experience in no matter in participating the game or hosting the games. Now they are having some test games, this should be a good chance to test the allocations of staff, so they should not only care about local human resources.

Despite this evidence that the KOC thinks the ability of NFs varies, the KOC still works very hard to keep communication channels open with the NFs and tries to build strong cooperative ties between the IWGA, IFs, NFs and KSC. In addition, another reason for KOC to seek the help from KSC is because the NFs feel they may also need the help from local sports federations, just as the staff in KOC explained

Not every IF has good relationship with its NF; just like not every NF has good interaction with KSC. Some [relationships] have no problem while others have small/big problems. That is why Some NFs demand the sports federation in Kaohsiung to assist KOC and some do not... Of courses we know NFs are channels to communicate with IFs, but sometimes we also directly contact with IFs, and we [KOC] will inform NFs afterwards. KOC signed contracts with IFs to confirm all the regulations for each sport event...we don't need NFs' help for this case, but we still contact with NFs and ask NFs to keep in touch with IFs. Now, the communication between IFs, NFs and KOC is very strong.

Now the relationships seem to be stronger since KOC also noticed this problem and already seek more help from NFs, just as the staff of NFs said that:

This morning, I was informed that in July [2008], NFs will send some representatives to KOC and help KOC to deal with the competition and venue. We hope to strengthen the ties between NFs, KOC, central

government and international organisations; so the effectiveness will increase.

From these statements made by representatives from the SAC, CTOC, NFs, KCC, and the KOC it is apparent that there is a lack of trust between the KOC and NFs as the KOC sought the assistance from local sports federations to prepare for the World Games.

Besides the function of NFs being under valued, the CTOC, the organisation in charge of international liaison, also faces the same problem. As the staff of CTOC said

IWGA wants NOCs to send athletes to participate the World Games, just like the way that Olympic Games is...but so far, there are only eight or nine countries willing to do so; most of the countries still want to enter the game through each item of sport... so CTOC is not the major organisation that IWGA contact with... besides, KOC already have their own contact channel with IFs directly.

In addition, the CTOC thinks there is still another issue neglected by KOC, which is about the “Olympic Formula” problem. The importance of the formula is mentioned in 2007 by the Secretary of General in CTOC that

We are very concerned about Olympic formula, because CTOC signed the contract with IOC and we need to obey the contract. Now this formula has been implemented in other sports event.. but the host organisation.. now we are worried about how to make them understand this formula... this is the only task for CTOC in this event.. if there is something wrong, we have the obligation to take the responsibility , but we don't have right to supervise KOC.

The KOC also noticed that some of CTOC's functions are neglected during these days, but the KOC is trying to cooperate with the CTOC more often, just as the staff of KOC mentioned:

At the beginning, KOC didn't notice this problem. Even the World Games stressed on the relationship between IWGA and IFs, but personally, I think we should rely on CTOC... not we have close relationships with CTOC, because they are every experienced in sports affairs, so we appeal them [CTOC] to hold some symposiums to provide some information about international sports events".

Since the new CEO and new president of Kaohsiung have been appointed, according to CTOC's observation, KOC does try to strengthen their cooperation with other organisations:

During this year, the [new] CEO strengthens the ties between KOC and CTOC; before this year, KOC didn't communicate with other organisations except SAC. We didn't have frequent interaction with KOC, so CTOC can't not involve in the event or provide few suggestions. Even we provided KOC any suggestion in the meeting, KOC seldom took them. Now the KCG and KOC have more interaction. Besides routine meeting, KOC also invites CTOC to attend the internal meeting of KOC. Obviously, our function increase, because we attend more meeting now. KOC now asks us to support the hospitality service.

The last issue is about the relationship between KCG and the KOC. The KOC is a semi-governmental organisation, and thus the style for public sector and private sector in dealing with things is different, just like the staff of KCG noted that

For example, the CEO is from private sector and may think some processes are too redundant and ineffective, so it took some time to communicate between staff from private sector and staff from KCG. At the beginning, the full-time staff of KOC had no idea about how to write official document and

other formal process, but now, with the help of other staff from KCG, the problem has been solved...besides, the role of CEO is still very controversial, because some people [in KCG] think the duty of CEO is to execute the policy made by KCG and no needs to have decision right.

The KCG, in the meantime criticised the over involvement of KCG for the event, saying that:

KOC doesn't care about how get sponsor from private sectors to support their funding, since they are semi-government, and know they can always get some money from government whenever needed. I think that is a different thinking between government and private sector. It is not usual. Even Japan and Germany [hosted the World Games in 2001 and 2005] cared about the revenue, because for them, the dominant organisations for the event should be private sectors, rather than government. But in Taiwan, government is over involved...because we want to use the event as a propaganda tool, so we can't take the risk to get failure. The government could only give them more money.

Summary

The purpose of this chapter was to present the results of the data analysis processes used to address the three research questions in this study. The results illustrated that there was clearly a three stage process that led to the development of the network, that the network exhibited the structural characteristics associated with a project network with the KOC acting as the network administrative organisation, and that interviewees perceived a number of shortcomings in how the network was performing. The following chapter summarises and discusses the conclusions drawn from these results, explains implications for theory building and organisational practice, and makes recommendations for future research.

CHAPTER 5

DICUSSION AND CONCLUSION

The purpose of this chapter is to summarise the findings of the study and discuss these in relation to the literature. It also seeks to identify the limitations of the study, draw conclusions, explain implications for theory building and the governance of networks associated with global sport events, and make recommendations for future research.

Network structure

Two features make the network formed for the organisation of the World Games 2009 unique. First, the network should be considered a project network as it was formed for a specific purpose, in this case, to host the World Games 2009. Second, because hosting an international sports event is one of the major sports and diplomacy policy foci of Taiwan, the government played a dominant role in the network and provided the majority of the funding support for relevant non-governmental organisations, especially the KOC. The KOC, as the NAO of the network, obtained resources from the international to local level and served as a resource distributor in this event.

The operational context of the project network created around the KOC acting as the NAO meant that none of the network member organisations had any experience in working with KOC before and the majority of other network members. This situation made it difficult for network members to build significant levels of trust within their respective relationships in such a short time. In this study, the lack of trust evident between network members did result in some problems manifesting between organisations. For example, because the KOC was a newly established organisation, and had no experience in cooperating with NFs before, KOC encountered a number of problems during their interactions with some NFs and

sought to circumvent these problems by working directly with other organisations, such as local sports federations to replace the roles of NFs.

Larson & Wikström (2001) noticed that project networks usually do not have any legitimate authority for the network as a whole, hence the creation and maintenance of consensus between network member organisations is important for network performance. However, in this study, since the funding of organisations involved in the network came mostly from public sectors, the government authority, the SAC acted as a legitimate authority and some of the cooperative ties within the network eventuated more on the basis of demands from the SAC to other network members rather than any particular success at achieving consensus among some of these ties.

The development of network governance

According to the results in chapter 4, we can see that initially the SAC acted as a single and powerful funder to coordinate almost all the activities and key decisions in the network, at least at the national level as it had sufficient legitimacy and resources to play such a lead role. Hence, it is apparent that the form of network governance in the prior bidding stage was similar to what Provan & Kenis (2007) defined as a lead organisation governance network. After Kaohsiung won the bid (i.e. the organising stage), the KOC was established specifically for the purpose of governing the network; that means, the operational decisions relevant to run the entire network were designated to be made by the KOC, rather than the SAC. In this stage, the network is still highly centralised, but the form of governance changed from lead organisation-governance network to network administrative organisation (NAO) (Provan & Kenis, 2007). The role of the SAC in the organising stage therefore became more focussed on stimulating the growth of the KOC through targeted funding and to ensure the goals of the network were met; and, coordinating different departments in the central Taiwanese government to fulfil

requests made by the KOC rather than directly solve any conflicts between network member organisations.

The development of the network governance structure for the World Games 2009 therefore seemed to have evolved over time rather than through a rational decision making process as suggested by Provan and Kenis (2007). This is evident in the decision by the SAC to bid for the World Games 2009, but after the KOC was established as the NAO, sought to simply respect whatever the KOC decided and exhibit very little interference in the relationships between the KOC and other network member organisations.

The evaluation of network effectiveness

Before any discussion of the criteria that can be used to evaluate the effectiveness of the network, it is first necessary to identify the key stakeholders. In relation to legitimacy and contribution within the network formed for the World Games 2009 in the organising stage, there were two categories of stakeholders: principals and agents. The principals included IWGA, as it monitored the activities of IFs and the KOC; the SAC, as it is in charge of monitoring the activities of the CTOC, NFs and the KOC; the KCC, for it has the right to control the budget for the event; and the KOC, which serves as the NAO. The IFs, NFs and the KSC are categorised as agents in the network because these organisations provided services to the KOC and the IWGA.

Provan and Milward (2001) proposed that it is more suitable to evaluate the effectiveness of a network comprising public sector organisations in five ways: the ebb and flow of agencies to and from the network; how much the need is fulfilled by the service provided; the strength of ties, which depends on how formal the relationships are; the multiplexity between the stakeholders, and, the administrative structure. In this study, however, because the network formed in 2002 and will

dissolve after 2009, and because almost all of the network member organisations involved are mandated to participate in the network either by the SAC or the IWGA rather than simply choosing to participate in the network, it is not possible to evaluate network effectiveness in this case on the basis of the ebb and flow of agencies to and from the network. In addition, it is almost impossible to evaluate effectiveness by calculating the extent for clients' needs being fulfilled, because in this study, the clients are audience and athletes. Only after the Game can we evaluate the extent of fulfilment in clients' request. Hence, we can only evaluate network effectiveness by measuring the multiplexity between the stakeholders, the degree of formalisation in ties and observe its administrative structure.

Since hosting the 2009 World Games successfully is the only program that connects the majority of network organisations and the fact that the cooperative tie between each organisation is based on demands imposed by higher authorities (such as the SAC or the KOC) the degree of multiplexity is low within the network. Figure 4.3 also illustrated that there was generally only one tie between each network member organisation, further indicating that the multiplexity within the governance network can be considered low.

Compared to trust, commitment and consensus, ties that are built on the basis of contractual obligations can be perceived to be more formal. However, in respect to the ties between the key stakeholders in the governance network, formal contractual ties only existed between the IWGA, IFs, KCG and the KOC. Other ties, such as the ties between the CTOC and the SAC, the SAC and NFs, and between the NFs and the KSC were only based on the general role of these organisations expressed in their respective constitutions, which were unrelated to the function each organisation performed in relation to the World Games 2009. It was apparent that these ties were maintained on the basis of informal commitments between organisations. IT was also evident from the interviews with organisational members

that the strength of the ties between the KOC and the KSC, or between the KOC and NFs were dependent on how much the KOC trusted these organisations. In this sense, the KOC, acting as the NAO, had the freedom to choose its partners to cooperate with and to what extent in order to deliver the event.

The existence of an NAO is perceived to be more effective in large networks. Hence, to evaluate the extent to which an NAO “acquires and then distributes resources for and to the network” is important (Provan & Milward, 2001, p.419). In the context of this study the KOC (as the NAO) was easily able to acquire the necessary resources to support the activities of the network as the World Games 2009 were perceived by both the central government and the KCG to be important for the implementation of major sports policy in Taiwan. In addition, the fact that Taiwan has had little experience in organising global sports events the organisations involved in the network simply followed the arrangements set out in the host city contract signed between the IWGA and the KCG, and leave the responsibility of distributing resources to the network to the KOC. In this sense evaluating the effectiveness of the NAO (the KOC) simply according to its ability in getting and distributing resources isn't of little value, however, compared to other forms of network governance, the existence of the NAO (the KOC) implies that the network was more effective.

Limitations of the study

Since network analysis is still a developing field of research within organisation theory, the present study mainly adapts the framework of the most representative works, which are mainly about non-profit public sector organisations and for networks that exist permanently. This may result in some incapability to implement the theories to explain the network that do not comprise public sector organisations or the organisations only exist in a limited of time. However, the principal for network analysis still can be used as a framework as long as the feature of specific network can be identified and discussed.

The conclusions drawn from the study should also be considered in light of limitations of time and budget, as most of the interviews only considered the views of one interviewee from each organisation. The study would also be more complete if interviews were able to be completed with representatives from international organisations, in particular the IWGA and relevant IFs.

Implications for Theory

The IOR theories reviewed in Chapter2 are useful for analysing the motives of predominantly for-profit organisations in building relationships in order to derive economic benefits. They are also useful for identifying different contingencies that may affect the form of ties that organisations build with others. However, since the organisations in this study built their network ties for the World Games 2009 in the context of demands from government authorities, the existing IOR theories cannot fully explain the ties that are evident in this project network. These theories do, however, help identify the key stakeholders within the network.

Provan and Kenis (2007) proposed that the development of network governance depends on how the decision makers judge the environment that the network is in. The criteria include the numbers of participants, trust, network density, consensus

and network competency. The drivers for the development of the particular governance network established for the World Games 2009 cannot be fully explained by these criteria. Further, it appears that in the context of governing global sport event networks, additional criteria such as the influence of national sport policy goals and the role of lead government agencies are important factors that influence the development and operation of the governance network. Future research efforts should focus on exploring these elements in other countries and event types in order to fully explore the factors that influence governance networks for global sport events.

The definition of a network is perceived to be “groups of three or more legally autonomous organisations that work together to achieve not only their own goals but also a collective goal” (Provan & Kenis, 2007, p.231). This view more or less reflects that the organisations choose to build the relationships for their own interest. However, in this study, government authorities control all the resources, and other organisations, such as the CTOC, NFs and even the KOC are more likely to be mandated to participate in this type of network rather than autonomously deciding to enter into the network.

Provan & Milward (2001) also argued that different assessment criteria can be used to evaluate the effectiveness of the network and the NAO. However, for a project network such as the World Games 2009 that will only exist for a limited of time and purpose, it is difficult to determine the degree to which the network is “mature” enough to be evaluated to assess its effectiveness. Also, some of the ways proposed by Provan & Milward to evaluate the effectiveness of network are more explanatory than preventative when they are implemented to a project network. For instance, we can only use the extent to which the service provided satisfies the network clients to evaluate the effectiveness after the Games are over, something that does not assist the network improve during the organising process prior to the event.

Practical recommendations for the World Games 2009

Based on the discussion above, two recommendations were made for the World Games 2009. First, the SAC, the authority in central government for sports affairs, fulfilled the role of resource provider and supervisor at all stages of network development. However, with the development of the network, the role of the SAC seemed to become more restricted to simply supervising the organising progress for the event and coordinating other government departments to assist the KOC in matters such as hospitality or brokering support from other areas of government. It is suggested that the SAC should use its existing legitimacy and power within the network to fulfil a more active role and deal with some of the conflicts between other network member organisations in national and local levels.

Secondly, establishing the KOC as a “virtual government” and being a semi-official organisation was believed to be more effective than simply establishing the KOC as a government organisation. In theory this approach was planned to capitalise on the strength of the private sector (i.e. being more flexible and effective) and make it easier for the KOC to get the support from central to local levels of government. In reality, however, this design led to some conflicts between the KCG and the KOC. For example, as more than 50% of the financial support for the KOC was from the KCG, the KOC needed to follow the auditing process imposed on government organisations. This process was imposed some constraints on the progress of organising the event. Also, since some staff in the KOC were from the KCG, sometimes different ways of thinking between the staff from governmental and non-governmental organisations resulted in some conflicts, diminishing the effectiveness of the KOC.

Future research into global sport networks

When it comes to the studies of sports event, most of the themes are about the satisfaction of the audience or how to help the event get more sponsors. In sports

governance studies the focus is on the role of board of directors rather than of governance of more than a single organisation. However, there is a gap worthy to be noticed when we are talking about global sports governance. The organisations involved range from international to local level; from governmental to non-governmental organisations. How do these organisations get together and cooperate to get the goal with consensus as a network in a limited of time; and, how to evaluate the effectiveness of the network are important issues to research. The existing literature about network and IOR theories do not appear to fully explain the complexity of network governance associated with global sport events. Hence, further studies should focus on discovering the features of these kinds of networks and develop a more comprehensive theory to explain the structure and development of these networks and to evaluate their effectiveness.

Concluding statement

The study found that the network formed for the World Games 2009 has the characteristic of project network and the form of governance is NAO. After comparing the different criteria proposed by Provan & Milward (2001); Provan & Kenis (2007) and Larson Wikström (2001), this study concluded that the extent of formalisation in relationships, multiplexity and the existence of NAO are three criteria that were suitable to use in the analyse of the effectiveness for the network in this study. The effectiveness of the governance network in place for the World Games 2009 is not high due to the lack of formality in defining the function, obligation and rights of each network member organisation. In addition, there is no power coordinator to deal with the conflicts that have emerged between network member organisations. This suggests that network members have not yet grasped the difference between governing the relationships in the network on the basis of network outcomes rather than impacts on individual organisations.

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APPENDICES

Initial Interview Schedule

1. What is the function of your organisation in the World Games 2009?
2. Why is your organisation responsible for this function in this event?
3. What other organisations are involved in the event?
4. What is the function of these other organisations?
5. Why do they have these functions?
6. Which organisations are important for the event?
7. What kinds of resources does your organisation receive/provide in relation to the event?
8. What are the most important organisational relationships in the network?
9. Do you think “trust” matters among the organisations?
10. Do you think all the stakeholders have consensus in the goal?
11. Do you think all the stakeholders construct a cooperative network for this event?
12. Do you think the network is effective?

CTOC Interview Record (I)

1: 中華奧會的功能為何

A: 奧會的工作主要是有比較大的影響是因為主管機關的改變，

以往是在教育部體育司，體委會成立對奧會的業務造成影響就是因為行政院成立了體育的主管機關，有很多的業務由體委會收回去，最大的改變是

體育業務委外化，所以對於政策推行對內訓練對於協會的協調輔導都是重要的，對國際關係就是由奧會來做，1998年體委會部會級的主管機關正式成立之後因為成立了正式的部會之後。體總就虛級化了。選拔體育菁英就是交給體總，但是體委會成立後他有一些業務，像是體育嘉年華，年初體委會全力推廣體育運動的行銷，辦一個給社會大眾讓他們知道，第三個就是體育從業人員的成長訓練，提升體育團體本身的素質行政能力，不負責訓練。極盛時相當龐大有一百多人，但是以前奧會是說負責體育交流，但體委會成立後同樣有一些業務轉到國際處去了，所例如單項協會去參加比賽跟國際會議，以前是教育部體育司委託奧會在做，現在他們收回去了，換句話說我們跟協會的互動業務上坦白說，就比較少，就由體委會在做，我們奧會現在剩下國際奧會奧林匹克業務。我們現在奧會最主要就是組團參加綜合型運動賽會，一定要奧會組團包括亞運，奧運或是地區性的綜合賽會，例如東亞運，但世界運動會我不曉得，以往都是由奧會來組。

有人用一個形容詞形容奧會就像是”旅行社”，體委會單項協會已經選了選手了但是要由奧會報名參賽他就把這個業務委託給奧會，奧會照單全收，訂機票旅館聯絡國際奧會。單項協會負責單項的賽會，我們是綜合型賽會。

第二個就是有些跟國際奧會規定相關的奧會模式，參加的特殊規定有一些運動員跟單項協會要跟他們講說有一些規定是什麼，所謂的奧會模式。

第三項任務基本上是跟體委會無關，但是是國際奧會要我們做的，是奧林匹克活動，裡面有一些不是體育活動，所以這些活動的經費要自籌，我們一部分用國際奧會贊助一部分尋求國內贊助，例如奧林匹克研討會或奧林匹克路跑辦一些跟藝術有關的活動，這就是現在奧會的任務。

以往奧會對外看起來業務量很大因為包括單項協會要從是體育交流的活動像是一些比賽拉他們報計畫給奧會審核，再轉送體委會，但現在這個業務已經直接轉給奧會

了，就像體總一樣，選手培訓計畫要經過他們再報請教育部，後來轉給競技處跟全民處，所以體總跟奧會一樣，以前單項協會要比賽要訂計畫，然後報請奧會，我們幫他們評估，然後他們再拿經費，奧會就收管理費，例如開會拉邀請協會拉，這些目前都沒有了，出國參加比賽不在奧會，

最大的改變不是政黨輪替而是主管體育的主管機關的變動專職單位的成立，立法院認為有些業務要收回。跟體育行政組織的改變是比較有關係的。

以前奧會世界於主管機關(教育部)跟協會之間做一個把關工作的單位，以前的體育司他就是一個體育是人很少大概三個課，所以不到十個人他不能做這麼多工作只好委外，還有高中體總大專體總，直行的東西也是一樣只是高中體總是負責高中以下的大專體總負責大專的，但也有部分業務跟體委會有關例如世大運，就不用透過奧會，項高中體總負責例如 world children game 和學生運動會。

2: 奧會模式對世界運動會的影響

A: 舉個例子說明，國際奧會為什麼會延伸到體育組之就是因為國際奧會他有承認的機制，他承認了一些國際組織包括世界大學運動會，所以世大運總會同意援用奧會的規定，所以我們才能用

世界運動會同樣也是受到國際奧會承認，他們簽了備忘錄，他的內容很簡單就是說世界運動會現在援用國際奧會的相關規定辦理

世界運動會從簽署備忘錄後就成為國際奧會體系下的一個體育組織成為奧林匹克活動的一部分。所以世界運動會一定要用奧會模式。我們申辦 2009 世界運動會時組委會也簽了一個約，就是說要遵守奧會模式，你可以把這個體制推到其他的國際比賽包括殘障運動比賽也是用奧會模式。

國際奧會不會管你的體育型態，概念是國際法來的，每一個國家可以簽署加入國際公約我的國內規定要盡量不違反規定，但是國際組織不會強行改變國內的型態跟體制都要一樣，只要結果符合就好，所以每個體育型態，所以每個國家的體育型態都不一樣，雖說國際奧會是一個非政府組織，但是國家要不要承認一個官方的行政體育組織都無所謂只要結果呈現不要違反我國際奧會規定就好了。

國際奧會辦奧運會，要參加就是要用國家奧會，不管你在國內最高的行政機關是什

麼，例如體委會，雖然是我們最高的機關但是我們還是不能組團參加，而要由奧會組團參加。參加奧運會的時候要遵守我的規定，我們的國家情況比較特殊，就是奧會模式，用奧會的旗歌，體委會不能直接參加奧運會，必須經由國家奧會，在殘障組織也不能透過體委會來參加殘障運動要透過殘總依照同樣模式去參加殘障奧運會。

3: 中華奧會在 2009 世界運動會扮演的角色

A: 世界運動會一樣，2000 年簽了備忘錄要由國家奧會參加世界運動會，有些人搞不清楚為什麼要用國家奧會，是因為他們簽了備忘錄，他們要鼓勵所有參加的國家用奧會。在 2000 年之前我們就由奧會 1984 組團參加世界運動會，之前台灣省體育會想組團，但是後來有可能是因為他們沒有經驗，就由奧會協助處理事務以奧會名義報名，但多半的人都是體育會。後來沿用就是奧會組團，但是 2000 年之後就明訂要由奧會組團。

這還不是一個強制性的規定，但是 IWGA 已經說了希望組團單位是國家奧會，參加世界運動會組團單位是國家奧會。

2009 世界運動會，奧會整理資料來申辦，第一次我們提出來申辦，是在 2001 年就希望說要申辦綜合型賽會我們申辦過兩次亞運都失敗東亞運也失敗，奧運層次太高沒把握，後來鎖定幾個運動會項是申請世界大學運動會也失敗，後來體委會想到世界運動會，他是非奧林匹克運動會最高層級的比賽，就想說要申辦世界運動會，指示相關單位去蒐集資料，以國際體育的活動跟業務他就交給奧會，所以奧會就去蒐集申辦 2009 世界運動會的相關資料，經由國際奧會吳經國委員的邀請，IWGA 的現任會長就到台灣來了，那時是第一個跟 Ron 會長進行簡報，簡報一個就是的蔡辰威副主席是現在的主席還有國際組組長做簡報，在喜來登飯店，我們也邀請歷屆參加世界運動會獲得好成績的像是合球、拔河、溜冰協會幾個協會來做簡報，Ron 聽完簡報之後他還算滿意，因為 IWGA 希望世界運動會是由國家奧會來參與，第二是我們參加世界運動會的成績還不錯，以我們國家的規模成績都不錯所以有印象，接觸後體委會也覺得很有希望，後來就選了高雄市來申辦。我們是說我們有意願來舉辦，簡報過程中有關於我們以往參加世界運動會的成績是什麼由單項協會簡報，奧會綜合性的做一個結論，說明如果可以成功我們可能會朝哪個方向去辦會有什麼項目都

在簡報裡面。Ron 建議我們多了解世界運動會的種類，他說他也知道中華台北，台灣有很多項目沒有，他的建議是說我們可以成立協會去推廣培養選手。主辦國實力不一定要很強但要有能力來辦這個運動他建議說他可以去連絡這些協會，有國際組織會提供協助我們成立新協會的能力，這樣我們提出申辦 2009 他就會比較有信心，他來看了很多協會都不是世界運動會的協會，都是奧運的協會，他是覺得這些協會的水準很夠，他認為新協會的成力也可以達到要求，所以之後我們就跟高雄謝市長做簡報，他聽完簡報後覺得高雄可以去申辦，之後就是由體委會跟高雄是去處理申辦的事情。奧會只有做過兩次簡報(一次是總會會長，一次是高雄)，他們決定要辦，就自己成立了高雄申辦 2009 世運會的籌備會，大部分由體委會跟市政府組成。

奧會去遊說的幾次我們有派最多兩個人或一個人去協助，我們說穿了只是協助協會的出國事務與協助翻譯。

IWGA 主要聯絡不是我們，但是 IWGA 有跟我們連絡過，通知我們現在高雄拿到世運會希望我們協助他們我們也跟 IWGA 說只要需要奧會協助我們會全力協助，但這種情形你也知道，我想不是只在台灣，我們在跟在別國交流時也發現，這種情形，因為體制上來講申辦亞運跟東亞運是國家奧會主導但是申辦大學運動會的對象是城市他要成立城市的組委會，通常就會有一個問題，就是到底是以城市或是奧會為主，這個問題也存在於 2009 年世界運動會，因為世界運動會高雄成立了組委會，而他們認為主辦的是組委會。

我覺得整個的問題是因為體育行政組織架構，以我們現在體育行政組織的架構我覺得這並不意外，奧會本來就是被國際委託的，如果說奧會在國家裡的地位是很高的、業務任務是繁重的、功能是很強的，自然在辦國際比賽裡的地位會很強。

只是現在國家情形就是這樣，如果你需要奧會協助我們願意支持，盡我們組織的能力，我們發揮應該發揮的功能—如果你提出來的話，不過我們現在比較擔心是奧會模式，因為奧會模式是由奧會來處理的，這是奧會本身跟國際奧會簽訂的協議，國際奧會跟其他國際組織的關係已經把奧會模式去沿用在其他比賽但是如果負責的單位不明瞭這個奧會模式，現在比較擔心的是這一塊怎麼樣奧會盡力協助他們去了解。

體委會慢慢意識到我們如果不把這個問題讓民眾或組委會了解，所以今年委託奧會不管是台北聽障或是高雄世運會希望我們在這一部份舉辦座談會或講習。訂了時間

奧會下去做講習，但是這個功效我們目前不曉得，因為參加的人每次都有一些變化，參與人員的層級。但是我們也是以奧會的業務來講只有這一塊我們是盡這個所能。如果出問題的話會影響到奧會，但是我們不能監督他們。最主要是 IWGA 會跟高雄組委會抗議。之前 IWGA 對高雄組委會的進度有點憂心，我們所了解的就是一些比賽的進度還沒有達到他們要求第二是因為高雄的特殊情況，從我們接了會旗之後換了兩個 CEO 裡面的組織變動 IWGA 非常的擔心，另外高雄當初申辦題出來說已”奧運規格辦世界運動會”，所以提出了一些場館的修建計畫包括場館的修繕他們看過，IWGA 看過場館修繕計畫申辦完成後他們有提出一些整建計畫的建議，但是後來他們 2007 年來看卻是拿到 2003 年的資料，所以有一些擔憂，主要原因是場館的決定常常變，就是每次來簡報每個比賽的地點都常常變，第三個問題就是說對整個運動的架構，就是他們國際 IWGA 跟 KOC 有 CO-COMMITTEE(COORDINATION COMMITTEE)協調委員會這是要舉辦國際綜合賽會必經的模式因為主辦運動賽會的是國際組織，不是我們，我們只是承辦單位，怎樣在主辦單位跟承辦單位怎麼有連繫就是 COCOMMITTEE 就是由 KOC 跟 IWGA 各派出代表，由 KOC 提出問題回報進度，並且問 IWGA 的意見互相檢查，這是委員會最大的功能，另外就是協調委員會認為的依據是 MASTER PLAN 有進度，以上三個意見是 Ron 當初他說如果準備工作無法達到他理想的話，他不排除改變地方來辦，當然高雄盡力的去協調解決，所以今年六月紀政上台之後接了 CEO 曾率團到瑞士跟 Ron 舉行會議，你剛剛講的危機暫時會解除。所以奧會我想真正說起來是體制結構議題，就是體育行政組織結構的議題。你說單就世界運動會要怎麼去突破協助他我們只能說如果高雄希望我們去協助我們就會協助。

奧會在舉辦運動會事實上並不是主導，主體是城市，對單項總會的所有聯繫 IWGA 主席的建議是世界運動會是有國家奧會的參與，不是只說中華奧會，而是指所有國家，所以他們建議高雄組委會透過奧會邀請其他國家奧會來高雄只要世界運動會組委會有這樣的計畫我們就會負責協助執行。換句話說對外聯繫方面，IWGA 是希望由國家奧會來負責，怎麼去跟其他國家聯繫參加世界運動會相關事宜，如果 IWGA 是希望參加世界運動會是由國家奧會組團怎麼去聯繫世界的國家參加世界運動會，IWGA 就會跟國家奧會聯繫，如果 IWGA 整

個體制是走向是結合國際奧會跟國家奧會讓這兩個運動會在奧林匹克活動緊密結合，那奧會的功能跟的為就會比較凸顯但顯然 IWGA，

只是建議，在 co-committee 的建議裡我們有看到，但是目前為止我們沒有接到高雄組委會 KOC 其他的訊息。

4: 所以說現在是 KOC 跟體委會提出需求然後再由體委會交辦奧會處理囉?

A: 對，行政體系是這樣，因為這樣未來才會有依據，因為奧會是民間團體，我們現在所有的業務經費是依年度計畫報請體委會，體委會核下來之後依照計畫執行。包括經費，所以今天說如果有任何世界運動會相關額外的其他業務要奧會執行，我們目前的經費喔...您剛剛提出來的是行政程序上的問題，高雄世運會在目前體制下沒有跟奧會有相關的關係，他們最好的途徑就是跟告訴他的世運會執行長，然後再由體委會委辦奧會，至於相關經費是 KOC 跟體委會去聯繫，這個經費是已經給了 KOC 的錢才轉給奧會或是體委會另外給奧會來執行，這是行政體系上的一些做法。目前奧會跟高雄世運會的連結是很薄弱的

5: 一些為了世界運動會所成立的新興單項協會需要奧會的認可嗎

A: 這問到了一個重點，我們參加第二屆亞洲室內運動會時有多項目不是中華奧會承認的，因為他是一個新興項目，例如舞龍舞獅拉，不在原本國際奧會的體系之下，他們要去參加世界運動會體委會是說要輔導你，要培訓選手出外比賽增加國際經驗，但是這個協會是新興項目，但是體委會要輔導行政業務給經費的時候他不知道輔導哪個協會因為他們不知道要輔導哪個，因為這種協會在國內有十幾個，這時他們就把這個業務委託奧會，奧會再問室內運動會委由哪個國際總會，他告訴我們是哪個國際總會負責，然後我們問國際總會中華台北有沒有你們的會員，他說有我們就報請跟體委會你要輔導的對象是哪一個，體委會就說請奧會審核之後來承認他，這就是國際承認的機制，所以我們訂了一個 2007 年第二屆室內運動會的特定承認機制，承認這些協會目的是要參加今年澳門的室內運動會的完成了對今年參加世界運動會裡有很多新項目，像是柔術跟浮士德球，這些跟奧會都沒關係但是目前機制都還沒建立，體委會都沒有表示意見他們不知道要怎麼樣跟他們業務的銜接輔導。體委會希望有協會成立，浮士德球由文化大學的老師學生來成立，柔術不知道

在哪個學校。但是我剛剛講的就是說，將來這個協會 2009 年要去承辦世界運動會，國家的協會將來比賽舉辦事實上你現在就要介入，要承擔舉辦責任，因為組委會是行政，競賽技術是國家協會來辦，協會的地位跟定位是什麼，應該有個大方向，如果以 IWGA 的規定應該是不可以協會沒有國家奧會的承認，這是 IWGA 對浮士德球他一定會問總會，總會一定會找中華台北浮士德球協會，因為他們要遵守國際規定，他們就會問國際總會跟國家的浮士德球協會是怎麼溝通的是非常重要的，這是我們感到最困惑的地方，室內運動會，剛剛我說的就很清楚知道組團的實際負責的協會是哪個，連線就可以連起來，可是世界運動會有很多的運動都還不清楚。

奧會有國際單項體育團體承認守則，像是單項協會已經備國際單項總會承認，就可以以承認準則再來跟奧會申請承認，當然有很多條件體委會有規定什麼人數多少辦過多少比賽會有最低限度規定再來進行審查給他一個承認。IWGA 對高雄承辦工作不太放心的就是他不能確定我們國內協會跟國際總會的會員關係、承辦特定運動的情形是什麼，現在組委會所有的運作都侷限在高雄市政府各個運動他們委由高雄體育會底下的單項體育委員會來做，也不是全國的，通常國際總會不會找地方的。

7: 高雄組委會找地方體育組織來協助 2009 年世界運動會的辦理所依據的規範為何?

A: 我們就是要跟高雄知道說這 SYSTEM 是不符合國際規範的 IWGA 只是把他組織架構弄好，等到一年或一年半以前要確定每個比賽的競賽規定 IWGA 就會問說國際總會問你們跟中華台北的單項協會的業務是辦的怎樣，我就是擔心會有這個問題浮現。

有我們認可協會之後，國際總會有相關問題會直接問奧會是不是我們認可的，現在問題就是某個單項出了問題，奧會因為不知道是哪個協會有問題，所以國際體育組織的架構安排是有道理的，但是我們國內對國際體育組織的架構體系不是很了解可能是因為我們辦國際活動的經驗不是很多(註:如果國際總會沒問奧會而是直接問 KOC 是不是就沒問題了?反正高雄會找當地協會來負責)

CTOC Interview Record (II)

1: 您認為奧會在 2009 年世界運動會從申辦到現在扮演了什麼角色?

A: 申辦階段:奧會跟體委會一起協助高雄跟 IWGA 申辦第八屆的世界運動會，申辦過程中有很多 bidding 拉票，由奧會組申辦團，前往荷蘭，瑞士還有到西班牙拜會執委，從聯繫到組團到遊說大概花了半年，當然中間過程中吳經國委員扮演很重要的角色，因為他本身跟 IWGA 的會長 Ron Frolich 的私交很好，他們有建立了一定的默契。這是受體委會委託奧會來組的團。主要遊說團的成員是高雄，但體委會跟奧會也有派員參加，後來三個執委加上會長所以到後來就順利的...當然當時只有一個國家表態要申辦，開執委會就順利通過了。

申辦成功之後到主辦

申辦成功後就簽了主辦的協議，高雄正式展開籌辦，奧會在這階段裡面的就是從旁協助，因為高雄他們取到主辦權之後自己就設立了基金會籌辦世界運動會，奧會的秘書長被聘為其中的一名董事，每兩個星期會召開一次籌備部門工作會議，奧會都會派人參加這個會議，當然在裡面提供一些意見諮詢，在這個階段，也是到達最後尾聲了，奧會現在就是從賽會資訊發布跟貴賓的接待跟參賽選手的註冊報名系統，他們(KOC)跟很多相關運動的國際總會有一個窗口聯繫，目前是借重我們之前參加世界運動會的經驗，提供主辦城市在貴賓接待，提供選手參賽註冊報名作業，提供比較詳細的意見

2: 您認為奧會與體委會/ 國際運動總會 / 高雄市政府體育會 / 高雄市議會 /高雄組委會 / 高雄市政府 / 中華民國體育總會有何關係?

A: 奧會跟體委會的關係:體委會是主管機關，要申辦這個當然政府有關相關的經費還有爭辦的計畫核定，奧會是聯繫的窗口，透過奧會跟 IWGA 以及相關的執委的聯繫是委託奧會來聯繫。除此之外體委會跟 IWGA 也有聯繫，因為他們知道，爭辦世運會有國家支持很重要的關鍵，所以在之前之後體委會都是很重要的，重要性大於奧會，因為經費的核定都是靠體委會，協議的簽署體委會願不願意支持也是很重要，很多事情都是體委會來主導，奧會只是提供一些建議。

包括籌備他跟中央政府爭取經費是透過體委會，除了一些地方是來自高市府之外，他現在在左訓附近蓋主場館，還有一些大筆費用都要靠政府來支出，所以 KOC 跟體委會的接觸會比 KOC 多。

3: 奧會有無跟國際聯繫呢?

A: 在第一階段聯繫比較密切，但是申辦成功後，IWGA 就跟 KOC 有直接的聯絡管道甚至相關的國際總會都直接跟他們有聯繫的管道，奧會在這部份能夠著手的就比較少。

世運會在 IWGA 主導下想走奧會的模式，就是由國家奧會來組團，它是想說所有參賽的代表對能由國家奧會來組團，到目前為止是運會的參賽還是個別運動代表隊參加，都不是由奧會組團，IWGA 極力想推動國家奧會來組團，但目前為止只有八九個國家願意用國家奧會組團，但是多數國家還是透過由各個代表隊的總會報名，把報名資料轉給主辦單位，就是 KOC，這個模式目前被百分之八十以上的國家採用。

4: 您認為奧會與哪些組織的關係最為密切?為什麼?

A: 第二階段我們還是跟 KOC 因為 KOC 在 IWGA 底下他們大小事情都不仰賴國家奧會，很多都是 KOC 自己跟國際連絡了，在這個前提下我們 NOC 的角色功能就比較有限拉，我們現在比較有聯繫的就是 IWGA 有些事情他們還是會通知我們，有些國際總會在跟 IWGA 的聯繫有時也會讓我們 NOC 了解，不過我們想要了解所有狀況的話還是要跟 KOC 聯繫，我們才能得到第一手資料。IWGA 也覺得既然在你們國家辦當然是由 KOC 直接跟 NOC 聯繫，我們的聯席會議裡面 IWGA 跟 KOC 的聯席會議裡(IWGA)也希望 NOC 參加，希望各籌備會議能讓 NOC 參加讓我們提供間接幫忙。

我們跟 KOC 聯繫應該算密切拉，我們大概三個月或半年就會開一個董事會，每次開會都有邀請 KOC 派員參加，一年還有三次的聯席會議，我們(CTOC)也都有參加。

5: 請問您覺得有哪些是奧會功能但是沒有發揮到的部分:

A: 這是要雙方面的拉，如果 KOC 不找我們，我們也不能太主動，因為籌辦就是 KOC 來辦，如果 KOC 說自己可以處理，我們也不好太主動。

6: 奧會對自己的角色有什麼看法，不考慮 KOC 的看法的話？

A: 綜合型的運動賽會可以藉由 NOC 參加過奧運亞運跟國際綜合型賽會的經驗，還有我們在籌辦的賽會過程裡面應該可以提供更直接的協助，例如賽會報名註冊系統的建置還有跟國際組織聯絡這部分奧會比較有經驗，交通的安排規劃住宿規畫，就是參加奧運會碰過的問題，我們參加過這麼多屆奧運會也可以提供給籌備會一些意見，讓他們避免一些不必要的錯誤，達到事半功倍的功效。在這一年內，目前執行長對兩會的關係有加強，在這之前他們也不會叫我們奧會派員，因為高雄市政府跟 KOC 都有面臨人事的變局，在這之前跟我們的互動也沒有這麼密切，我們能提供的建議就比較少了，之前就僅只於開籌備會裡面提供一個建議他們也很少採那，但是目前我們除了例行性會議之外，他們很多部門，例如後勤支援拉國際貴賓的接待，他們都會請我們派員，就是我們參加的會議也比之前多了，我們能發揮的功能也有明顯的增加。

7: 中華奧會跟國家單項協會在籌辦 2009 世界運動會的關係

A: 紀政當執行長後，他認為全國性運動協會的角色相當重要，畢竟各國際運動總會要舉辦的二十六種運動他所認定的是國際運動總會，他們會找國內他們所認定的會員協會，他們就等於是一個窗口，世運會除了在高雄地方他們有些學校，目前他們好想還是著重在學校層面還有高雄市體育會的單項委員會來協助，可是這些協會在能力或經驗上沒有全國運動協會這麼多，他們全國性的運動協會參加過世運會也跟國際運動總會有密切聯絡關係，國際總會指定的 TD 很多也會徵求國內協會的參加，聯繫還是要透過很多國內的協會，換句話說，KOC 應該要加緊跟國家單項協會的聯繫，讓這些協會了解他們在賽會中要扮演的角色跟怎麼配合 KOC 把比賽辦好，目前他們應該意識到，所以 KOC 去年就開始跟協會接觸召開聯席會議，在今年二月底在高雄召開今年第一次的協調會議後，KOC 的競賽部門有特別把全國協會的人找下去，開了一個競賽經理，場地經理等等的聯席會議，這些工作跟全國性的運動協會就更有關係了因為他們可以提供一些比賽時需要技術支援還有裁判等的協助，這全國性的協會會比較了解，也知道碰到問題時怎樣去跟 IF 垂詢，甚至在辦比賽的時候會有比較多的競賽用的技術人員可以調派到高雄去幫忙。目前二十六種運動大概只有少數幾個國內沒有協會的，體委會也知道這個問題，所以目前，有兩三個還

沒有受奧會承認的目前也在積極在輔導。像柔術，已經先受國際總會承認，可是還沒有受奧會承認，這是因為之前我們在申辦的時候有一個執委是柔術的，那時我們遊說的時候國內沒有柔術協會，所以在討論的時候就有一個默契，那時是找文化大學的國術系系主任從學校既有的柔術運動的了解跟師資開始推廣，籌組一個柔術協會，國際柔術總會有派師資，文化大學也派人到國外參加研習，在三年前就開始在國內推廣，也加入了國際總會，國際總會就給他承認。目前他們還沒通過我們承認的手續，我們需要他按部就班的依照準則，先在國內各縣市有建全的組織，才能有正式的承認。目前因為他是高雄世運會選定的窗口，所以可能會給一個特定的承認方式。

KOC 基本架構是高雄市的局處來辦理，少數的人才是另外外聘，原則上四分之三都是現有的市政府的組織人力，我們跟 KOC, KCG, 國際奧會吳經國委員辦公室，從申辦開始到申辦成功，吳委員扮演很重要的角色，籌備過程中，國際奧會也選任吳委員擔任協調的角色，羅格任命他是負責 IOC 跟 IWGA 的協調的角色，目前世界運動會算是一種 patronage，世運會雖有別於奧運會但是還是希望 IOC 能給他(IWGA)實際上或是精神層面的支持認定，所以他用 patronage 給他認可。

8: 您認為這些組織為了籌辦世運會形成了一個合作的網絡嗎?

A: 就世運會的舉辦來講，重要的三個組織應該是 IWGA, IF 及 KOC 藉由世運會的舉辦他們的聯繫的緊密度會更高，之前談到參賽是由各運動總會跟所屬的會員國家來聯繫沒有透過國家奧會，再把報名資料 pass 給 KOC 但是參賽資格的認定需要 IFs 跟 NFs 之間來訂定，現在他們有一個叫 passport(?) IFs 跟 IWGA 協議參賽選手數，要參加多少比賽達到積分才能參加世運會，這一套就是由 IWGA, IFs, KOC 協調好訂定出來的，經由這樣的規定可以讓他們關係更密切。

9: 在國內層級您覺得哪些組織有涉入但是沒有發揮應有的功能

A: 我覺得大概是國內協會跟 KOC 密切度現在可能還需要加強，另外就是剛剛講的 NOC 的角色定位在籌辦過程中因為我們 NOC 在籌辦過程中沒有這麼密切了

10: 您認為從申辦到籌備，哪些組織扮演了主導角色？

A: 既然是主辦城市籌備會，當然 KOC 是最重要的阿，賽會成不成功當然取決於 KOC，他會有一些先入為主的觀念，要跟哪些組織聯繫多一點是看他們本身。

目前他們可能本位主義比較多他們覺得自己可以 handle 所有籌備工作，只要拿到經費後什麼工作都可以做得到，但是他們忽略了要跟國內相關單位取得一個合作，但是後期應該會比較好啦，之前他們都攬在自己手裡面，沒有理出一個頭緒不知道事情的輕重緩急，在執行的過程重點在哪是比較技術性的，跟國內辦全國性運動比賽是不一樣的不能拿那個經驗套在這上面，不能認為地方的體育委員會是可以勝任的，辦國內比賽的模式辦國際賽會會弄出一些笑話，IWGA 之前為什麼很緊張 RON 發現了一些問題，然後給 KOC 一些建議修改提出計畫進度，在去年一年裡面 IWGA 可能會用比較緊的因為怕時間不多很多事情沒在掌控中，但現在進度比之前更順遂

11: 您認為在這個專案之中，信任扮演重要的角色嗎？

A: 之前是欠缺互信的，因為 IWGA 對 KOC 不信任份為他們講一套做一套很多都沒有照進度完成，所以對 KOC 的籌辦能力大打折扣，所以他們要找了上一屆世運會的籌辦單位推薦的顧問請 KOC 要聽這個顧問的，這運動總監每次開籌備會都會來監視進度，除此之外也有一個杜益斯堡裡面的國外顧問，跟 KOC 簽約要請他來協助。

KOC 跟奧會的關係是在改善中吧

比賽更近了，KOC 跟其他組織的合作要更密切，NFs 的角色很重要，因為選手跟技術籌辦人員要靠 NFs 來協調阿，當然國際總會會派 DT 跟工作人員來但是語言的溝通，也是有問題阿。可是 KOC 目前我去開會總覺得他相當仰賴他所轄的高雄市的學校，有些運動他利用學校的場地跟體育館，裡面的人員也都是借重所屬學校的校長或是老師，所以 KOC 是用當地學校的這些人取代國家協會的人力，我覺得不管他講說他借用現有資源，但整個籌辦過程一定要找協會來參與，尤其是技術人員的訓練養成，因為協會的人他們有參加跟籌辦比賽的經驗，要讓有經驗的人來傳承，而不是自己全部來做，現在有些現象是高雄市透過他們的行政資源全部要攬，沒看到全國的協會人員參加，因為這不是好現象。現在他們有些測試賽，就是要驗收人力調控，不能侷限在高雄而已。

SAC Interview Record

1: 體委會在世界運動會中扮演的角色:

A: 主要是經費補助賽會的籌辦，國際處沒有負責場館設施，體委會站在中央的角色進行輔導，對賽事的舉辦提出建議。補助對象為市政府，因為高雄市政府跟 KOC 基本上是同一批人。平常開會體委會會有代表列席，主要任務是了解進度，注意 IWGA 與 KOC 有無意見相左之處並適度扮演居中協調角色。體委會尊重 KOC 之主體性，非有必要不會主動聯繫 IWGA。

聯席會議的經費由市政府支付，主要是 IWGA 的會長、秘書長以及運動總監的食宿機票費用。體委會在取得賽會主辦權之後的角色不是這麼重要。

2: 體委會與其他組織的關係

A: 高雄組委會與高雄市政府:體委會會接到兩個單位的請求協助信件，沒有統一的窗口，有時需求來自市府，有時來自 KOC，體委會不會主動干預 KOC 與 KCG 的內部事務，只有當 KOC 與 KCG 提出業務需求時才會協助處理。體委會認為 KOC 才是 2009 世運會的主辦單位。

單項協會: 選賽訓的部分由體委會全民運動處負責(註:因為世界運動會係非亞奧運運動項目，屬全民運動處輔導算是全民運動)。補助部分，若是與世界運動會有相關的賽事需求，則會建議單項協會與 KOC 協調是否共同辦理(考量 KOC 缺乏辦理賽事經驗)，若是，則由 KOC 與單項協會協調單一補助窗口，若否，則依一般協會申請補助款之方式進行年度考核再決定，盡量避免單一賽事雙重補助的事情發生。

前兩年的確有新的單項協會因為世界運動會的關係而成立(例如浮士德球與籃網球協會)，但這屬於民間體育社團單位，因此細節要詢問內政部。

體委會與中華奧會:申辦初期體委會、中華奧會與高雄市政府合力取得賽事舉辦權，申辦成功之後兩個單位就退居幕後。基本上兩個組織的立場是一致的，皆擔任協助的角色。

體委會與 IWGA: IWGA 的對口單位應為 KOC 與高雄市政府，體委會不會主動與 IWGA 接洽。

NFs—Underwater Sports Federation Interview Record

1: 您認為協會在 2009 年世界運動會扮演了什麼角色?

A: 協會在 2009 年世界運動會扮演：

- a. 訓練教練、裁判、培訓競賽選手及培訓志工。
- b. 協助場地規畫、器材整備。

2: 您認為協會與其他組織(與辦理 2009 世界運動會有關的組織)的目標是否一致?

A: 任務應相同 (未深入了解)

3: 您認為協會與高雄市政府體育會/高雄市議會/高雄組委會/中華奧會/中華民國體育總會/國際運動總會有何關係?

A: 蹼泳運動始於 1950 年代中期,在二次大戰後的歐洲萌芽,迄今已超過 50 年。1986 年奧委會承認在游泳池中進行的蹼泳為體育競技項目,並列為世界運動會比賽項目。蹼泳為世界水中運動聯盟 (CMAS) <http://www.cmas2000.org/index.asp> 負責推動,在台灣由本會負責推動 <http://www.cmas.com.tw/>

本會目的主管單位為行政院體委會,經費亦為體委會補助。

我國參加世界性競賽皆透過中華奧會主導,本會為中華奧會團體會員、亦同。

2009 年世運會因在高雄市舉行,故高雄市政府分派其轄下各局處協助輔導;本會蹼泳項目由高雄市政府海洋局負責協助推展,其亦受市議會監督。

高雄市組委會 (KOC) 為負責 09 年世運會之臨時編組單位,成員來自學有專長之運動老師,紀政為目前之負責人,該組織亦為 IWGA 之對口單位,其編組應受命於體委會,其與高雄市教育局、市議會之關係請您自行查明。

中華民國體育運動總會為本會蹼泳教練、裁判發證審核單位。

高雄市政府體育會,高市政府希望由其單項委員會接手完成各項競賽訓練事宜,以協助完成世運會任務,但體委會認為仍由各單項協會完成為宜。

4: 您認為協會與哪些組織的關係最為重要?為什麼?

A: (i).行政院體委會---衣食父母。

- (ii).中華奧會----協助本會進入世界性競賽單位。
- (iii).中華民國體育運動總會---為本會各項教練、裁判發證審核單位。
- (iv). 高雄市政府海洋局---協助本會推展蹺泳項目奧援單位。

5: 您認為除上述組織外還有哪些組織跟協會與緊密相關?

A: 地方政府及各訓練站，協助本會推展訓練、競賽活動。

6: 您認為這些組織為了籌辦世運會行成了一個合作的網絡嗎?

A: 協會與各單位大抵已行成，但中央(行政院體育委員會、KOC)

與地方(高雄市政府)是否完全磨合，本會不得而知。

議題需要磨合部分，僅為個人感覺，因不便查詢，故無法具體回覆。您在其他場合或可做試探性的提出。

7: 您認為從申辦到籌備，哪些組織辦演了主導角色?

A: (i).高雄市政府(ii).行政院體委會(iii).中華奧會 (iv).KOC

8: 請問您認為上述四個主導角色對這個賽會而言扮演的角色為何?應然面與實然面之間有差異嗎?

A: 這個問題您問 KOC 較得宜。

9: 您認為在這個專案之中，信任扮演重要的角色嗎?

A: 感受行政院體委會對本會訓練選手之重視。

10: 您認為目前為止組織間的合作是有效率的嗎?

A: 感受不到本會與 KOC 有合作上之效率，但與其他組之間是有效率的。

11: 請問您認為 KOC 應該如何與貴協會進行互動您會覺得是較有效率的?

A: KOC 扮演世運會對外 (IWGA) 的聯絡窗口，對內的行動領導。今日與王總監聯繫結果，得知將於 7 月開始，進駐協會專業人員，協助處理賽務及場務，達到協會、KOC、中央、國際連線，落實效率。

12: 請問您目前各單項協會與高市府的單項委員會哪一方真正影響了世界運動會的籌辦?依據的準則是什麼?您對這樣的狀況的看法為何?

A: 高雄市政府體育會，高市政府希望由其單項委員會接手完成各項競賽訓練事宜，以協助完成世運會任務，但體委會認為仍由各單項協會完成為宜。目前及未來應是單項協會協助主導完成世運會各單項賽事，而非由高雄市之單項委員會；各單項協會之準則則依據各國際總會所頒之準則進行，IWGA 規範亦為如此，這是須共同遵循之規範。

註：因任務尚在進行中，各方亦在努力，目前給您之資料僅為我個人之論點及感覺，未與協會其他同仁討論，或有斷章取義之誤，請您深入了解後再引用為宜。

KOC Interview Record

1: KOC 在世界運動會扮演的角色

A: 是承辦單位

世界運動會和奧運的關係越來越密切，台灣從 2004 年由當時的高雄市長謝長廷和國際世運總會 IWGA 和會長 Ron. Froehlich 在高雄簽約決定第八屆 2009 年在世界運動會在高雄承辦。在 2005 年德國第七屆世界運動會結束之後，由高雄的代理市長代表高雄市接下世界運動總會的會旗，代表台灣。2004 六月承辦 2005 年接旗舉辦，高雄是為了迎接這個比賽，請代理市長接任之後承辦了組織委員會，結構是一個法人組織，是採用財團法人基金會，不是採用一般所為社會體育團體的型態，這個基金會因為承辦比賽所以高雄市政府跟中央政府撥款贊助，KOC 中文名稱是財團法人 2009 世界運動會組織委員會基金會，英文是 2009 Organizing committee。KOC 為了舉辦這個比賽，所以在中央政府跟地方政府跟民間企業做了很多體育場館的投資，中央政府方面體委會蓋了五十億的場館在左營，另外民間投資的部分用 BOT 的方式興建了總價超過四十億的高雄巨蛋新體育館，當做主場館，跟蓮池潭都在左營區離高鐵站很近。雖然離世界運動會還有八百四十五天左右，但是籌備工作大致都就緒，對於整個台灣的產業跟交通結構都形成了很大的衝擊，台灣的體育產業還有交通旅遊事業應該都會進入新的紀元。

2: 您剛剛的意思是說在硬體方面是由中央地方跟民間企業一起補助的意思嗎?

A: 不叫補助，補助是用在中央補助地方還有政府補助民間，贊助是企業跟公益活動。世界運動會的主體育場是用在飛盤跟橄欖球比賽，在歐美國家非常流行，需要很大的觀眾席還有做為開閉幕之用，這是由中央政府體委會出資興建，所以是屬於體委會的。這是第一個體委會自己擁有自己經營的大型體育場，預訂在 2009 一月底啟用。就是在世運會開幕前半年後啟用。我們的主體育場是完全由中央政府建的，建好的時候就是要用在第一個大的活動就是世界運動會的開閉幕以及活動球類比賽，之後留給高雄地區的體育資產，用來主辦一些大型賽會和其他的演唱會或文化藝術的活動。巨蛋體育館是由高雄體育土地而是由中鋼集團組織經營團隊由 BOT 的方式，地上物的產權跟土地是屬於高雄市政府的，另外三十二個比賽大概使用二

十四個場館設施，除了主場館是由中央興建跟高雄巨蛋是由地民間團體興建之外，其他場館都是由高雄市政府出資整修，並非興建，整修完畢後主要給世界運動會使用。但在比賽之後例如說，高雄有一些游泳館可以做為符合世界級比賽的場地使用，這些土地在整建完之後會有很多的運動賽會，高雄在舉辦比賽其實沒有花費很多啦，和中央和財團花在興建場館上的其實小了很多，所有全都是屬於中央跟財團的，根據統計日本在舉辦第六屆世界運動會花了六億，德國花了八億，高雄應該是超過德國。

3: KOC 在 2009 年的目標有哪些

A: 執行世界運動會的籌備工作，籌委會是這樣，我們是奉 IWGA 之命在執行籌備工作，三十二種比賽中有二十六個正式賽另外六種是邀請賽，因為有些運動代表性不夠或是比賽的成熟度不夠所以沒有列為正式賽，就像奧運在 1984 到 1996 舉辦過好多比賽有一些是表演賽，例如 1984 有棒球的表演賽到 1992 年比賽成熟了才把棒球列為正式賽，棒球跟女壘之前也都是世界運動會項目，比賽過程的公正性跟吸引觀眾的地方都是奧運要考量的。奧運跟世運二十幾年錢都是一樣的，很多世運的項目後來都變成了奧運項目，世運會新開發了鐵人三項跟沙灘排球後來又轉為奧運會。我們受 IWGA 的監督就是要讓國際的運動總會與國際世運總會達成的協議會和我們有密切聯絡，包括比賽場地和比賽的器材設備跟參賽運動員的交通工具到居住到膳食，各種接待要符合 IWGA 跟 IFs 要求簽約執行既定的需求。國際單項總會負責國際比賽的規範，我們要跟他們簽約，雙方要約定哪幾天要比賽，例如一般比賽要兩天到五天左右，每一天有多少個國家多少選手，例如女壘離開奧運會但在三年前就講好會回世界運動會，涉及其他的原因 IWGA 告訴 KOC 這不能成為正式賽只能是邀請賽。KOC 就會列為邀請賽等級，但不管是邀請或正式賽，接待規格都是一樣的，包括從機場接機到證件教練或是選手工做人員的服務。在這段時間做的就是世界運動會的準備工作，像奧運要花七年，世運會要花五年，在今年我們要舉辦六項測試賽，去年辦過三項，盡量選台灣不熟悉的運動測試台灣對這項運動場地的大小，高低地板器材高度燈光記分板的電腦系統，轉播系統，讓裁判跟觀眾選手教練都取得比賽結果的紀錄，我們的準備工作就是千頭萬緒，但是工作的前提就事就是按照 IWGA 與 IFs 的協議跟要求去做。例如 IWGA 認為武術是第一次列為世界運

動會，所以只能列做邀請賽，我們要安排位於中國的國際武術聯合會的代表做確認簽約第一條就是雙方確認在世界運動會的人員數量限制，跟場館要求跟地點。奧運是由國家奧會去組隊，奧運會是由兩百零五個國家透過國家奧會組團參賽，但世界運動會不是由奧會組團而是由 IFs 依照世界運動會參賽辦法挑選最強的幾個隊或是運動員來參賽，跟隨團國家沒關係，是由國際總會依照排名積分來做選擇，每個選出來的時間不一樣，報名需要專業的訓練工作，這部分是由 KOC 的運動競技部，我們的核心部門，由運動管理專家，最高就是運動總監，指派國家單項總會做為與國際總會的連繫橋樑，技術代表(TD)國際總會與 KOC 連絡討論賽場規格，這幾年有很多 TD 開會協商，例如今天國際飛行總會的會長就有飛來高雄討論，上星期有滑雪總會的會長來。KOC 主導但是 IWGA 會有一項一項的檢查請國際總會跟運動競技部來討論，聯繫後建立比賽規格的檢查，例如體操比賽跟奧運的差別就是奧運體操有分競技體操跟女子個人韻律體操跟彈簧床，台灣沒有男女的只有韻律體操只有團隊以及分項。這些運動理論上是由 IWGA 跟 IFs，他們會主動跟我們連絡，我們也希望我們的 NFs 能成為跟 IFs 的人連絡交流，畢竟國際單項總會的理事長跟秘書長可能會住在不同地方。IFs 會透過 IWGA 來連繫，之後我們的運動競技部會找到這項運動的窗口，例如全國體操協會，基本上是會派協會的理事長跟秘書長代表全國協會引導國際總會的技術代表或是會長跟我們會商，比賽的時間場地設備器材相關運動員工作人員裁判的數量，我們就要按照這些數量做好迎賓接待與送機的工作。IFs 奉 IWGA 之命跟 KOC 連絡，連絡之後我們也會跟 NFs 保持連繫，我們是三方面 IFs NFs KOC 三方連繫，每三個月會由 KOC 跟 IWGA 做聯席會議 CO-MMITTEE 檢查三個月的進行業務，最近又增加了每兩個星期一次的進度報告，最近又有 BULLITAIN 世界公報會放在賽事準備器材的部分交由運動競技部負責，討論食衣住行的安排，訓練跟比賽的場地都會有詳盡的計劃，為了讓比賽進行順暢，原本有不同的測試賽

4: 高雄若想辦暖身賽是由 KOC 主動要求單項協會聯繫

A: NFs 和 IFs 溝通之後主動跟 KOC 提出要求，因為 KOC 是服務的專業組織，為 IFs 與 NFs 服務，所以是由 NFs 獲得 IWGA 的需求通知，而且是台灣比較不熟悉的項目，像台灣就辦過攀登，溜冰，龍舟賽沙灘手球巧固球等比賽，這幾項台灣都不熟，

需要在場地跟比賽器材準備都需要有些操作，這必須跟單項協會密切連繫，NFs 的要求也要符合 IFs 的要求，IFs 也需要與 IWGA 連繫，我們的溝通很密集且暢通，不能有觀念上的差距一定要協商好所有的準備，包括前年去年的暖身賽與明年正式比賽的計劃，任何一項活動都要有周詳的計劃，這需要四方面的同意不能擅做主張，最高指導單位是 IWGA 他所主辦，我們是承辦單位，跟 NFs, IFs 做密集的橫向連繫測試賽是 NFs 跟 KOC 提出申請，前一年要提出申請計劃，經過我們評估是合理可行我們同意之後他們就會準備，取得 IFs 的授權跟同意，例如花式溜冰，去年 NFs 參加花式溜冰比賽就已經跟 IFs 打聽到了說有比賽就去爭取辦理資格賽，高雄市政府也有派專員去了解狀況。台灣 NFs 的會長就邀請 IFs 的會長還有高雄市政府的代表，高雄市的副市長代表 KOC 跟 IFs 簽約。

5: KOC 與市政府的關係如何

A: 高雄市政府叫 KCG 是政府機構，是法人機構，KOC 是一個非政府組織，包括 IOC, IWGA 所有的 IFs 都是 NGO，不管是奧運會或世運會都是非政府組織所主辦的世界性的活動，在這個原則之下有了 ORGANIZING COMMITTEE，是非政府組織，組成實際上來講雖說是法人團體但是經費跟權力來源還是高雄市政府。董事是高雄事事長執行董事是高雄是的副市長邱太三，KOC 事實上就是由高市府組成的非政府組織，聚集了專業人才來做世界運動會的工作，KOC 的 CEO 不是公務員，他是專業的體育領袖，他跟來自世界各國的例如 IWGA 和 IFs 的領袖都可以直接溝通，他在他的組織下面，高雄市政府一萬多個公務員三萬多個員工都全力 support KOC, KOC 是一個虛擬政府，代表高雄市政府舉行世界運動會的籌備工作，我們徵調了許多高市府的專業人員，但這些全職人員都是市政府的人。我們現階段有五十八位專職人員，有一半是高雄市政府借調過來的專職人員，其它是我們招募來有外語能力或體育工作經驗比較豐富的專業人員，除了這五十八位專職人員之外，高市府的各個局處在有關於世界運動會的工作方面有關於統籌的計劃調度。我們並不能直接指揮高市府的公務員，但是我們九個部門，例如運動競技部召集人就是高市府的教育局局長，教育局所有的不管各級學校的體育場館這些資源都全力配合世運會的計劃調度，另外配合運動競技之外，後勤支援部，我們要接待來自各國的人員，底下有十二個局處，由教育局局長擔任召集人，因為他負責所有志工的召集跟派用，

志工是最大的數量，組委會要從各管道去招募考核跟篩選，志工之外還要有專職貨是 full time 以及付薪水的人員，我們有九個部門幾乎都是市政府做我們的後盾，我們要調誰就調誰，但是理論上是長副市長不可能任由我們指揮，負責協調組織的工作，所以 KOC 最主要的工作就是組織計劃跟協調。

6: 請問食宿的費用是中央政府直接撥款給 KOC 還是高市府的年度預算再透過市議會來審嗎?

A: 我們所有的費用都有預算，預算是來自計劃，來源依照主計劃 2004 年六月十四簽約，我們開始計劃，有個專案組織到 KOC 之間是連成一氣的。從 2004~2009 有五年時間，當初 IWGA 授權 KCG 來辦的時候雙方就研擬了有一個 MASTER PLAN 跨年度的計劃，我們高市府按照這個主計劃各部門在有分部門的計劃跟分年的計劃，因為他們要按照國家預算法執行年度計劃，可是世界運動會要跨五年嘛，所以我們有一個期程理論上都應該在今年七月世界運動會開幕前完全準備就緒。我們研擬需求需要多少經費去在哪些大學做場地修繕或是器材採買，或是要新採購其他系統，由 KOC 這裡做計劃，但計劃還是跟市政府相關，形式上是由 KOC 非政府組織計劃敲定，承報給市府做年度計劃，KOC 的董事幾乎都是市政府首長，只有幾位極少數是府外人士，例如體委會代表，例如國際處處長以及中華奧會秘書長，因為他們有專業的經驗跟知識，我們在這方面的熟悉度是比較不夠所以需要這些專業機構來參與，我們其他的部門召集人也是各局處的首長，他們的各局處的業務他們也非常了解我們的主計劃跟部門計劃跟年度計劃。

例如文化局局長也是我們文化觀光部的召集人，現在中正文化中新的董事長，我們的開閉幕活動的藝術總監就是之前文建會的主委他對國內的藝術表演也很熟悉，他就會招募一批專人來研擬，但形式上需要跟 KOC 報告同意蓋章簽字有重大的議程交由董事會通過實施。我們的表演團隊是由各部門執行，需要中央部會支援，例如經費上，教育部需要幾千萬，例如在中山大學有武術跟空手道的比賽屬於教育部管的，有一些場地更新跟劇場修繕就需要教育部補助，可以直接補給我們，我們再轉給學校，學校要提報給 KOC 運動競技部場館修繕的計劃，通過之後經由長官同意蓋章簽字，籌備工作是非常嚴謹也是縱橫交錯，組織與協調計劃與執行是非常繁瑣的工作，所有的中央部會，包括教育部花了幾千萬去整修一些國立大學場館，這些

費用形式上都要經過 KOC 的預算計劃，當然中央部會高雄市政府各局處也可以保持密切連繫。中央部會會全力支援我們，每個月 KOC 有部門會議通常是每個月的最後一周，進行跨部門的工作會報。每一個月的部門會議就是董事長高雄是市長或市副市長來參加。

7: KOC 是不是一個主導單位?

A: KOC 面臨文化上和制度上的問題，2004 年市長是謝長廷也是他負責簽約的，但是到了第二年他離職去當行政院院長，所以理論上要改選依法要由中央派代理市長，所以 2005 年是由陳其邁去杜易斯堡接旗，到了 2006 年又派了葉菊蘭代理市長，2006 年 12 月市長改選，由陳菊市長選上就職，這幾年換了四位市長。本來覺得市長連選連任可以當八年，中央政府很支持高雄市政府

高市府的市長就是 KOC 的董事長，

執行長才是核心的角色，由董事長指派由董事會通過後任命之，所有的工作人員是執行長遴派遴選，請市政府的部分首長來幫助，因此執行長的溝通能力很重要

台灣沒有辦過世界級的比賽與文化活動，是百年來的大事在組織結構上是非常嚴謹的。

去年 IWGA 會長來聯席會議，每一季來一次，我是七月中旬來的執行長是六月接任，我來這半個月就看到會長來了秘書長也來了運動總監也來了我們三十二組的運動比賽是怎麼來

今年他們在 CO-COMMITTEE 中當著所有人的面說我們會辦的比上一屆還好，但是還有五百天還是不能鬆懈

8: KOC 和 IWGA 關係密切互動良好? 那跟體委會跟奧會的部分有什麼關聯嗎?

A: 有很大的關連性 我們每個月的部門會議，COMMITTEE 本來有六個部門但是調整成九個部門。這些部門他的擴張員額跟發揮組織員額都有很多討論跟執行，執行長是 KEY PERSON，董事長和執行長他們之間的默契跟配合是非常重要的，有很多是行銷公關費用熱身賽她部可能會知道的很細，但是出納會計這個帳是非常清楚的，要符合他們的專業要求

9: 台灣要辦測試賽可是沒有單項協會怎辦?

A: 台灣有沒有飛行的單項協會我不敢講，以前是國軍總司令副總司令兼任運動協會的理事長後來都撤出了，改由民間人士，後來怎樣我也搞不清楚，台灣跳傘運動，去年我們說服國防部長跟立法委員，我們沒有飛機傘具，陸軍也有跳傘高手，然後請外人來提供專業協助

台灣有飛行運動協會也有跳傘委員會但是我們不知道他們之間的關係而我們要辦的運動涵蓋六項，我們要把他們 ORGANISE 起來

10: 在跟國際接洽的部分有仰賴中華奧會的幫助嗎

A: KOC 有忽略了這個問題，雖然世界運動會強調 IWGA 與 IFS 之間的關係但我個人認為我們國家的環境要透過中華奧會，縱的話我們 KOC 是和頂頭上司 IWGA 他下屬三十個以上的國際運動總會，我們要找他們的運動總會，這些 IFs 跟我們是平行的關係。我們現在跟 NOC 有非常密切的關係，我是常常請他們幫忙，因為他們對體育事務經驗很豐富，也有很多專業，我們也呼籲他們幫我們辦一些體育賽會的研討會，提供國際體育賽會的資訊。

現在中華奧會主要工作就是禁藥檢驗我們參加亞奧運世運的選手都會有禁藥檢驗，看選手有沒有服用禁藥的問題，當然在其他方面也是可以給我們很專業的指導。

中華奧會跟體委會兩個單位都非常重要，因為沒有體委會我們就不會取得承辦權因為高市府並沒有派人和人去遊說 IWGA 而是吳經國先生把訊息傳回來希望國內組織來辦，所以體委會才會成立專案小組做一些評估，高雄代表台灣去爭辦。

取得之後有太多事情要靠體委會，例如 2009 台北有聽障運動會他們抱怨取得體委會的資源比較少，我個人覺得世界運動會是另外一個奧運會，在媒體的報導跟社會參與面上是很難代替的，所以體委會的出力是非常大的，尤其是對地方的建設，二十四個場館，雖說體委會是在台北市但是在國訓中心那裡蓋了一個全台灣最新最大的場館做為開閉幕場地跟比賽場地。

11: 所以體委會在申辦提供資源還有現在的金錢補助嗎?

A: 不能這樣講，全世界辦國際級比賽還是城市為主，這是高雄的事情，但是中央政府，例如體委會跟教育部、交通部、內政部、國防部、外交部，KOC 和高雄市政府

直接去文給中央部會，高雄市長在中央也有很多關係跟人脈其實，市府還是主力運作，在不同的時程做不同的事情。

12: 部門間的信任感如何?

A: 其實不管各部會的人或是立委，例如很多高雄市的市議員像是黃昭順雖然是國民黨的都很支持中央編給我們的預算都會支持幫體委會維護預算。當然預算編列的要有道理，高雄市部分朝野的市議員跟立委都全力支持，雖說有時在市議會也會被罵。KOC 內部的監督制度和是政府的領導是很透明又嚴格的畢竟台灣是民主國家很難一手遮天，至少我在 KOC 是這樣，

13: 最後請教的問題，您覺得哪些組織在這整個合作網路特別重要?

A: 都很重要缺一不可

14: 大家有共識沒有衝突嗎?

A: 共識是很強，前提在於 IWGA 有一個非常嚴厲的 president, 我們互相讓對方吃了
很多苦頭。配合上大家都是要把 world game 做好不想讓台灣丟臉。

和其他機構還是有很多問題拉

例如高雄市是政府機關是要按照採購法去花錢，例如我們辦國際賽會我們是該做的就要做不管有沒有錢就要做，但是不管是中央或市地方政府都一樣，今年的預算是去年編的，萬一去年沒編就不能用，公務員跟一般人員辦事的態度要慢慢協調。這不是部門間的問題，這是公務員跟民間人士的觀念不一樣的問題。現在假設我們編了十億元要辦比賽，以日本跟德國人來講就會編十億元支出，台灣就是要把十億花光她不管收入多少。當然他們的場館什麼沒算在裡面，今天我們蓋兩個場館資本投資可能花了一百多億，假設我們現在投下十億，站在民間的立場就會想要賺回九億，但是政府就是想說執行率的問題，有沒有人要捐款我們不 care，也是民間團體跟高市府認知上的差異。

15: 單項協會與高雄市體育會之間的關係

A: 執行長紀政來之後發現高雄市政府在 KOC 成立的時候沒有把高雄市體育會列入

很訝異，所以他馬上邀請了高雄市體育會理事長擔任副執行長，後來高雄市政府也同意，現在體育會的理事長是朱文慶，也是 KOC 的副執行長，他進來六個月了，紀政進來後就積極延攬他進來，高雄市體育會有十一個區的區體育會和七十幾個單項委員會算是相當大，一定要有他們來參與。好處是說，國際總會跟我們有平行的合作，各國際總會決定辦怎樣的比賽規格跟團隊跟選手，當然 IFs 跟我們連繫的窗口還是全國單項協會(NFs)，高雄體育會也扮演非常積極的角色，雖然高雄市體育會下的單項不是 IFs 的窗口但他是專業的體育機構，所有很多項目是由 NFs 委託高雄市體育會的單項運動來聯繫拉，你剛剛問的問題早在紀政擔任執行長就發現了並進行補救，現在世界運動會的四位副執行長，一位是政府的參事，另一位是高市體育會的理事長，還有一位是運動總監，最後一位是高雄市長指派之前的機要，四人的職掌各有不同，第一個參事是行政管理部門，林參事，她是非常資深的公務員，參事是高於局處首長，對市府各局處都很清楚，事是政府跟 KOC 間重要的聯繫首長，對辦公室所有的行政管理工作都很清楚，第二個是高雄市體育會的理事長，他代表了八九十個體育單項委員會跟區的理事會，我們跟高雄是體育會的連繫非常密切，第三位是運動總監，負責跟國際聯繫，外語程度很好從國外找回來的，扮演運動競技部門跟國際總會聯繫的重要樞紐，最後一位是市長多年的機要負責行銷跟公關。

16: 想確認現在 IFs 的對口單位是哪個？

A: 跟 KOC 但是 IFs 有一百多個會員國的國際總會，今天世界運動會在高雄當然要跟全國單項協會聯繫，他們(IFs 跟 NFs)比較熟阿，他不會跟我很熟嘛，比如說滑水溜冰直排輪運動，在我們舉辦 2009 世界運動之前我們跟國際划水總會也不熟阿，所以請全國協會代為連絡，當然我們自己連絡也可以，但是我們不是樣樣都通嘛，所以這些事情由國內的單項協會扮演重要的聯繫窗口的角色，但我們也有直接跟 IFs 連絡拉，但是我們在連絡的同時還是仰仗全國協會，但某些全國協會會連絡高雄當地的來協助辦理。

17: 請問國家單項協會是如果 IFs 無法跟 KOC 連絡時會委託 NFs 連絡嗎？

A: 基本上我們著重這四個部門，第一個是 KOC 第二個是全國協會第三是高雄體育

會最後是 IFs 希望這四個部門可以團結在一起，是一個 family.

18: 我之前訪問了其他國家單項，說到中央跟地方的共識不是很強？

A: 每個地方都有他的生態拉，每個 IFs 不一定跟每個 NFs 關係都很好每個 NFs 也不一定跟每個高雄市的單項很好。有的沒問題，有的有小問題，有的有大問題。例如本來我們去年要辦沙灘手球暖身賽，但是沒有沙灘手球協會，只有手球協會，裡面新增沙灘手球項目，現在手球協會他在跟我們連繫的窗口就是高雄市體育會，裡面的一些代表，去年辦這比賽的時候呢很遺憾的是高市手球跟我們的聯繫很密切但是國家的手球協會秘書長出缺，然後其他人也很忙，那時他們跟我們合作舉辦亞洲沙灘女子手球錦標賽從前年七月答應要辦到去年十月都辦不成，因為沒有國家報名，比賽差點取消，後來我打去全國協會問，才知道連秘書長都沒有，可是我們編了很多預算阿，想說在台灣北中南各組一個隊邀請香港湊四個隊勉強來打，這是去年十月的事，如果他去年三月就發現沒有國家要報名了，只有香港要報名但是，香港說一定要有三到四個國家要比才要報名，要不然只有台灣跟香港打沒有意義嘛。後來我們比賽改為國際邀請賽，台灣對香港的邀請賽，弄得很難看，這協會在原來運動協會就開天窗了，他也不跟我們講，等到要比賽了要賣票，票務負責人打電話問我賽程表沒出來，問題是沒有人報名怎麼有賽程表哩，這是協會在擺爛，經做這次教訓以後，協會就委託高雄市手球界的人，後來這人好像也變成秘書長了。所以你剛剛講的問題多多少少都有存在，只是有的時候是全國的問題有的時候是單項的問題。今天我們辦比賽面臨了一個很嚴重的問題，今天我相信 IFs 很認真的面對這比賽我們也很認真，但是我們還是希望全國單項跟高雄單向都可以團結在一起，但是不是每個都盡如人意拉。

19: IFs 知道這狀況嗎

A: 當然清楚阿!我在跟你說另外一例，台灣跳傘運動比賽是沒有的只有飛行傘比賽，台灣高空跳傘一定要飛行器，就是飛機直升機或氣球，這種東西只有軍方才有的，只有陸軍或是散兵部隊有，所以在台灣沒這個運動，但是現在要辦這比賽，台灣只有全國飛行協會，但是他們沒有從飛機上跳下來那種而是不需要飛機，從山坡地跳下來那種，為了世界運動會要辦這比賽我就號召了退伍傘兵聯誼會和飛行運動協

會，但協會他們沒有管跳傘運動，所以我們就把他們團結起來爭取 IFs 的認同，因為他們要趕快協助台灣 NFs 的組織，在三月初我們運動競技部跟飛行運動協會的秘書長，跑到奧地利去觀摩國際比賽國內怎麼配合怎麼去租飛機跟降落場。在國內這種協會是很不健全的。像剛剛講的手球協會也是不健全的，這些個別的問題就形成了整體問題了。世界運動會我們現在辛苦的是說三十二種運動很多協會組織不健全，而且他根本沒有辦過亞洲或是世界級的錦標賽，所以剛剛我講的四個單位的合作。所以我們積極的要建立組織，實驗性的試辦比賽辦測試賽(test game) 舉個例子定項越野，柔術，滾球是在有心人士組成全國性的協會，也不代表他的運作很健全但是他們在試圖努力，KOC 也會結合其他活動來推廣這些新興運動，某些運動因為世界運動會而突然在台灣出現，甚至要建立全國性的協會。像滾球他全國協會甚至在高雄發展也很好，每次高雄辦的比賽參賽人數都比全國協會規模大。

20: KOC 主要合作對象是國家協會還是高雄市體育會呢?

A: 當然是 NFs!他代表 IFs。NFs 多半在台北，在這情況下我們不會捨近就遠，但在理論上當然要跟 NFS 密切連繫因為她是 IFs 的會員國他有隸屬關係，但是高市委員會是間接關係，高市委員會或許是全國下屬的一個單項或許不是，他只能面對高雄市體育會或是全國協會，他又不能越過全國協會跟 IFs 直接建立關係，因為不合國際規範，因為每個國際總會承認的會員國只有一個單位，他(IFs)不可能跟地方高雄 federation 連繫。IFs 跟 NFs 間的關係是很清楚的，一個國家就一個 NFs，不可能越過 NFs 直接跟地方合作。

21:以世運會的情況 IFs 是直接跟 NFs 和 KOC 連絡但實際上推行運動的時候當 NFs 不能協助的時候 KOC 會找高雄體育會嗎?

A: 不能這樣講，我們直接跟 IFS 連絡但是為了聯繫方便順暢我們還是盡量透過 NFs，簡單說明一下，去年我們武術運動連絡不上不只 IFs 和 NFs 也連絡不上，原來協會是在台南不是在朱崙街，後來我直接去北京找到總會會長去談簽約。我們要辦 2009 世界運動會一定要有 KOC 跟 IFs 簽約，比賽項目多少人參加比賽多少時間寫得清清楚楚，在法律上是 KOC 跟 IFs 簽約，我們跟三十二個 IFs 簽約，才能湊成世界運動會，這根本不需要 NFs 但是為了比賽順暢，我們中間還是藉著，因為 NFs

是 IFs 代表也是窗口嘛在國內也是一個法人組織，所以我去年跟 IFs 聯絡好了後我就安排我們執行長去大陸簽約，邀請他們四月份來看場地，連繫好之後我們跟他說我們有武術總會，希望他們兩個也可以連絡，邀請他們的時候形式上會叫武術協會發邀請函去。我們是直接去找 IFs 然後再找 NFs 建議他們保持密切聯繫，現在 NFs IFs 和 KOC 連絡非常密切。我不敢說是中央有問題還是地方有問題，我不想去管這麼多家務事。

22: 請問中央跟地方協會怎麼分工？

A: 形式上，理論上根本不需要高雄體育會的角色，但不能只靠形式跟理論，要有實務，高雄市有很多運動的人口跟觀眾人口都要融入嘛，不能三五個人來辦這個比賽，他有不同的角色和功能嘛，高雄市體育會可以發揮很大的功能，因為他們就是在高雄地區負責專業體育業務，我們不可能甩開他們什麼事情自己一手來辦，所以我們也希望高雄市體育會積極參與。他們扮演的本份角色就是秉全國協會之命，全國協會委託他們來處理，就像剛剛講的手球就是委託高雄市委員會的手球的專家來處理，這樣就很好拉，有的運動高雄可能沒有這些人才，須要從外地調，大部分賽會管理人才都在北部嘛，在全國協會裡面拉，尤其是高雄是的委員會要有密切合作，我們希望藉著世界運動會能讓 IWGA, KOC, Ifs, NFs 形成密切合作。

23: 請問您的意思是若中央的協會不健全的話 KOC 就會比較仰賴地方嗎？

A: 沒有阿，我直接去找 IFs，就跳過這兩個部門，全國協會不健全的話我直接去找高雄也不好阿，因為再怎麼說 IFs 有權指派 NFs 若失去功能，失去行為能力的時候，我們也不能跳過他找高雄市委員會阿，因為他們也要或得 NFs 的授權指派嘛，NFs 也要獲得 IFs 的授權指派嘛，NFs 是一個承外啟下，承外就是承接外國總會，啟下就是聯繫下屬單位，因為任何一個全國單項有二十五個縣市委員會，高雄市是因為高雄市半 2009 年世界運動會，所以就近取高雄市，如果高雄市不行那臨近的高雄縣台南縣，如果都不行，只好從總會派人飛來飛去阿，像我剛剛說的滑水的飛行的秘書長都在台北上班阿，他們每次都是坐高鐵南北奔波阿，在這兩個運動高雄也沒有健全的地方委員會阿也沒有國際觀跟經驗，所以借重台北秘書長阿，場地勘查什麼他們外語程度也很好，所以每個協會運作能力不一樣，沒有一定要什麼條件才可以

運作有的協會本身就缺乏能力，很多能力都沒有不是外語能力問題而已，我們只好去跟 IFs 連絡，我們不會跳過 NFs 去跟地方委員會，我們認和地方的合作都是因為 NFs 的授權指派做為跟 IFs 的窗口

24: 所以 KOC 先問了 NFs 後才找當地的協會?

A: 不是，我們星期六星期天開了運動競技的聯席會議，把所有 IFs 的技術代表 TD 都找來，第二個找來了場地經理，有的在學校，有的在體育場，venue manager，以及每個 event 的賽事經理 event manager 一起開聯席會議，這聯席會議是由都是由國際總會派的但是 VM 是我們指派的，現在是指派學校校長，那時有很多 vm 並沒有很清楚的指派只是我們建立起 VM,EM 和 TD 的角色分工，是四年來的第一次開會，之後會越來越多，這方面簡單的說是 KOC 跟 IFs 合作，但是周嚴一點講呢，是 IFs 下面有 NFs, IFs 只派 NFs 跟 KOC 做連絡窗口，NFs 更周嚴一點呢找高雄在地的專家，就是委員會，就近跟我們聯繫，最好的方法是四者再一起形成家庭關係。

25: 請問是 KOC 跟 IFs 連絡後再找地方支援嗎?

A: 每個運動有不一樣的生態，但是我們希望建立周延的關係，有些運動例如直排輪可能在高雄有很好的表現，所以高雄市委員會不能置身事外，但是冰上的曲棍球在北部發展就比較好，高雄跟本沒有球隊跟委員會阿，在這種狀況下勉強要創委員會出來也很困難阿，在這種狀況下 NFs 的角色就會比較明顯，扮演主動積極的角色。

26: 所以 NFs 跟地方的關係是自己協調嗎?KOC 都可以接受的意思嗎?

A: 世界運動會裡面我們有一半的運動在台灣是很陌生的，有些運動在高雄根本沒看過，但是為了要準備世界運動會有些運動例如滾球，也是突然出現的。有些運動本來就很普及的就順其自然，所以我們在準備比賽的過程中 KOC 跟 IFs 是雙邊合作，IFs 可能會代 NFs 來如果高雄市委員會也很健全，那就帶兩個來嘛。如果運動不普及，就是 IFs 代 NFs 來嘛，實在不行就是 IFs 跟 KOC 合作，但是要把活動搞的健全又熱鬧的話 NFs 是少不了的。

27: 高雄體育會在這個網絡裡面是很重要的組織嗎?

A: 他是很重要的民間力量，希望他們能多多參與，任何一個大型的賽會需要很多志工，高雄市體育會扮演提供志工的角色，NFs 是責任的角色，萬一 NFs 沒有能力給他責任也承擔不起。

IFs 是跟 KOC 聯繫，因為都是 NGO 組織，當然最早是用高雄市政府跟 IWGA 簽約但是簽約後按照規範成立了 NGO 的 KOC，KCG 退到第二線，把 KOC 推到第一線，KOC 跟 IWGA 共同合辦比賽，IWGA 交代 KOC 要跟 32 個 IFs 保持連繫，要 IFs 提供技術方面的資源，簽約按照合約走，在過程中 IFs 就會找 NFs 做代理人，因為 IFs 不可能一天到晚往我們這裡跑阿

28: 萬一我們沒有該協會怎麼辦呢?

A: 每一種運動都有 NFs，基本上我們跟 IFs 取得了密切連繫，沒有這些運動沒有 IFs 他們進不來嘛，IWGA 會把這些運動會列為比賽項目之一就表示 IFs 運作正常嘛，他們成了世界運動會的三十二個主角，要來要先跟 KOC 先講好嘛，KOC 做籌備跟暖身工作把劇本編寫好在明年七月正式上演，IFs 是很重要的角色，有沒有 NFs 都無損 IFs 的角色，只是辦起來回比較辛苦

KCG Interview Record

1: 您認為高雄市政府在 2009 年世界運動會扮演了什麼角色?主要負責哪些業務?

A: 市政府協助成立 KOC，並提供政策及預算的支持。和國外比較不一樣的是台灣比較偏向政府主導。

2: 您認為高市體育處與其他組織(與辦理 2009 世界運動會有關的組織)的目標是否一致?

A: 初期有一些進度 delay 的現象，但是現在大體上都已經改善了，高雄市政府跟相關組織希望把 2009 世界運動會辦得盡善盡美

3: 您認為高市體育處與體委會/高雄市議會/高雄組委會/高雄市體育會/國家單項協會/中華奧會/國際運動總會有何業務上的關係?

A: 來自中央政府的部分比如說

總統府:他保證 IWGA 會傾全國之力來辦理 2009 世界運動會；

行政院:張院長也口頭承諾要求相關部會支持。

國防部:也支援了飛行運動的暖身賽，提供比賽需要的器材(飛機)。

教育部:因為有些場館在高雄的大學。

體委會:在主要場館的整修跟費用的分攤都扮演很重要的角色。

第一比較重要的就是協助世界運動規則的取得還有審查公告

第二就是經費補助。

第三就是主場館耗費五十億是由中央政府負擔，未來會由體委會有可能跟體育大學合作共同管理主場館。

此外高雄地區在開各種會議的時候體委會都會派人來指導，比如要添購專業的設備，還有簽證問題也是體委會有參與跟外交部的連絡。

我們會定期跟 SAC 做簡報，KOC 的執行長或副執行長，跟體委會或是行政院的研考會作進度報告達成相關的溝通。

來自地方包括

高雄市議會:他們對我們的預算都相當支持，從整修場館到採購作業的進行。KOC 與高雄市政府是雙軌制，市議會基本上比較走跟政府部門，有時對市議會做專案報告大部分是市政府的教育局負責，因為他們負責體育業務；也有一些是 KOC 在處理的，不過人員都有重疊，舉例來說有時我會代表教育局有時會代表 KOC 處理案子，要看市議會要求 KOC 還是市府進行簡報。

KOC: 底下有八個處負責食宿、交通、市場行銷、售票、後勤支援、設備採購、整修、運動競技。運動競技部負責場地、設備、競賽、禁藥還有其他的，未來在運動競技部有最重要的工作一個是藥檢，另一個是場地與競賽。場地有三個負責人一個是場地經理，大部分是學校校長擔任，因為這牽涉到經費的核銷，2005 年我們也請他們去杜意斯堡觀摩。

KOC 跟高市府的分工

當金額太大的時候，就會由 KOC 的上屬單位，也就是董事會，由府內跟府外的人組成，董事長是市長，副董事長是副市長，還有體委會跟中華奧會的人組成，將彙整的方案進行審查。當時是用虛擬的方法來組成，現在專員比較多了，舉例來說 KOC 內部簽完之後我代表教育局來處理公文就不再回到(市府)教育部裡，KOC 有更多的決策空間去處理所有問題。

要澄清的一點是，高市府跟 KOC 不是完全重疊，因為 KOC 也聘了三十幾位專員，專門做 KOC 的工作，因為 KOC 不是完全獨立的私人的財團法人，所以需要受到政府採購法規範

國際聯絡多由 KOC 的運動競技部負責，現階段來說比較重要的是競賽的設備的取得還有賽程的安排，提供特殊的規定一定要跟 TD 連絡，聯絡的重擔落在運動競技部。如果 IFs 有人要來的時候我們再把其他業務轉會相關單位來處理，例如簽證或食宿的安排，或是接待的事宜。

高雄市體育處:推廣世界運動會的相關運動項目，兼場地副經理。

國家單項委員會:擔任賽事經理(event manager)，跟 IFs 派來的 TD 合作。賽事經理是國家協會比較專精也有外語能力的人做為跟 IFs 的連絡窗口，底下是副的賽事經理，由高雄市體育會所轄九十幾個委員會裡面邀請相關的人擔任，這兩個人會負責

未來賽會的例行庶務。行政人員來自集合所有場地經理跟賽事之外的，負責食宿，或是義工訓練。

中華奧會:根據 WADA 的規範來辦理藥檢。

中央政府地方政府跟中華奧會扮演了密切合作的夥伴關係。

跟中央部會的連絡是由哪個單位負責

有些東西就是由市政府授權給 CEO 來做，但是矛盾之處也與 CEO 的職權應該是要大一點，但是有可能不夠大，以前的授權很小，執行長只是政策執行，決策權是比較小一點。

每件事情背後都有很多原因，目前比較大的問題是 KOC 兼具半私人與半官方的性質，所以要受政府法令規範，但是執行長來自民間的時候會覺得走的程序很麻煩，也不知道怎麼辦所以會有點無力感。這要有很強的溝通協調能力才能把事情辦好。市政府完全是依法行事，你要用任何一個人都要公開考試，有時你想用的人也不一定能用，會有一些爭論，如果全部籌備的工作都交給學體育的人來做，他們不一定知道怎麼寫公文跟應付議會，因此會有很大的挫折感；但全部都給行政人員做，他們體育部份的概念又比較弱，中間就有落差，這是其中的矛盾跟衝突，但是這是全世界都一樣。

我現在是運動競技的執行秘書，採購是最複雜的中華民國為了因應進入 WTO 定了政府採購法，是非常複雜如果是一般的人他可能不能處理，但對市府的行政人員來講不是太難，只要及早規劃提早作業雖然程序比較漫長，但是都可以達成。這部分的衝突是比較小了，因為 KOC 有一半是外聘專員一半是政府中高階的主管來到 KOC，以前是專員外語能力很強，但是對體育跟公文都比較不了解，但現在中高階的人(政府官員)可以做決策的也加入了 KOC，公文流程的效果比較好，分工協調，也知道每單位要扮演什麼角色跟職掌，都日漸上軌道。不論是器材採購、行銷、交通都有很好的進展，進度比較落後的是行銷，因為是跟外部會比較有困難，因為運動經紀的風氣還沒打開，後勤支援部是由建設局來負責，因為他們本來就是負責工商登記的工作，所以行號資料都有，會有利於招商，但是對國外招商會比較難，我們現在有考慮要招聘 IWGA 推薦的人來對國外招商。

4: 您認為高市府與哪些組織的關係最為重要?為什麼?

A: 分內部跟外部

以 KOC 為中心來講，他的外部，就是上一層是 KCG 提供高階主管跟預算，又受市府監督還有採購，預算的核訂，這部分跟 KOC 有點重疊。

第二個就是 KOC 本身，就是運動競技部，這是 KOC 的核心，競賽規程的安排，場地就像台北聽障奧運會一樣，體委會能扮演的角色就是提供資源跟規則的解釋，他們列席會議來指導，比如說我們要採購設備他們就依照過去跟 IFs 的經驗，可以解決 KOC 的問題，但是行銷部份就比較少，就是完全由籌備委員會負責

5: 您認為從申辦到籌備，哪些組織扮演了主導角色?

A: IWGA, IFs 以及 KOC 的三角關係對世運成功與否有很大影響，KOC 又牽涉到國內的機構，有一些經費跟器材的中央單位，例如體委會、教育部、國防部，就運動機構來講，就是我國單項協會、中華奧會、高雄市體育會這部分也形成了網絡，基本上主導還是 IWGA 還有 IF 決定人員報名以及場地的標準，KOC 就是負責後勤跟競賽場地。

6: 您認為在這個專案(2009 年世界運動會)之中，信任扮演重要的角色嗎?

A: 目前是中等程度，有的時候專業的會覺得行政花很多時間，可能需要更多時間來溝通，之後就會知道誰的角色是什麼，通過討論就會比較信賴，初期的時候不是很好，體育界的人提出來的時候可能行政人員無法認同，反之亦然。不過現在為了要把世界運動會辦好沒有什麼困難，不過不可能達到完美。現在時間上只剩下半年了嘛，我們現在有在計畫另外開一個內部高層主管會議。

董事會的部分當然是有奧會跟體委會的人參加

第二個是 KOC 自己的工作會議，原則上每個月開一次，對重大議題的討論，例如安全警戒計畫，要八個大部都配合，這計畫是由後勤支援部來執行協調所有單位，也有體委會跟中華奧會的討論

第三個會議就是 KOC，剛剛有提過高階管理會議針對內部的現象提出建議讓執行長做決策

7: 您認為目前為止組織間的合作是有效率的嗎?是否有哪些組織的功能您認為需要更加強?

A: KOC 內部:

我們開了 Co-committee，在奧運也一樣，三個月開一次，每次都會有 agenda，基本上各局處的分工都沒有問題，現在是 media 還要找一個 channel 取得銷售款進度是比較慢一點，但是大體上是完成了，就是剛剛講的 marketing 需要加強。

奧會是沒問題，他們跟 WADA 的關係跟過去的經驗他們扮演這角色是不難。比較困難的是國家單項協會，因為他必須扮演兩個角色一個就是要跟技術代表來合作需要一些外語能力，另外一個就是專業能力，event manager 是來自協會，有些協會派出來的人高高低低，有些人是大學教授有的人是一般玩的，你要請他當 event manager 的時候有時要整天工作，可是他是外縣市的老師就不一定能夠配合。所以後來以高雄市體育會的輔助，如果協會的 event manager 不能來的時候就由高雄的 deputy manager 來代理來參加會議來溝通，這樣就會形成比較強的團隊不會有人來有的沒來。

Venue manager 是學校的校長。

未來的比賽鐵三角還是 IWGA, IF 與 KOC。IFS 會有技術代表跟 official 參加，比如說開裁判會議跟領隊會議一定是由 local 的負責。

KCC Interview Record

1: 請教委員為什麼對這個議題比較關切

A: 因為這是市民高度的期待，政府單位告訴我們說世運會好像除了奧運以外最大的體育賽事全高雄人希望把高雄市跟國際做接軌，把高雄行銷到國際舞台之上

另外相對的中央政府對高雄市政府軟硬體的挹注一定是空前的可以帶動高雄體育休閒的發展

我認為不外乎就是組織預算人事。組織是誰擔任 leader 根據國外的賽事，不管是日本秋田還是杜益斯堡，他們幾乎都是民間主導政府協助。我們那時建是在想 KOC 的執行長是誰，我們覺得那是一個很大的大型賽事，這個人應該對整個國際運動賽事要有基本的經驗跟了解，但從人選的發布是找一個中山大學的教授，不是說他不好而是他適不適任。從 2005 到 2007 我們看不到高雄市民對世界運動會的了解，我們擔心他到底在做什麼，每一年編列一億多的預算給 KOC 高雄人還是不知道 KOC 是什麼，有哪些比賽項目，那時我們覺得有問題，後來覺得說執行長是 part-time 他是在教授閒暇之餘扮演 KOC 的執行長對高雄市而言他應該是要全心全意把大型賽事全部的心力投入，他沒辦法。再來他也不是念體育也不是運動休閒的，第三他也沒有參與大型賽事的經驗或帶團，從實務經驗或在時間配置上面，執行長在這方面都力有未迨

再來人員的聘僱跟配置越來越多，但每年花這麼多錢，成本效益是不是每分錢都花在刀口上，每次辦一個嘉年華晚會花幾百萬，到底 KOC 在做什麼？我一直覺得預算執行是不夠精準、資源配置是不效率的，我後來發現預算的編列，按照規定是 KOC 部門編列完之後要送市政府各局處做審核，但是他們也無心他顧，自己業務量很多所以報什麼就簽什麼就批了，批了之後這活動就變成事不關己。他們 KOC 的人是新招考的可能是大學剛畢業念語文，念行政管理的，以前也沒有什麼辦大型賽會的經驗，動不動編五百萬一千萬委託給顧問公司去辦，我覺得這錢的配置會出問題，從人的配置到資源花費到組織到 leader 的問題，以前我們注意到的問題，果然前一陣子你們有看到新聞，陳菊市長就把執行長因為他不能 full time，換成了紀政，她一到 KOC 就成了新聞，因為她是台灣少數幾個拿到奧運獎牌的人，第二是他在世界國際運動賽事的知名度是存在的，所以由他跟國際大型賽事的承辦單位來做對

口，她本身的水平跟地位是不能被否認的。再來就是，她一輩子參與過無數次的大型國際運動賽事，她知道人家怎麼辦(比賽)，而我們應該怎麼辦，由他來帶至少在經驗上是讓人比較信服的地方。

2: KOC 的組織與高雄的關係

A: 董事長只有開董事會的時候來會來，董事會可能一兩個月才會來，一般 routine 的是由執行長來做。一般的常務董事可能兩三個月來開會，比如說常務董事有三到五個人，人數比一般董事少但可以比較快速靈活的

我記得常務董事是陳以亨，實際正確名單可能有調整，市長就是常務董事。

當時 KOC 的法案有一個提案是希望由民間來執行，日本跟德國都是這樣，市議會擔心的事情，我們 KOC 如果是一個民間單位但是每一筆錢都是高雄是百分之百或是九十九的預算，如果所有的錢都是政府的錢，假設我一年編一億或一億五千萬給政府，我編給政府，但政府直接補助給 KOC，KOC 的採購就不受政府採購法的限制，你根本追不到他，萬一他亂花錢他不需要到議會備詢他也不需要背負責任，但我希望議會扮演監督的角色，所以我們就把基金會改成由市政府的各處首長來兼任副手例如行銷部或財務部的副部長，他們兼任之後至少他們就可以負責，如果亂花錢就可以請他們來備詢，預算也可以用採購法來監督，我們市議會就把自治條例改成受議會監督的半官方的自治條例，但是這條例你從新聞也有看到，要求他把送過來的民間版本，就是 KOC 交給民間做指揮管理，但我們建議修改部分條文，也初步同意朝議會修正去做，前提是議會要求他們修正完之後要交回議會做最後修正，但是他們疏忽忘掉，沒有把條文做最後的修正送給議會完成三讀，所以現在他們的自治條例為完成三讀的自治條例，於法來講是有瑕疵的，所以你才會看到我的質詢。德國跟日本是在當年度提供行政權做統合以及做義工的招募訓練，國外是這樣，他本身的預算有 30 到 50 要由民間募款，他幾乎到現在都沒有跟民間募款，但是秋田跟杜蓋斯堡都是把他當作跟奧運一樣，商業有計算盈虧，為什麼要民間單位，就是要減低行政不效率，國外本身對體育活動的參與程度很高，但是國內對休閒運動是很冷感的，但對政治很熱情，外國他們希望可以製造商機，幫政府弭平預算不足，但是高雄的問題是過去的執行長跟本跨不出去，這些 KOC 民間的董事跟本沒有能力跟企業主募到錢，不斷要求政府單位追加預算跟政府要錢，跟國外辦運動賽是考

慮收支平衡是不一樣的，台灣是政府在辦但是國外是民間主導，但台灣是跨不出去，你既然辦了又不能辦不好政府只好挹注更多經費，造成主其事者沒有錢就跟政府要。前年陳其邁到杜益斯堡迎旗，活動出去一百多人花了一千三百多萬，單單旅行費用，連工友都去，做出一本報告值一千三百萬，全部裡面找不到一頁完整把秋田杜益斯堡的財務效益評估分析，就是把過去怎麼辦的列出來，裡面檢討報告注意事項都沒有。去了一百多人誇張到極點，錢就是這樣用的。那本三個人都可以寫了。現任市長是陳其邁指定的，一個執行長是不是是適才適所我覺得很重要，前幾年前置作業不精準、沒效率產生無效果，現在就很累。

3: 您認為市長扮演什麼角色?

A: 研考會管考，教育局要求各學校配合都是市長要下達指示的，所以 KOC 每個星期進度要送到市政會議做報告管考，以前沒有，以前 KOC 執行長是中山大學教授，他指揮的了交通局警察局局長嗎?但現在每個月市長主持的是政會議當場檢討，交由市長檢討官員，這是以前執行長(學者教授)不能做的，現在把行政權回之後，KOC 的執行長把要求落實，由研討會做追蹤，是不是每個單位都有照 KOC 的規劃做，必須由市長、副市長來做，不然以前一個學校的教授怎麼可以指揮官員?國外是整個成立基金會之後，主其事者召集志工不斷訓練辦活動訓練。由民間董事會來做，政府只是協助配合。

紀政上任後溝通有比較好，他當過田徑協會總幹事，他的輩分夠，他有清譽值得大家的 trust，所以先天就不會覺得他做不好，當你對他有期許就放心讓他做，如果是剛開始你對他沒期許甚至挑戰他權威你敢把預算交給他嗎?你現在放心他，他做事你就會支持，你不放心他你就不會支持他，他又做出你不認同的事情你就更不放心他就更不支持他他受到的限制就更多了。

4: 市議會如何監督?

A: 在 2009 大帽子之下我們也不過度苛責了，但我們會要求補正這個程序，錢還是政府的錢，他的預算採購發包還是接受採購法的約束就不衝突，但是他若要轉變成民間董事執行，他就必須等待自治條例通過才可以執行。現在還是拿政府的錢，還是需要受採購法的限制。他規定受政府補貼預算超過二分之一就必須受該法的限

制。假設一個一百萬的工程他受到補助五十一萬就必須經由公開發包的程序。

現在 KOC 跟本沒有募款，所以把分之九十九都是政府經費，所以就必須依照採購法公開招標。後來監察院審計處有糾正他們剛開始他們沒有依採購法，去函給教育局監督 KOC。2009 世運會是掛在教育局之下，所以真正的主管機關是教育局，所以審計部的高雄審計處不能直接對 KOC 發函，只能對市政府的教育局發函要求他們來義會做說明，他們只能對政府單位做查核，要求教育局對 KOC 查帳，就是因為我發現他們都沒有對 KOC 查帳才會提出質詢。

我相信紀政本身因為他是有賽會經驗的，他也當過運動管理者，他在國際體育屆的 reputation 也有領導的地位，我覺的他來擔任(執行長)是相當的好，這是絕對加分正面的期許。

總會(IWGA)之前對 KOC 很不諒解，好像就是簽約談好的事情又換執行長，但是現在危機已經解除了，因為紀政的名譽很好，還有市長換了，他們看到陳菊有沒有魄力來做，讓會長認同，他們告訴我說危機就解除了。