

AGGIS

Action for Good Governance in International Sports Organisations



**Action for Good
Governance
in International Sports
Organisations**

www.aggis.eu
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playthegame
home for the homeless questions in sport

in Det Norske Institut for Sportstudier
**IDRÆTTENS
ANALYSEINSTITUT**

What is good governance?

For governments, good governance implies: ‘predictable, open and enlightened policy-making; a bureaucracy imbued with a professional ethos; an executive arm ... accountable for its actions; a strong civil society ... and rule of law’ (World Bank 1994)

For businesses, good governance comprises: accountability, efficiency, effectiveness, predictability, sound financial management, transparency and a commitment to fight corruption (Geeraert 2013)

For international sport organisations, good governance implies similar values expressed in relation to four principles: transparency and effective public communication; democratic processes; functioning checks and balances; and solidarity

Why is good governance in international sport organisations important?

ISOs:

- are uniquely powerful in being global monopolies
- are part of the cultural fabric of modern life
- are often major economic institutions as employers and as generators of wealth

High standards of governance will help ISOs:

- understand the interests and priorities of stakeholder groups
- retain the support of key stakeholder groups
- be more attractive partners for broadcasters and sponsors

Sports Governance Observer

Four pillars of good governance

- Transparency
- Democratic processes
- Checks and balances
- Solidarity

Transparency and public communication

Includes:

- publication of key documents (e.g. constitution, strategic plan)
- information available about senior decision-makers (who they are, their other business interests, their remuneration)
- information about decision-making (agendas and minutes are published)

TRANSPARENCY AND PUBLIC COMMUNICATION

| | | |
|----|---|--|
| 1 | The organisation publishes its statutes/constitution on its website | |
| 2 | The organisation publishes its by-laws on its website | |
| 3 | The organisation publishes its sport rules on its website | |
| 4 | The organisation publishes its organisational chart on its website | |
| 5 | The organisation publishes its strategic plan on its website | |
| 6 | The organisation publishes the agenda and minutes of its statutory meetings on its website | |
| 7 | The organisation gives the media access to its general assembly | |
| 8 | The organisation publishes basic biographical information about its board members and senior officials on its website | |
| 9 | Contact details to board members and senior officials are published on the website | |
| 10 | The organisation publishes information about its member federations on its website | |
| 11 | The organisation publishes its annual general activity report on its website | |
| 12 | The organisation publishes reports of its standing committees on its website | |
| 13 | The organisation publishes an annual financial report on its website | |
| 14 | The organisation publishes remuneration, for example per diem payments and bonuses of its board members and senior officials on its website | |
| 15 | The organisation publishes main event reports with detailed and relevant information on its website | |

Democratic processes

Includes:

- Key positions are elected and time limited
- Major decisions are taken by open votes
- The governing body meets regularly
- Key stakeholders (including athletes) are formally represented

DEMOCRATIC PROCESS

| | | |
|----|--|--|
| 1 | The organisation has elections of the president and the governing bodies and standing committees | |
| 2 | The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s | |
| 3 | The organisation offers to the candidates standing for election opportunities to present their programme/manifesto | |
| 4 | The decisions on allocation of major events are made through a democratic, open and transparent process | |
| 5 | The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar | |
| 6 | The organisation defines a quorum in its governing document/s for its decision making bodies | |
| 7 | The organisation's elected officials have a term limit | |
| 8 | The organisation's general assembly meets at least once a year | |
| 9 | The organisation's governing body meets regularly | |
| 10 | The organisation has gender equity guidelines for its leading officials | |
| 11 | The criteria for a bid for major events are communicated to its members in good time | |
| 12 | The organisation provides opportunity for stakeholders to be represented within the organisation | |

Checks and balances

Includes:

- There is an independent audit committee
- There is an independent ethics committee
- The organisation has conflict of interest rules
- There is a confidential complaints procedure for staff and athletes

CHECKS AND BALANCES

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| 1 | The organisation has an internal audit committee | |
| 2 | The organisation is externally audited by international recognised standards | |
| 3 | The organisation has accounting control mechanisms in place | |
| 4 | The organisation separates regulatory and commercial functions | |
| 5 | The organisation has or recognises an Ethics/Integrity Code for all its members and officials | |
| 6 | The organisation has clear conflict of interest rules | |
| 7 | The organisation recognises a code or has its own standards of good governance | |
| 8 | The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above | |
| 9 | The organisation's decisions can be contested through internal channels specified in its governing document/s | |
| 10 | The organisation recognises Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil courts | |
| 11 | The organisation recognises and complies with the WADA World Anti-Doping Code | |

Solidarity

Includes:

- There is fund for the development of the sport at grassroots level
- Members from poorer countries can receive financial support to attend important meetings
- The organisation has a well-defined social responsibility strategy

SOLIDARITY

| | | |
|---|---|--|
| 1 | The organisation allocates specific resources for the global development of grass-root activities | |
| 2 | The organisation has legacy requirements for communities in which its events are hosted | |
| 3 | The organisation inspects and audits the use of funds given to its internal stakeholders | |
| 4 | The organisation adopts an environmental management system (ISO, EMAS ⁴ or similar) for its major events | |
| 5 | The organisation has a well-defined Social Responsibility (SR) strategy and/or programmes | |
| 6 | The organisation controls the use of funds given to its SR programmes and applies ISO 26000 ⁵ standard or similar | |
| 7 | The organisation offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar | |
| 8 | Representatives from economically disadvantaged member federations can apply for support to attend the general assembly | |
| 9 | The organisation adopts a clear anti-discrimination policy | |

Achieving good governance

The responsibility of all stakeholders, but particularly for **international sport organisations** who should use the AGGIS tool to:

- Strengthen their efficiency and effectiveness
- Demonstrate their potential as partners to sponsors, governments and broadcasters
- Secure their privileged global position

Achieving good governance

Governments and governmental organisations need to set an example and use their leverage (as funders and hosts) to improve ISO governance

Sponsors need to recognise the value to their brand of being associated with a sport that exemplifies good governance

Achieving good governance

The **IOC and other event organisers** need to set expectations of good governance for the IFs that are included in the Olympic Games

The **media** needs to give the issue of sport governance a higher priority and reflect the interests of weaker stakeholders including sports fans and athletes

The partners of Action for Good Governance in International Sports Organisations



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