



National Rifle Association of Pakistan

Affiliated to:

- Pakistan Olympic Association
- International Shooting Sport Federation
- Asian Shooting Confederation
- South Asian Shooting Confederation
- Commonwealth Shooting Confederation

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Dated; 22nd June, 2016

Cc:

1. All ISSF Member Federations
2. Asian Shooting Confederation HQ.
3. Syed Shahid Ali
IOC member in Pakistan
4. Lt. Gen. (R) Syed Arif Hasan HI (M)
President Pakistan Olympic Association
5. Admiral Muhammad Zakaullah NI (M)
President National Rifle Association of Pakistan

Re: **1. SPORTS GOVERNANCE OBSERVER REPORT 2015**
2. ISSF DRAFT CONSTITUTION

Dear Sir,

This has reference to letter of Dr. Safe Mohamed, President Sudanese Shooting Federation on the subject of "Play the Game" report published in October, 2015 and your reply to Dr. Safe's letter. After receiving a copy of Dr. Safe Mohamed's letter addressed to you, we have studied the subject report which has raised a lot of concerns to us as a member of ISSF.

This comprehensive report "Sports Governance Observer 2015" was published in October 2015 and presented at "Play the Games 2015 Conference" in Denmark. This report presents the results of SGO tools to the 35 Olympic International Sports Federations after conducting a survey with the IFs concerned. The Sports Governance Observer has benchmarked good governance in international sport based on basic good governance criteria. This was developed in cooperation with experts from six European Universities and the European Journalism Centre. This report contains, among other chapters, an executive summary, a detailed explanation of the methodology for measuring each indicator, and the result of the benchmarking of each individual International Federation (Complete report is available on



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www.playthegame.org/media/4303278/SGO_report_final_2.pdf) . The four basic criteria of good governance have been defined as follows.

1. Transparency
2. Democratic Process
3. Checks & balances
4. Solidarity

The above criteria include Code of Ethics, Conflict of Interest rules, Financial Controls, Internal & External Financial Audits, Athletes representation, Consulting Services with member federations, Tenure limits, Reporting Transparency, Development Programmes, Integrity & Professional Checks on candidates standing for elections, Allocation of Resources for global development at grass root level and Social responsibility etc.

The "Figure1" diagram in the Executive Summary on page 9, ISSF Occupies 35th position amongst the 35 International Federations and is at the absolute bottom in terms of good governance. Score of SGO index of ISSF given on page 99 of the report based on 36 indicators is 27.3 % only. ISSF has been found badly lacking in good governance specially with very poor Check & Balances and Democratic Process.

We have tabulated the scores of all the 35 international Federations under the four key indicators of good governance. Summary of same is attached for reference. According to the individual indicators, ISSF stands 24th amongst 35 international Federations in terms of Transparency, 34th / 35 in terms of Democratic Process, 35th / 35 in terms of Checks & Balances and 35th / 35 in terms of Solidarity (It includes social responsibility & allocation of funds for global development of the sport at grass root level). Overall rating of the ISSF is 35th / 35 international Federations.

All of us as members of ISSF are greatly concerned about the findings of this report. We are sure that the key office bearers of ISSF are much more concerned. But the question is that if the findings of this report are debatable (as mentioned in ISSF letter to the Dr. Safe), why the same have not been challenged in the last eight months as the same have badly hurt the reputation & image of our beloved sport.

A number of international Federations have themselves shared this report with their member federations seeking suggestions on how to improve the governance. Nothing similar was



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done by ISSF to share this information with the member federations and seek suggestion for improvement in governance.

DRAFT CONSTITUTION

Now coming to the Draft Constitution of ISSF which is to be considered for approval in the ISSF General Assembly meeting. After receiving the 1st draft of ISSF constitution, we had submitted our recommendations and comments vide our letter dated 25th March, 2016. We had raised a number of questions on the draft constitution but regret to point out that hardly any comment or recommendation submitted by us was found worth consideration. We had pointed out some serious reservations. Now after going through the Sports Governance Observer 2015 report where ISSF has been given the lowest rating in terms of good governance, we feel that some serious consideration should have been given to the issues raised in the report and the same should have been reflected in the Draft Constitution which unfortunately has not been the case.

We once again take this opportunity to submit our comments on the Proposed Constitution.

1. Amendments in constitution should have been limited to 18 questions sent by ISSF to member federation in October, 2015. Amendments proposed in the constitution which were not included in the Questionnaire should not have been included.
2. We had recommended that proposed amendments in the constitution should be highlighted and logical explanation provided to the members so that it is easier for members to understand as to which specific changes have been proposed and what will be the advantage of the changes.
3. Presently as per article 1.2.1 the ISSF headquarter can be shifted according to country of domicile of President and Secretary General. In the Proposed Constitution article 2.2.1 ISSF headquarter is proposed to be permanently located in Munich and will require a constitutional amendment (2/3 majority of general assembly) to change the location. We have no problem with the location of ISSF headquarter in Munich but if needed or desired by President or the Administrative Council it can function equally effectively from New York, London, Paris, Geneva, Amsterdam, Rome, Beijing, Seoul, Tokyo, Moscow, New Delhi, UAE or any other modern city then why the change needs a constitutional amendment.

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4. It is mandatory for constitution of International Federation to be in line with the Olympic Charter. In the Proposed Constitution article 3.1, 3.2 and 3.13.3 are contradictory to article 28 of the Olympic Charter.
5. In article 3.14.1 it has been proposed that any decision by court of Arbitration must be without appeal whereas clause R47 of TAS / CAS Rules does provide right of appeal against an award rendered by CAS.
6. Article 4.5.4 proposes a limit of 12 consecutive years for being elected in same elective position. It can mean that anyone can get elected in specific position for 8 years take a break of 4 year and can again get elected for another 8 years and so on. In our opinion, **there should be a limit of maximum 12 years during life time** for a person to be elected for same specific position **but this term limit should only be restricted to the office of the President and Secretary General.**
7. Currently the post of Secretary General is an elected post. In article 8.2.2 it is proposed to be an appointed post. The present system of elected Secretary General is working quite well not only in ISSF but also many of the other International Federations and should remain as such. If so required a professional Director General can be employed to work under the elected Secretary General. Elected Secretary General is answerable to ISSF General Assembly but it will not be the case of an employee Secretary General.
8. **Article 28 of Olympic Charter** gives an upper hand to International Federation **making it mandatory for NOC's to include as members all NFs affiliated to IFs of sports included in Olympic Games.** Instead of providing support to its member federation, ISSF through article 3.1, 3.2 and 3.13.3 proposes to put its member federation at the mercy of NOCs and voluntarily proposes to downgrade its superior position as provided by the Olympic Charter. **This ruling has been given recently by IOC in case of election of Pakistan Olympic Association where IOC directed NOC Pakistan to give voting right to Pakistan Cycling, Athletics & Judo Federations which were not recognized by POA but duly recognized & affiliated by respective IFs.**
9. Similarly proposed article 3.1, 3.2 read together with article 3.13.3 also means that if an NOC is suspended or loses its membership of IOC, then member NF will automatically lose its membership of ISSF. In case of most other sports, NFs don't lose their membership of IFs and continue to take part in International Championships & World Cups etc representing their respective countries except Olympic Games and Continental Games where they participate under IOC flag. If an NOC is suspended by IOC then why



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should the National Federation suffer because of the wrong doings of the NOC. **In 2012 NOC India was suspended by IOC for government interference but Indian shooting Federation was not suspended by ISSF and it was done rightly so because Indian shooting federation had done nothing wrong to be suspended.**

Now according to newly proposed article 3.13.3 the National Federation is not only to be suspended but also excluded on this account.

10. In existing constitution Article 1.3.15 regarding suspension of member it is stated "Before the Administrative Council take action the member concerned **SHALL** be given the opportunity to present their case."

In the Proposed Constitution the opportunity provided to the member federation to present their case before suspension is totally missing. **It means that members can be suspended without any notice and without being given a chance to present their case against suspension.**

11. In Article 3.14.1 time limit for submitting appeal to CAS has been given 21 days only. Previously there was no such time limit.

In our opinion this is too short time limit and the same should be at least 6 months.

12. In Article 4.5.1 the condition for a candidate for election to any ISSF body must have support of his / her members federation.

In our opinion any outstanding candidate specially for the post of President or Secretary General can be nominated by any member federation and not necessarily his / her member federation.

13. In Article 5.2 requirement for seeking **secret voting was previously request by 20 % members** present in the House which is **now proposed to be increased to 1/3 i.e. 33.3 %.**

14. In Article 9.1.3 it is stated that President represents ISSF in all legal matters with the right for single representation for ISSF. Similarly Article 11.2.2 states that the Secretary General represents the ISSF in all legal matters with a single representation of ISSF.

It is confusing as who will have the powers of single representation in legal matters. the President or Secretary General.



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15. In Article 11.2.1 & Article 11.2.5 Secretary General manages financial affairs of ISSF. It means that the employed Secretary General will have all the administrative and financial powers.

In our opinion a Vice President should be made responsible for overlooking all financial matters.

16. No internal audit committee has been proposed in the new constitution. This committee should be headed by a Vice President (not one proposed in para 15 above) and should have independent auditors of repute as members.

17. **We do not find any "Conflict of Interest" clauses for the office bearers of ISSF.**

18. In the **Olympic Agenda 2020 (20 + 20 Recommendations)** lot of emphasis has been given on principles of Good Governance (article 27) to Increase Transparency (article 28) and to Strengthen Ethics (Article 32). IOC feels that special attention is required on these issues to avoid any big problems in sports in future. Unfortunately, due importance has not been given to these issues in the proposed draft constitution.

Constitution of a body is the most important document which should have the basic aim of building an institution by providing an in-built mechanism for transparency, democracy, check & balance and overall good governance. In our opinion, proposed Constitution lacks the above requirements, has clauses contradictory to IOC charter and as such may not be approved in haste. It is hoped that due consideration will be given to the above comments / proposals and same will not be taken as a mere criticism but as sincere suggestions aimed for the betterment of our beloved sport.

Thanks & regards

Yours sincerely,

Javid Lodhi

Secretary General

Attachments

- Selected pages of governance report
- Summary of Governance Criteria