



ISGAT International Sport Governance Assessment Tool

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Many principles of good governance in sport

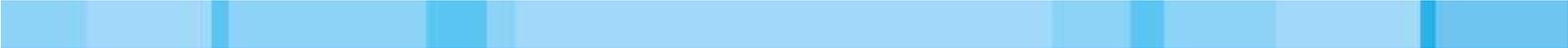
Since 2000 (Nice Declaration by EU Council) and 2001 (Brussels Governance in sport conference by EOC and FIA)

- From sport organisations
- From governmental and intergovernmental organisations
- From NGOs
- From scholars



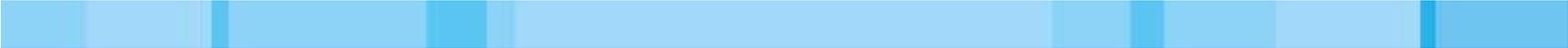
Main shortcomings of existing principles

- Lack of precise definitions (*integrity*)
- Bundling several concepts together (*equity*)
- Overlapping (*transparency and accountability*)
- Few sport specific principles (*solidarity*)
- Confusing governance and management (*efficiency*)
- Not easy to measure (*democracy*)
- Sometime lengthy lists (*BUPGGOSM*)



Clear indicators rather than principles

- To measure the quality of governance of a given sport organisation from inside or from outside
- To further the social accountability of sport organisations toward their stakeholders, not only the internal accountability to their members
- Especially for international sport governing bodies (ISGBs)
- Better Sport Governance rather than Good Governance
- ISGAT International Sport Governance Assessment Tool

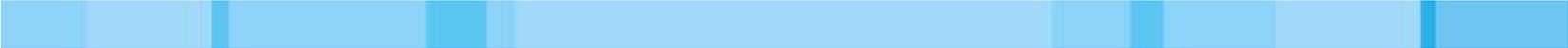


7 important dimensions

- Organisational transparency
- Reporting transparency
- Stakeholders' representation
- Democratic process
- Evaluation
- Integrity
- Solidarity

Each measured by 8 indicators

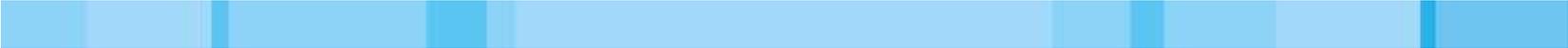
A total of $7 \times 8 = 56$ indicators



Organisational transparency

ISGB publishes on its website its current:

1. Sporting rules and statutes
2. Organisational chart
3. Strategic plan (vision, mission, objectives)
4. Members' basic information
5. Top officers' basic information
6. Agenda and minutes of general meetings
7. ISGB opens its general meetings to media
8. ISGB gives access to its archives and has a archival policy



Reporting transparency

ISGB publishes annually :

1. A general activity report
2. Statutory commission reports
3. A financial report according to recognised standards
4. External auditors' management letter
5. Amount of income tax paid and to whom
6. Compensation benefits of its top officers/managers
7. Per diem indemnity of its voluntary officers
8. Main events reports



Stakeholders representation

ISGB's organs represent its:

1. Members
2. Athletes and their entourage
3. Judges / referees
4. Pro leagues and clubs
5. Event organising committees / hosting communities
6. Media (press, broadcasters)
7. Commercial partners (sponsors, suppliers...)
8. Sport fans



Democratic process

1. ISGB's organs are elected on the basis of secret ballots and clear procedures detailed in its statutes
2. There are several candidates for ISGB's organs and their candidature manifesto is public
3. ISGB's officers have a term limit
4. ISGB's officers have an age limit
5. ISGB's organs meet regularly
6. ISGB's major decisions are taken by secret ballots and members with potential conflict of interest are excluded from the vote
7. ISGB's officers/top managers group is gender balanced
8. ISGB's officers/top managers group is geographically balanced



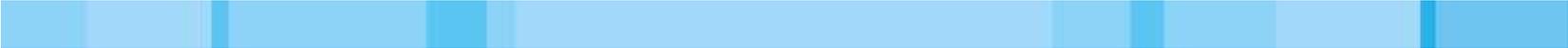
Evaluation

1. ISGB has an audit and compliance/due diligence committee
2. ISGB has an internal integrated control and risk management system
3. ISGB observes tenders for its major contracts
4. ISGB clearly separates regulatory and commercial arms
5. ISGB's major event reports are available and make use of the GRI event supplement
6. ISGB's decisions can be contested through well-defined internal channels specified in its statutes
7. ISGB recognises the Court of Arbitration for sport (or similar) as an external channel of complaint
8. ISGB has an independent body which can initiate investigation on its own regarding allegations concerning ISGB's members, officers or



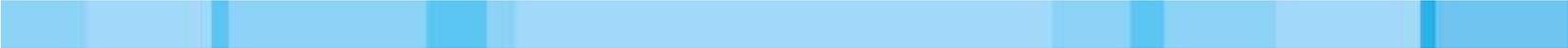
Integrity

1. ISGB has or recognises an Ethics/Integrity Code for its members, officers and staff
2. ISGB has conflict of interest rules
3. ISGB has guidelines for receiving/giving gifts
4. ISGB has rules concerning betting on its sports (or recognises the Sport Accord Code of conduct)
5. ISGB has an independent body to monitor the application of all these rules
6. ISGB recognises the World Anti Doping Code
7. ISGB has integrity awareness /education programmes for its major stakeholders
8. ISGB collaborates with government agencies on integrity



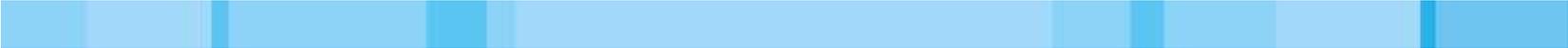
Solidarity

1. ISGB is a not-for-profit organisation
2. ISGB has a transparent redistribution policy and mechanisms towards its major stakeholders
3. ISGB audits the use of funds given to its major stakeholders
4. ISGB cares for all its athletes, in particular during their pre-careers and post-careers
5. ISGB cares for the legacy of the communities hosting its events
6. ISGB has a fund to foster its sport in developing countries
7. ISGB has a well-identified environmental and social responsibility (SR) strategy and programmes
8. ISGB follows the ISO 26000 standard for SR or similar standard



Governance Scorecard

- For each indicator a grade can be given from 0 to 4:
 - 0 = indicator not present or not respected 😞
 - 1 to 3 = depending on the degree of indicator fulfilment 😐
 - 4 = indicator perfectly fulfilled 😊
- For each dimension the 8 scores can be summed up
- Each score should be justified by a qualitative comment and/or based on a quantitative predefined scale



Predefined scale

Indicator 3.2:

ISGB's organs represents its athletes and their entourage

0 = not at all

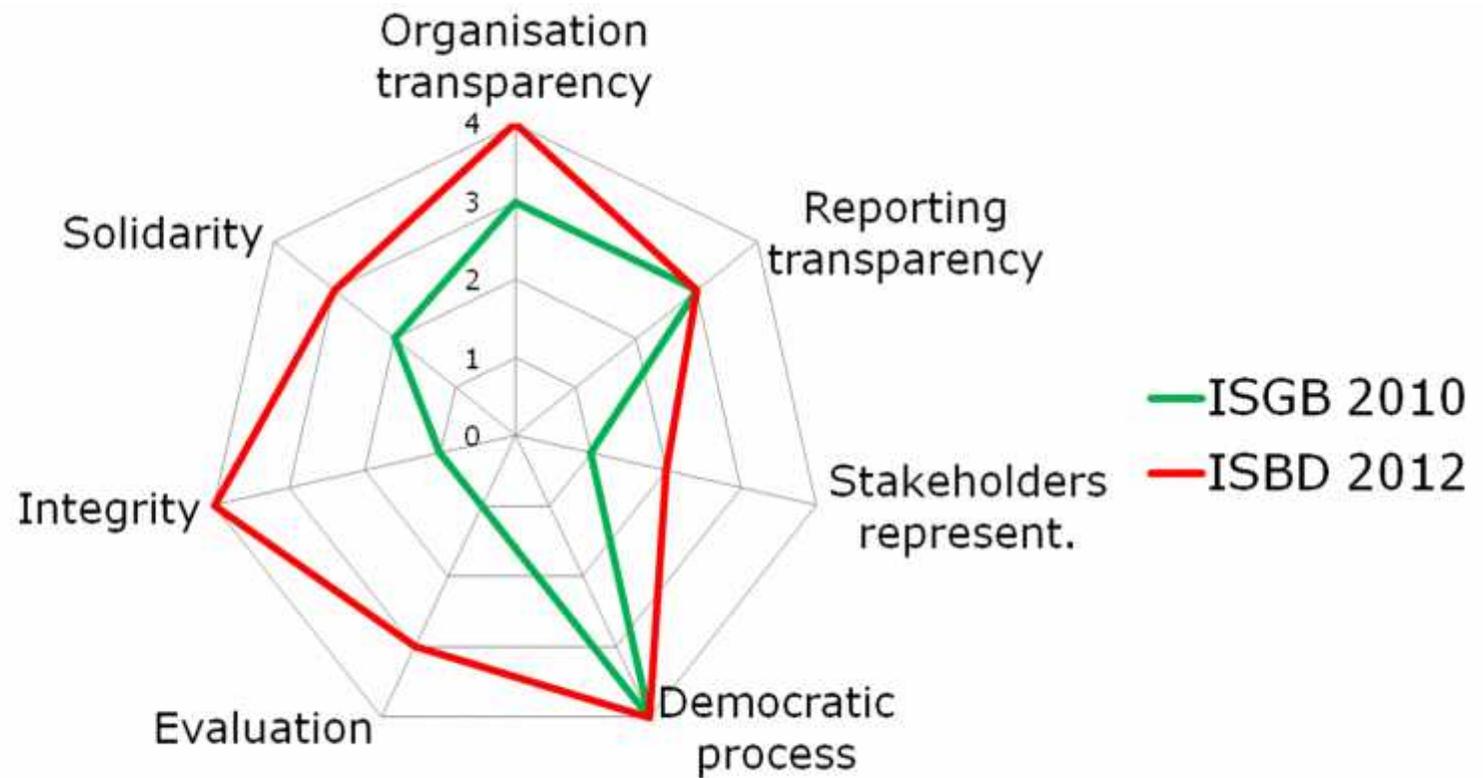
1 = yes in consultative organs only (e.g. Commissions)

2 = also in legislative organs (e.g. General Assembly)

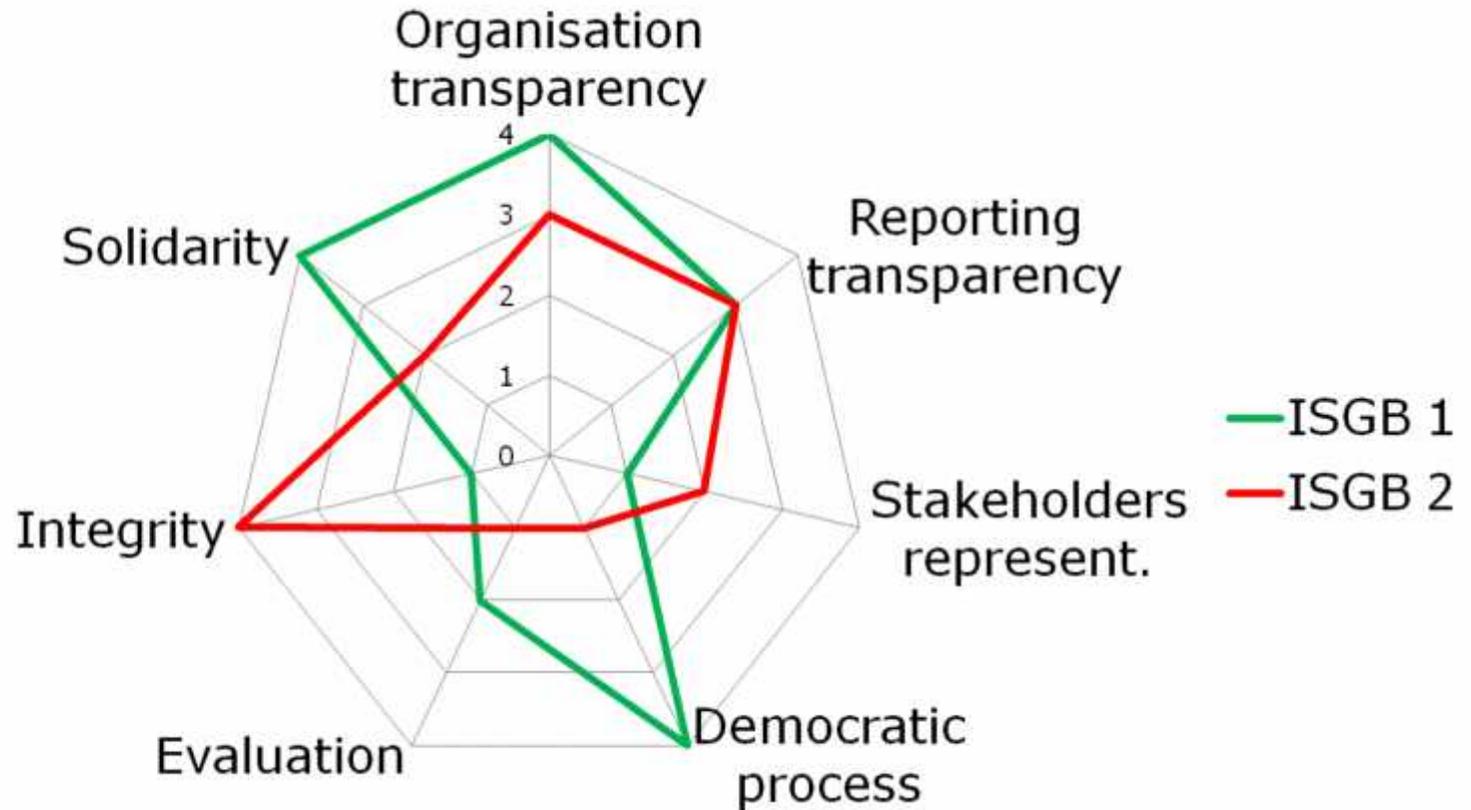
3 = also in executive organs (e.g. Executive Committee)

4 = also in judiciary organs (e.g. Disciplinary Commission)

ISGB self evaluation tool



ISGB benchmarking tool





Conclusion

- ISGAT already successfully tested with some ISGBs (IOC, FIFA, UEFA, EAA, ...)
- ISGAT should be applied to different environments
 - international, national, local
 - Europe, other continents
 - Different legal environments
- ISGAT should be further discussed



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