



Sports Governance Observer

2019

Fresh results from six Olympic federations

Play the Game 2019

Colorado Springs
13. October, 2019

Christina Friis Johansen



GOOD GOVERNANCE RESEARCH INITIATED BY PLAY THE GAME

- Sports Governance Observer (SGO 2015)
- National Sports Governance Observer (NSGO) (2018)
- Sports Governance Observer (2018)
- Sports Governance Observer (2019)

Current project:

- Anti-Doping Governance Observer (2020)

SPORTS GOVERNANCE OBSERVER (SGO) 2015

- first governance benchmarking of IFs

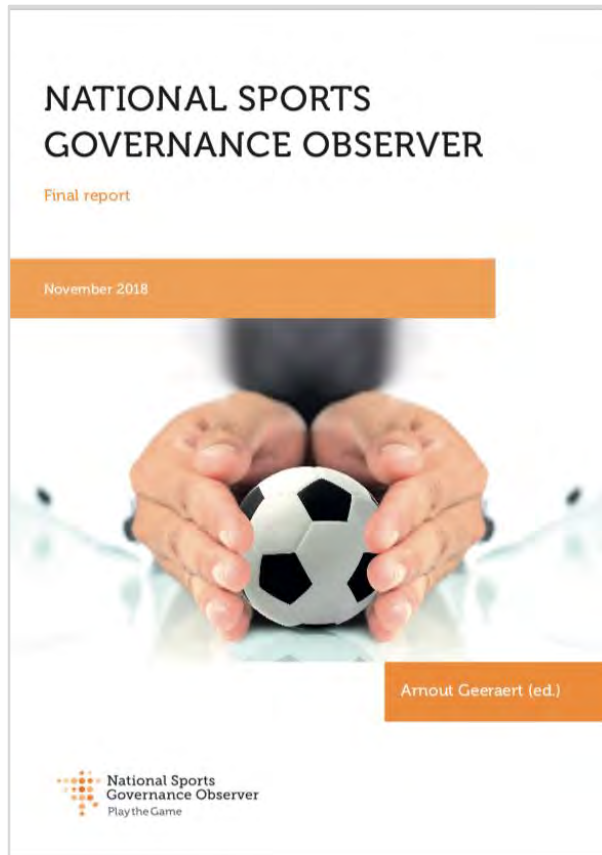


A benchmarking tool for measuring good governance was developed on the basis of AGGIS project/study 2013

- Four dimensions were examined:
 - Transparency
 - Checks and balances
 - Democracy
 - Solidarity
- Full report on 35 Olympic federations
- Authored by Dr. Arnout Geeraert, KU Leuven



NATIONAL SPORTS GOVERNANCE OBSERVER 2018



Benchmarking of national federations 2018

Nine European partner countries

Cyprus, Denmark, Flanders, Georgia, Germany, the Netherlands, Norway, Poland, Romania
+Brazil

Federations measured:

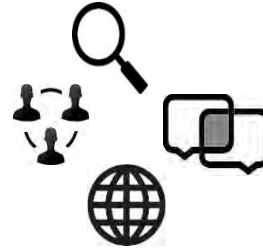
handball, swimming, athletics, football and
tennis (+ 3 of own choice)

- Geeraert, A. (Ed.) (2018). *National Sports Governance Observer. Final Report*. Aarhus: Danish Institute for Sports Studies/Play the Game

www.nationalsportsgovernanceobserver.org

THE BENCHMARKING TOOL

- 4 dimensions:
transparency
democracy
accountability
societal responsibility
- 46 principles (categories)
- yes or no indicators (questions)
- Based on academic literature and best practices



Added value:

- Reliable: strict standard
- Objective: no self-assessment but based on consultation
- Easy-to-use: yes or no
- Holistic: indicators give broad overview
- Easy to interpret: traffic light scoring

| Not relevant | Not fulfilled | Weak | Moderate | Good | Very good |
|--------------|---------------|---------|----------|---------|-----------|
| | 0-19 % | 20-39 % | 40-59 % | 60-79 % | 80-100 % |

INDICATORS – YES/NO ANSWERS

| Principle 1 | | Principle applies? |
|-------------|--|-----------------------|
| 1 | The organisation publishes its statutes/ constitution, internal regulations, organisation chart, sports rules and multi-annual policy plan on its website. | Yes |
| Indicator | | Score (yes / no / NA) |
| 1.1 | Does the organisation publish its statutes on its website and are they retrievable through the home page (or sub-levels of the home page accessible through the home page) of its website? | Yes |
| 1.2 | Does the organisation provide its statutes to its internal stakeholders through email or a protected member section of its website? | Yes |
| 1.3 | Does the organisation publish its internal regulations on its website and are they retrievable through the home page (or sub-levels of the home page accessible through the home page) of its website? | Yes |
| 1.4 | Does the organisation provide its internal regulations to its internal stakeholders through email or a protected member section of its website? | Yes |
| 1.5 | Does the organisation publish its sports rules on its website and are they retrievable through the home page (or sub-levels of the home page accessible through the home page) of its website? | Yes |
| 1.6 | Does the organisation provide its sports rules to its internal stakeholders through email or a protected member section of its website? | Yes |
| 1.7 | Does the organisation publish its multi-annual policy plan on its website and are they retrievable through the home page (or sub-levels of the home page accessible through the home page) of its website? | No |
| 1.8 | Does the organisation provide its multi-annual policy plan to its internal stakeholders through email or a protected member section of its website? | No |
| Principle 2 | | Principle applies? |
| 2 | The organisation publishes the agenda and minutes of its general assembly meeting on its website. | Yes |
| Indicator | | Score (yes / no / NA) |
| | Did the organisation publish the agenda of its latest general assembly meeting on its website before the meeting | |



SPORTS GOVERNANCE OBSERVER 2018

- 57 principles
- 309 indicators based on the NSGO

International federations benchmarked:

- Athletics (IAAF)
- Football (FIFA)
- Handball (IHF)
- Swimming (FINA)
- Tennis (ITF)



SPORTS GOVERNANCE OBSERVER 2019

Same methodology used as in SGO 2018

- 57 principles
- 309 indicators based on the NSGO

Six international federations were reviewed:

- Equestrian (FEI)
 - Skiing (FIS)
 - Biathlon (IBU)
- } Participated actively
- Ice Hockey (IIHF)
 - Volleyball (FIVB)
- } No response
- Gymnastics (FIG)
- } Declined



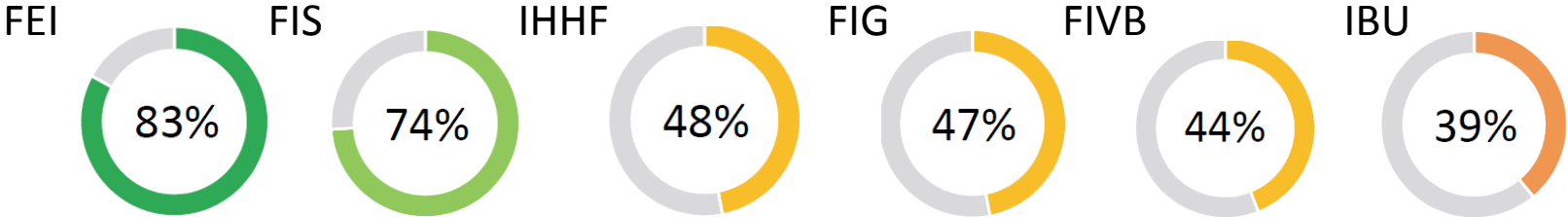
TRANSPARENCY AND DEMOCRATIC PROCESSES

| | Principle | FEI | FIG | FIS | FIVB | IBU | IIHF |
|----------------------|--|-------------|-------------|-------------|-------------|-------------|-------------|
| Transparency | 1. Legal and policy documents | Green | Light Green | Green | Green | Green | Light Green |
| | 2. General assembly agenda and minutes | Green | Green | Green | Red | Red | Yellow |
| | 3. Board and committee decisions | Light Green | Green | Green | Light Green | Light Green | Red |
| | 4. Board member information | Green | Green | Green | Orange | Orange | Yellow |
| | 5. Information on member federations | Green | Green | Green | Green | Green | Green |
| | 6. Annual general activity report | Green | Yellow | Green | Green | Red | Green |
| | 7. Financial statements | Green | Red | Green | Red | Red | Green |
| | 8. Remuneration reports and regulations | Yellow | Yellow | Green | Green | Red | Yellow |
| | 9. Conflicts of interest and risk assessment | Yellow | Red | Yellow | Red | Red | Red |
| | 10. Strategic plan | Yellow | Red | Orange | Red | Red | Red |
| | 11. Allocated funds | Light Green | Light Green | Green | Red | Red | Red |
| Democratic processes | 12. Clear election procedures | Green | Green | Green | Light Green | Green | Light Green |
| | 13. Competitive elections | Green | Light Green | Orange | Yellow | Orange | Red |
| | 14. Nomination committee | Green | Red | Red | Red | Red | Red |
| | 15. Board and general assembly quorums | Light Green | Yellow | Orange | Yellow | Orange | Yellow |
| | 16. Term limits | Light Green | Orange | Red | Red | Red | Orange |
| | 17. Member representation | Green | Yellow | Light Green | Light Green | Yellow | Light Green |
| | 18. Regular board meetings | Green | Red | Yellow | Orange | Orange | Red |
| | 19. Athletes' participation | Light Green | Yellow | Green | Yellow | Light Green | Yellow |
| | 20. Referees' participation | Light Green | Orange | Light Green | Orange | Light Green | Yellow |
| | 21. Coaches' participation | Yellow | Orange | Yellow | Orange | Light Green | Yellow |
| | 22. Volunteers' participation | Orange | Red | Yellow | Red | Yellow | Red |
| | 23. Employees' participation | Light Green | Orange | Yellow | Red | Green | Red |
| | 24. Gender equality policy | Green | Yellow | Light Green | Orange | Red | Orange |

INTERNAL ACCOUNTABILITY AND SOCIETAL RESPONSIBILITY

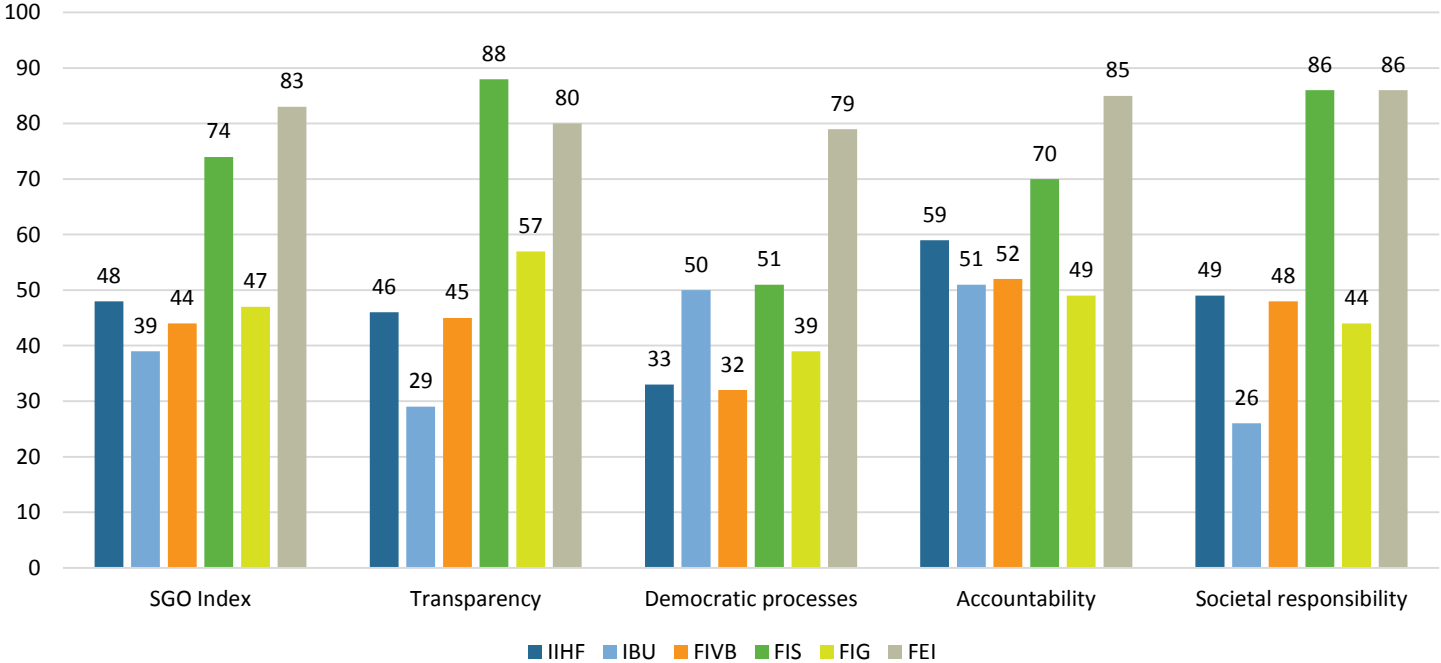
| | Principle | FEI | FIG | FIS | FIVB | IBU | IIHF |
|--|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Internal accountability | 25. The general assembly supervises the board | Green | Yellow | Yellow | Yellow | Yellow | Orange |
| | 26. Board resignation procedures | Green | Light Green | Yellow | Green | Green | Light Green |
| | 27. Board eligibility rules | Green | Green | Green | Light Green | Green | Green |
| | 28. Clear governance structure | Green | Green | Green | Green | Green | Green |
| | 29. The board supervises management | Green | Yellow | Yellow | Orange | Yellow | Yellow |
| | 30. Internal audit committee | Green | Red | Green | Yellow | Light Green | Green |
| | 31. Regular corruption risk assessment | Green | Red | Green | Red | Red | Orange |
| | 32. Financial control system | Green | Orange | Light Green | Yellow | Red | Yellow |
| | 33. Open tenders for major contracts | Green | Red | Green | Red | Red | Red |
| | 34. Objective event allocation procedure | Light Green | Red | Green | Yellow | Orange | Green |
| | 35. Annual board self-evaluation | Red | Red | Red | Red | Red | Red |
| | 36. External audit | Green | Light Green | Green | Light Green | Orange | Green |
| | 37. Code of conduct | Green | Green | Green | Green | Green | Green |
| | 38. Conflict of interest procedures | Green | Yellow | Light Green | Yellow | Light Green | Light Green |
| Societal responsibility | 39. Enforcement of code of ethics | Green | Green | Light Green | Light Green | Green | Light Green |
| | 40. Internal complaints procedure | Green | Green | Light Green | Green | Green | Light Green |
| | 41. Whistle-blower protection rules | Light Green | Green | Green | Green | Light Green | Orange |
| | 42. Internal appeals procedure | Green | Green | Green | Green | Light Green | Light Green |
| | 43. Independent board members | Red | Red | Red | Red | Red | Red |
| | 44. Governance consulting for members | Green | Red | Green | Yellow | Red | Green |
| | 45. Mitigating health risks of sport | Green | Green | Green | Light Green | Red | Green |
| | 46. Sexual harassment policy | Green | Green | Green | Yellow | Yellow | Yellow |
| | 47. Anti-doping policy | Green | Green | Green | Light Green | Green | Green |
| | 48. Social inclusion policy | Green | Green | Green | Yellow | Red | Yellow |
| | 49. Anti-discrimination policy | Light Green | Yellow | Green | Light Green | Yellow | Yellow |
| | 50. Gender equality policy | Green | Orange | Light Green | Orange | Light Green | Orange |
| | 51. Anti-matchfixing policy | Green | Orange | Green | Green | Light Green | Light Green |
| | 52. Environmental sustainability policy | Green | Red | Green | Orange | Red | Yellow |
| 53. Dual careers policy | Yellow | Red | Green | Red | Red | Red | |
| 54. Sport for all policy | Green | Green | Green | Orange | Red | Green | |
| 55. Athletes' rights policy | Green | Green | Green | Red | Red | Red | |
| 56. Human rights policy | Red | Red | Yellow | Red | Red | Red | |
| 57. Corruption controls as funding requirement | Green | Red | Orange | Green | Red | Red | |


OVERALL SGO SCORES 2019



| | | | | | |
|--------------|---------------|---------|----------|---------|-----------|
| Not relevant | Not fulfilled | Weak | Moderate | Good | Very good |
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RESULTS - DIMENSIONS





RESULTS 2019 – STRENGTHS

- **Improvements in statutes:** Clearer governance structures according to the principle of separation of powers
- **Code of conducts:** accountability of board, management and personnel including an obligation to board members to notify breaches of the code of conduct and a general obligation for the board members to act with integrity
- **Monitoring:** Steps have been taken to ensure that applicable rules of conduct are adequately checked and that transgressors face consequences
- **More whistleblower systems:** Establishment of procedures for processing complaints of applicable rules of conduct etc.



RESULTS 2019 – WEAKNESSES

- **Conflict of interest policies:** No reporting on corruption risks, including conflicts of interest
- **Competencies of board member:** Lack of nomination committees (except FEI) to oversee the appointment of senior officials and identify gaps relating to the skills, expertise and differentiated composition of the board
- **No policies to ensure independence of board members**
- **Lack of self-evaluation policies:** no obligations to boards to evaluate own composition and performance
- **Still lack of transparency:** three federations do not publish annual financial accounts, one does not publish minutes of board and committee decisions
- **Human rights policies:** in relation to events etc are lacking



Thank you

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