



The current status of international sports governance.

Results of a test study by AGGIS-partners among international federations in 2012

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What did we do?

- Review of 35 Global Sport Governing Bodies
 - ✓ Recognised by the IOC
 - ✓ No regional federations
 - ✓ Not including IOC, WADA,...
- Define structural problems
- Theory building: what constitutes GG in international sports organisations
 - ✓ Not: testing of the tool!

Today: focus on

- ✓ Certain accountability issues
- ✓ Lack of term limits elected officials

What is the current state with regard to good governance?

Is there a need for the Sports Governance Observer?



lack of empirical evidence

Accountability: What?

- A. Parliamentarians
- B. Board of directors
- C. ExCo international sports organisations

Has to explain and justify

- A. People
- B. Shareholders
- C. Member federations/
ethics committee

Lack of accountability arrangements constitutes a potential breeding ground for

- ✓ Corruption
- ✓ Concentration of power
- ✓ Lack of democracy
- ✓ Lack of effectiveness

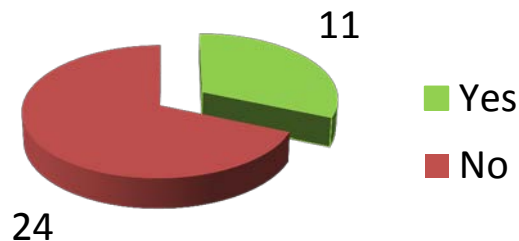
Three elements: A, B & C
Accountability arrangements help to make sure 3 elements are present

Some accountability issues: Finances and audit committee

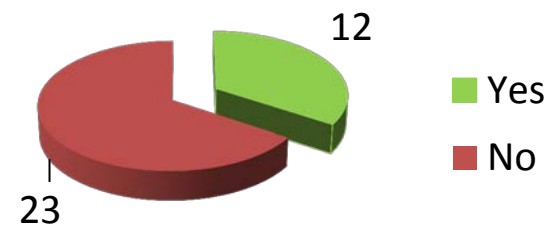
‘Explain and justify conduct’ : monitoring mechanisms

- ✓ Need for complete and credible information on the accuracy of the accounting and financial reporting of the governing body.
- ✓ Financial and Audit Committee

Financial Committee



Audit Committee



Accountability issues: Funding

Funding to Member Federations: potential danger for accountability

- ✓ Can be used to get support for a certain policy agenda
- ✓ Member Federations may become benevolent in order to obtain funding

↳ MFs will not be inclined to pose questions and pass judgement

↳ They will turn from WATCHDOGS into LAPDOGS for ExCo members

Solution?

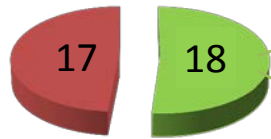
- ✓ Make specific decisions related to the distribution of funding objectively reproducible
 - Funding should be awarded according to objective, pre-established criteria
- ✓ Make distributed funding open to outside scrutiny
 - Distribute funds in a transparent manner

Accountability issues: Funding

What is *status quaestionis*? Are funds distributed transparently and according to pre-established criteria?

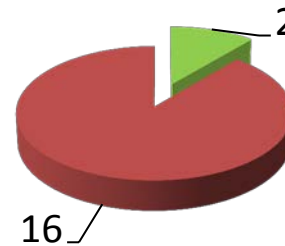
NO

Funding distributed?



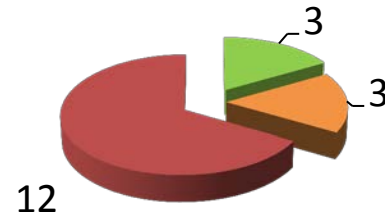
■ Yes ■ No/ Unknown

Objective criteria?



■ Yes
■ No

Transparent distribution?



■ Yes
■ Partly
■ No

Accountability issues: Ethics committee

In theory an ethics committee is an excellent tool for holding ExCo members accountable

↳ However: 3 elements of accountability must be present

- ✓ 'explain and justify conduct'
- ✓ 'pose questions'
- ✓ 'pass judgement'

↳ Therefore:

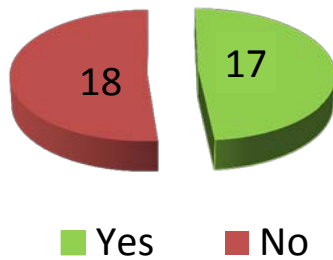
- ✓ ethics committee should have the power to initiate proceedings *ex officio*, without referral by the ExCo or president
- ✓ ethics committee should be sufficiently independent from the ExCo

Accountability issues: Ethics committee

Are ethics committees present, are they sufficiently independent and can they initiate proceedings ex officio?

NO

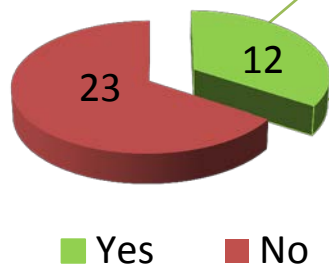
Code of ethics?



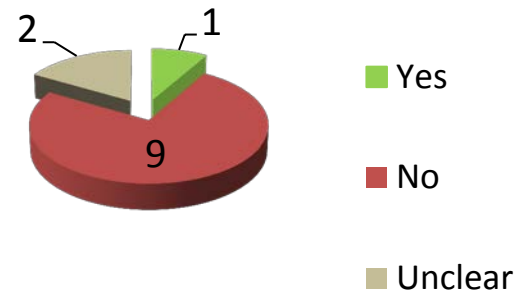
Independent ethics committee?



Ethics Committee?



Ex officio investigations?



Term limits for elected officials

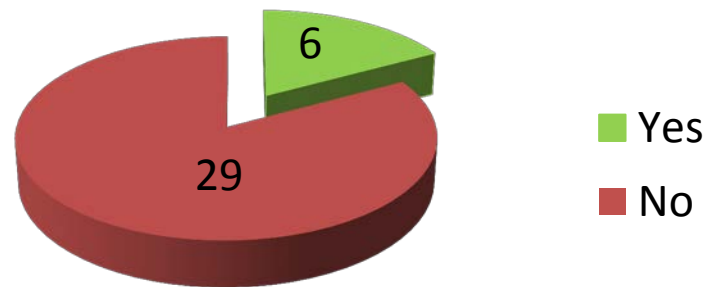
In general, term limits constitute a remedy for several tenure issues

- ✓ High rates of reelection stemming directly from the advantage incumbents enjoy over challengers
- ✓ Apathetic voters due to the certain reelection of incumbents
- ✓ Monopolisation of power

Term limits for elected officials

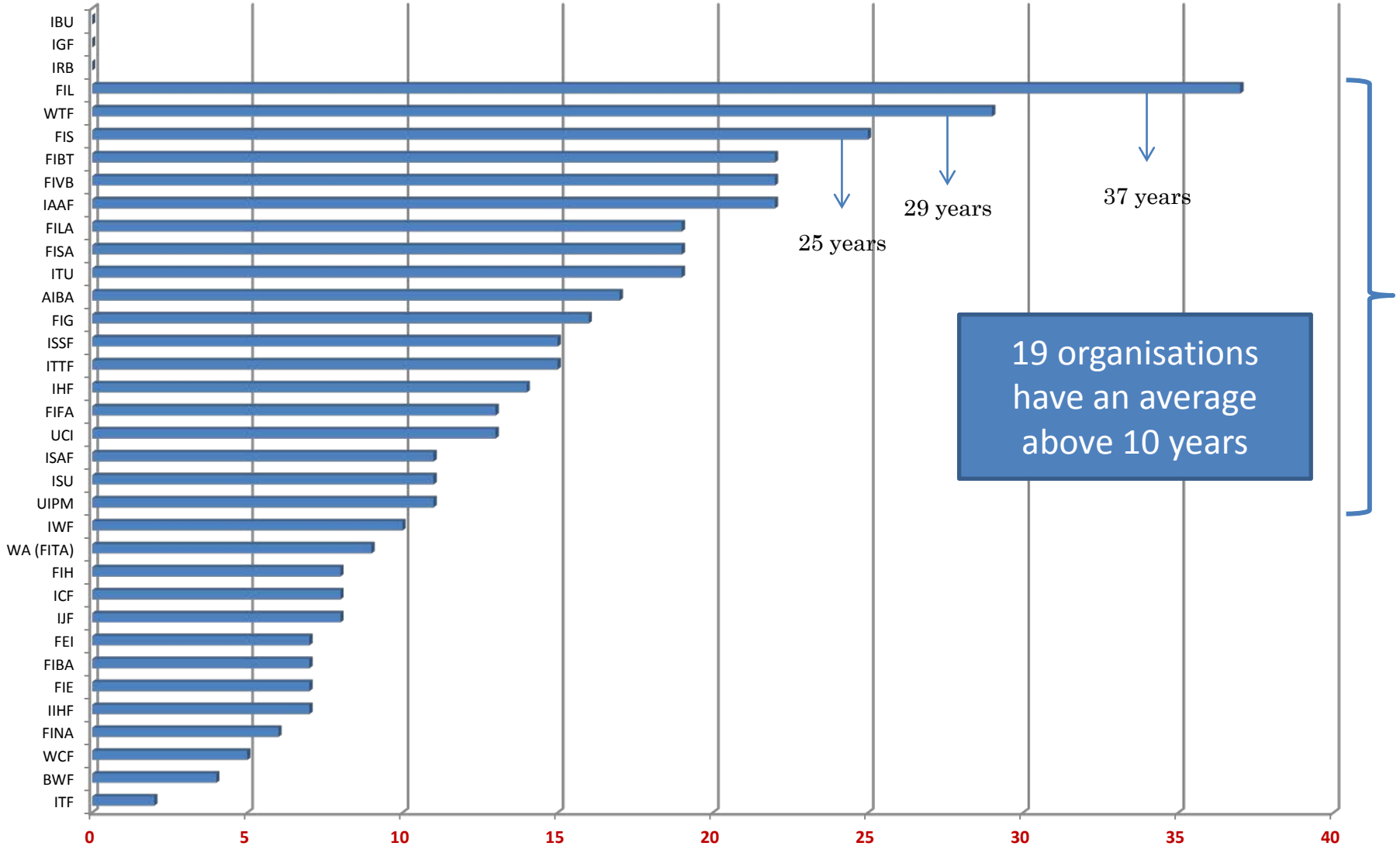
What is the *status quaestionis* with regard to term limits for elected officials?

Presence of term limits



Term limits for elected officials

Example of potential monopolisation of power: average number of years in office for the 35 sports governing body presidents



Conclusions

- Today: only certain issues of the study
- Full study (available in AGGIS report): not a full review
- Structural issues within sports organisations
 - Certain organisations are a breeding ground for corruption, the consequence of a lack of effectiveness
- Lack of accountability
 - Danger: No reflection on current conduct, while bad conduct is often not internally punished. This means that Co members will have no sufficient impetus to change status quo; to improve governance!

Sports Governance
Observer

Need for better governance
Need for a benchmark
Need for external pressure