

Assessing governance reforms

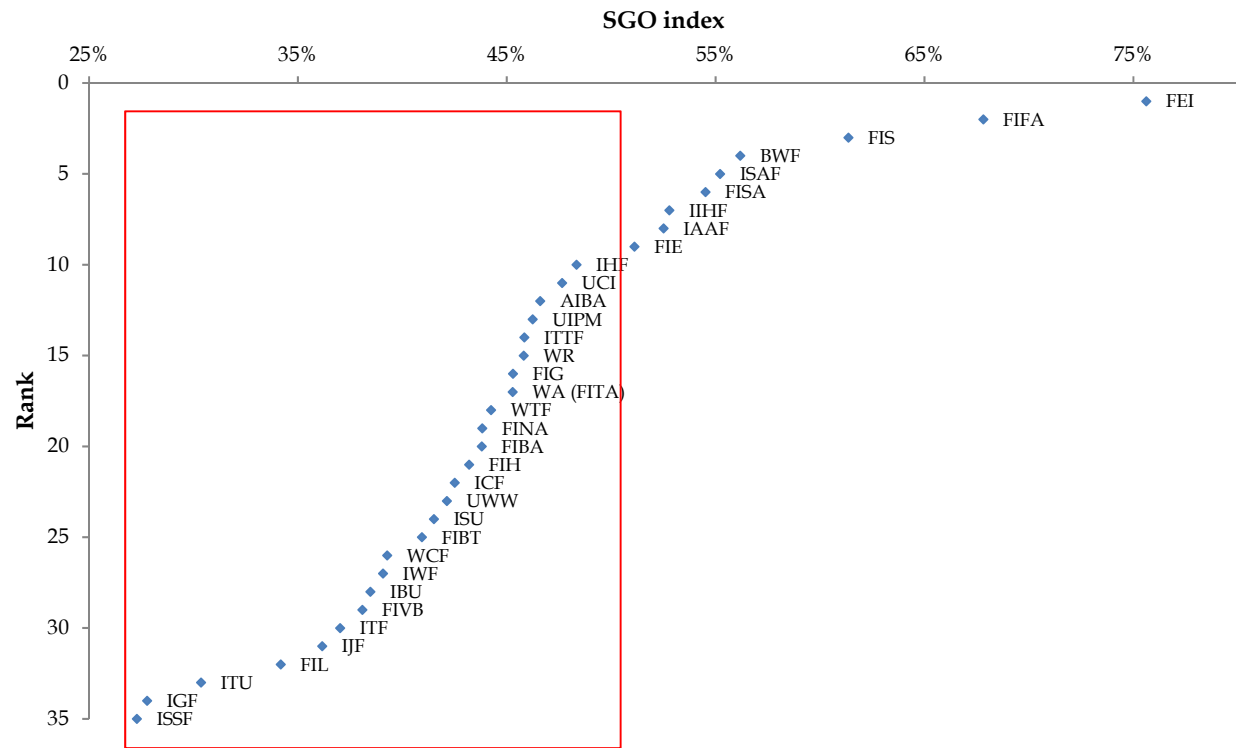
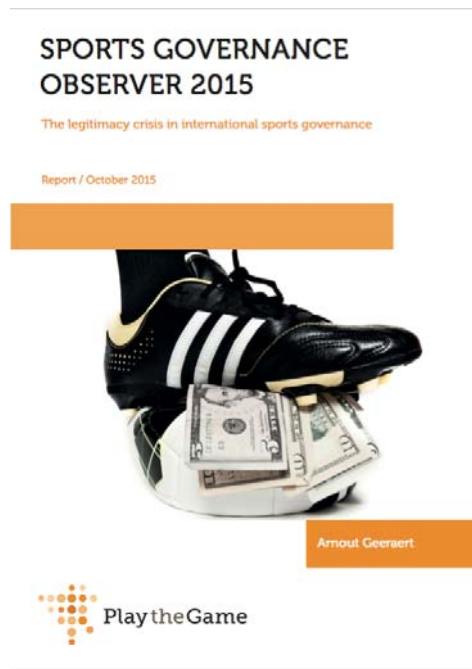
Play the Game 2017

27 November 2017

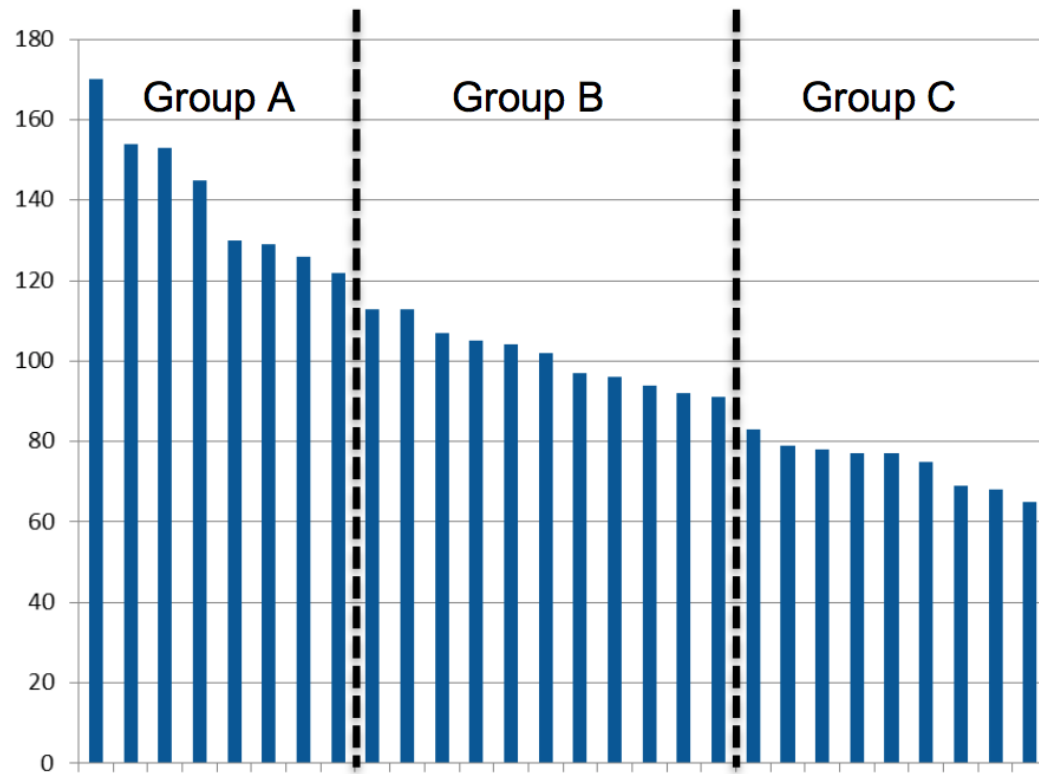
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Sports Governance Observer 2015



ASOIF IF governance review (2017)



Reform policies

A. International level

- International federations (e.g. FIFA, IAAF): governance reforms
- ASOIF and AWOIF: encourage the implementation of good governance principles

B. (sub-)national level

- Public actors: have implemented codes and policies (e.g. Flanders, UK, Australia)
- Public actors and sport sector: consider (new) good governance policies (e.g. Cyprus, the Netherlands)
- Sport sector: EOC EU Office issued self-evaluation tool

Need for scrutiny

- External pressure increases effectiveness of self-governance: role for NGOs, public actors, sport movement
- External assessment is challenging: nuanced reality requires nuanced assessment

FIFA

Reforms: 2011 (ethics code and commission), 2016



Positive

- **Term limits** for elected officials: 12 years
- **Gender equity policy**: one female representative elected as a Council member per confederation
- **Integrity checks**: candidates standing for election
- **Annual remuneration reporting**: President, Council members, the Secretary General and chairpersons of standing committees.
- **WC bid procedure**: more transparent and objective

Negative

- **WC bid procedure**: no clearly defined sustainability requirements
- **Conflict of interest procedures**: inadequate recording and reporting procedures
- **Distributed funds**: no audits
- **Good governance in national and continental federations**: no policies for inducing good governance in national or continental federations

IAAF



Reforms: 2016

Positive

- Conflict of interest procedures: recording and reporting procedures
- Gender equity policy: 3/8 executive board, 50% of each gender by 2027 in Council
- Improved financial reporting: e.g. remuneration of officials
- Ethics code: new and improved (clear rules)
- Regular meetings: executive board

Negative

- WC bid procedure: lack of transparent and objective procedures
- Audit committee: no clearly defined tasks in statutes
- Integrity checks: no checks of candidates standing for election
- Congress meetings: only once every two years

Achieving compliance with good governance standards

Compliance strategies for two types of organisations

- Unwilling to comply
 - **Monitor** compliance: measure / check the implementation of principles
 - **Sanction** non-compliance: naming/ shaming, financial repercussions, suspension
- Unable to comply
 - **Explain** good governance principles
 - Build **capacity** through consulting, one-on-one advise, exchange of best practices...
 - Give **financial support**

ASOIF governance assessment

Key Governance Principles and Basic Indicators (ASOIF, 2016)

ASOIF GTF IF Self-Assessment Questionnaire (ASOIF, 2016)

Unwilling

- Monitoring
 - Self-assessment, corrected by independent consultant
- Sanctions
 - Process is voluntary: no financial repercussions; suspension:
 - Naming/ shaming possible, but no publication of self-assessment

Unable

- Capacity building / explaining principles / financial support
 - ASOIF gives one-on-one advice, distributes best practices, organises workshops

Good governance in national federations

NATIONAL SPORTS GOVERNANCE OBSERVER

Indicators of good governance in national
federations

Arnout Geeraert



Conclusion

Effective governance reforms depend on external pressure

Actions by the sport movement, stakeholders, and public actors need to reinforce one another

Nuanced assessments

Necessary to inform governance reforms and to indicate where pressure needs to be applied

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