

# AGGIS Sports Governance Observer

## Introduction

The Sports Governance Observer' will enable not only Play the Game and our AGGIS partners, but any person with a serious commitment to better sports governance, including senior officials within sports organisations, to register and analyse the quality of governance in international or major national sports organisations. The tool is based on academic sources on good governance and existing codes for good governance in other sectors.

The Sports Governance Observer consists of four dimensions: Transparency and public communication; Democratic process; Checks and balances and Solidarity and a range of more evidence-based questions labelled 'factual questions'. Each dimension consists of a checklist of factors that are important indicators of good governance and for the improvement of governance within sports organisations. It is important to stress that the indicators are not to be treated as simple yes or no questions and that they indeed should be assessed in a more detailed way. This is illustrated below by means of an example.

Example: Checks and balances – question 8

The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above

In the view of checks and balances, an ethics committee could in theory be called to adjudicate on the behaviour of members of the executive body of an organisation. Therefore, the ethics committee should be elected by the Congress rather than by the governing body. Moreover, the ethics committee should have the power to initiate proceedings *ex officio*, thus without referral by the executive body or president.

Source: Geeraert, Alm and Groll (2012), Working paper for Action for Good Governance in International Sports Organisations (AGGIS) project<sup>235</sup>

Above statement outlines and determines that the mere presence of an ethics committee does not guarantee an effective check and balances arrangement. Indeed, several additional parameters have to be fulfilled in order for the organisation to receive the maximum score for the indicator in the final Sports Governance Observer.

It is also important to notice that the organisations need to provide external actors with information on their internal functioning in order to make the assessment and to help them improve their governance. After a testing period during 2013, the Sports Governance Observer will reach its final form, when each indicator will be equipped with an easy to use 'fiche méthodologique' that explains how to grade each indicator and why this indicator has been chosen.

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<b>Transparency and public communication</b>
1. The organisation publishes its statutes/constitution on its website
2. The organisation publishes its by-laws on its website
3. The organisation publishes its sport rules on its website
4. The organisation publishes its organisational chart on its website
5. The organisation publishes its strategic plan on its website
6. The organisation publishes the agenda and minutes of its statutory meetings on its website
7. The organisation gives the media access to its general assembly
8. The organisation publishes basic biographical information about its board members and senior officials on its website
9. Contact details to board members and senior officials are published on the website
10. The organisation publishes information about its member federations on its website
11. The organisation publishes its annual general activity report on its website
12. The organisation publishes reports of its standing committees on its website
13. The organisation publishes an annual financial report on its website
14. The organisation publishes remuneration, for example per diem payments and bonuses of its board members and senior officials on its website
15. The organisation publishes main event reports with detailed and relevant information on its website

<b>Democratic process</b>
1. There are elections of the president and the governing bodies and standing committees
2. The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s
3. The organisation offers to the candidates standing for election opportunities to present their programme/manifesto
4. The decisions on allocation of major events are made through a democratic, open and transparent process
5. The organisation's major policy decisions are taken by ballot in the general assembly/congress or similar
6. The organisation defines a quorum in its governing document/s for its decision making bodies
7. The organisation's elected officials have a term limit
8. The organisation's general assembly meets at least once a year
9. The organisation's governing body meets regularly
10. The organisation has gender equity guidelines for its leading officials
11. The criteria for a bid for major events are communicated to its members in good time
12. The organisation provides opportunity for stakeholders to be represented within the organisation

<b>Checks and balances</b>
1. The organisation has an internal audit committee
2. The organisation is externally audited by international recognised standards
3. The organisation has accounting control mechanisms in place
4. The organisation separates regulatory and commercial functions
5. The organisation has or recognises an Ethics/Integrity Code for all its members and officials
6. The organisation has clear conflict of interest rules
7. The organisation recognises a code or has its own standards of good governance
8. The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above
9. The organisation's decisions can be contested through internal channels specified in its governing document/s
10. The organisation recognises Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil courts
11. The organisation recognises and complies with the WADA World Anti-Doping Code

<b>Solidarity</b>
1. The organisation allocates specific resources for the global development of grass-root activities
2. The organisation has legacy requirements for communities in which its events are hosted
3. The organisation inspects and audits the use of funds given to its internal stakeholders
4. The organisation adopts an environmental management system (ISO, EMAS <sup>236</sup> or similar) for its major events
5. The organisation has a well-defined Social Responsibility (SR) strategy and/or programmes
6. The organisation controls the use of funds given to its SR programmes and applies ISO 26000 <sup>237</sup> standard or similar
7. The organisation offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar
8. Representatives from economically disadvantaged member federations can apply for support to attend the general assembly
9. The organisation adopts a clear anti-discrimination policy

<sup>236</sup> [http://ec.europa.eu/environment/emas/index\\_en.htm](http://ec.europa.eu/environment/emas/index_en.htm)

<sup>237</sup> <http://www.iso.org/iso/home/standards/iso26000.htm>

<b>Factual questions</b>
1. Founding year
2. Where is the organisation located?
3. The national law under which the organisation is governed
4. Legal status
5. President
6. Secretary General (head of administration)
7. By whom is the president elected?
8. By whom is the Secretary General elected/appointed?
9. To whom is the Secretary General answerable?
10. Number of members of the Executive Committee?
11. By whom are the members of the Executive Committee elected/appointed?
12. The organisation's elected/ officials have an age and term limit
13. Geographical spread of the Executive Committee members
14. Which body within the organisation awards the main events?
15. Members systems and number of members/units
16. Does the organisation offer statistical data about its participation rates etc.?
17. The organisation publishes a yearly budget
18. The size of the financial reserve of the organisation
19. The organisation has relations/cooperation with sports organisations representing disabled