Accountability in sport:
lessons from other sectors

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Issues to cover

• Background to One World Trust

• What does it mean to be accountable?

• What is the Global Accountability Report and what does it measure?

• Benchmarking the accountability of IOC and FIFA against other global organisations

• Conclusions
Global Accountability Project

- Generate wider commitment to common principles of accountability
- Increase the accountability of global actors to those they affect
- Create more inclusive global political sphere
What is Accountability?

“the processes through which an organisation makes a commitment to respond to and balance the needs of stakeholders in its decision-making processes and activities, and delivers against this commitment”
Global Accountability Framework

- Raise awareness and understanding of core accountability principles across sectors
- Facilitate cross-sector dialogue on accountability
What is the Global Accountability Report?

- Based on the principles of the Global Accountability Framework
- An assessment of the accountability of global actors from across the intergovernmental, non-governmental and corporate sectors
- Each assessment is based on publicly available information, interviews with organisations, stakeholders and experts
- Highlights:
  - areas for improvement for organisations and sectors
  - trends and positive developments in global accountability
  - good accountability practice
....And what does it measure?

- The existence and quality of policies and management systems that foster accountability
  - **Policies**
    - written documents, underpinned by good practice principles, that guide an organisation’s approach to each dimension
  - **Management systems**
    - Leadership → senior executive oversight
    - Resources → training
    - Accessibility → dissemination, translation

- Accountability policies and systems = **ACCOUNTABILITY CAPABILITIES**
Overall accountability capabilities 2007 & 2008

Minimum accountability capabilities

2007 (FIFA)

2008 (IOC)

* Denotes an organisation that did not engage in the data collection process
Weakest dimensions for IOC; second weakest for FIFA. Both organisations make general commitments to openness, but lack a document that guides what, when and how information should be made public. Transparency is a weak area for many global organisations, but a growing number are developing information disclosure policies based on the presumption of disclosure to encourage greater openness.
• Participation is the strongest dimension for both IOC and FIFA

• IOC has representation of different stakeholders in its governance structure – 25% of IOC Session must be members of Int'l Sporting Federations, National Olympic Committees or former Olympic Athletes

• Olympic Congresses is a good mechanism for engaging wider range of stakeholder (eg the general public), but currently ad hoc.

• FIFA has relatively structured approach to engaging stakeholders, especially NGOs, through Football for Hope project. This does not translate into other areas of activity.

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Evaluation capabilities 2007 & 2008

- Another weak dimension for both IOC and FIFA
- Both organisations lack well developed policies and management systems to guide the evaluation of activities.
- IOC: steps have been made towards strengthening this area with the production of Olympic Games Impact Reports, although these are currently not made public
- FIFA: structures to support evaluation are in place for a few programs such as the Goal Initiative and are in development for others such as the strategic alliance with streetfootball.
- Best practice among global organisations is to have an independent evaluation offices

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Complaints and response capabilities 2007 & 2008

- Second strongest dimension for both IOC and FIFA
- IOC: Ethics Commission is an important step, but reforms are still needed: Need greater independence. President appoints all members of the committee, and has sole authority to review cases before referring them to committee.
- FIFA: Code of Ethics is good in some areas, but fails to meet key good practice principles such as a commitment to non-retaliation or independence of the investigation process.
- Neither organisation provides a mechanism for staff to come forward with complaints (whistleblower policy).
- Best practice among global organisations is to have ombudsmen or independent review mechanisms.

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Conclusions

• Most global organisations are struggling with accountability and transparency

• While steps have been taken by IOC and FIFA to improve accountability and transparency, much more is needed
  – Existing mechanisms need to be strengthened and new ones developed

• Look outside of sport for examples of good practice in accountability