

AGGIS

Published principles of Good governance in sport	
International governmental organisations	
Council of Europe	
2004	<i>Resolution I on The Principles of Good Governance in Sport</i>
2005	<i>Recommendation Rec(2005)8 on the principles of good governance in sport</i>
European Union	
2000	<i>Nice Declaration on the specific characteristics of sport and its social function in Europe</i>
2007	<i>White Paper on sport</i>
2011	<i>Communication to the European Parliament : developing the European Dimension of sport</i>
International non governmental organisations	
Transparency International	
2011	<i>Safe Hands: building integrity and transparency at FIFA</i>
2011	<i>ICC Governance review</i>
Play The Game	
2011	<i>Cologne Consensus: towards a global code for governance in sport</i>
One World Trust	
2007	<i>2007 Global Accountability Report : FIFA Accountability Profile</i>
2008	<i>2008 Global Accountability Report : IOC Accountability Profile</i>
Transnational organisations	
Pricewaterhouse Coopers	
2012	<i>An independent governance review of the International Cricket Council</i>

Published principles of Good governance in sport

International governmental organisations

Council of Europe

2004	2005
<i>Resolution I on The Principles of Good Governance in Sport</i>	<i>Recommendation Rec(2005)8 on the principles of good governance in sport</i>
<i>Adopted at the 10th Conference of European Ministers responsible for sport in Budapest</i>	<i>Adopted by the Committee of Ministers</i>
https://wcd.coe.int/ViewDoc.jsp?Ref=CM(2004)213&Language=lanEnglish&Site=CM	https://wcd.coe.int/ViewDoc.jsp?id=850189&Site=CM
Democratic structures based on clear electoral procedures open to the membership;	Democratic structures for non-governmental sports organisations based on clear and regular electoral procedures open to the whole membership;
Professional organisation and management, with an appropriate code of ethics and procedures for dealing with conflicts of interest;	Organisation and management of a professional standard, with an appropriate code of ethics and procedures for dealing with conflicts of interest;
Accountability and transparency in decision making and financial operations;	Accountability and transparency in decision-making and financial operations, including the open publication of yearly financial accounts duly audited;
Fairness in dealing with the membership and solidarity;	Fairness in dealing with membership, including gender equality and solidarity
A basis for setting an equitable partnership between the public authorities and the sports movement.	

European Union

2000	2007	2011
<i>Nice Declaration on the specific characteristics of sport and its social function in Europe</i>	<i>White Paper on sport</i>	<i>Communication to the European Parliament : developing the European Dimension of sport</i>
<i>Adopted by the European Council in Nice</i>	<i>Presented by the European Commission</i>	<i>Adopted by the European Commission</i>
http://ec.europa.eu/sport/documents/doc244_en.pdf	http://ec.europa.eu/sport/documents/wp_on_sport_en.pdf	http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0012:FIN:EN:PDF
Transparency	Transparency	Transparency
Democracy	Democracy	Democracy
Solidarity	Accountability	Accountability

Ethics	Representation of stakeholders	Representation of stakeholders
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International non governmental organisations

Transparency International

2010
<i>Safe Hands: Building integrity and transparency at FIFA</i>
<i>Published by TI and FIFA</i>
http://www.transparency.ch/de/PDF_files/Divers/110816_FIFA_SafeHands.pdf
Putting the past behind
New procedures of good governance and transparency (more detailed reporting, rotation; roles and responsibilities; remuneration, benefits, payments, grants)
The way forward through the application of Anti bribery codes developed in other sectors
Putting anti-corruption policies into practice (Review of the code of ethics; review of the organisational structures: key management personnel, high risk areas, strengthening existing transparency measures, investigations and sanctions; implementation strategy: communication policy and training, monitoring and reporting).

2011
<i>ICC Governance review</i>
<i>Published by TI</i>
http://blog.transparency.org/2012/01/31/defining-the-boundaries-a-blue-print-for-enhancing-cricket-administration/
International
Widen its focus from corruption among players to encompass other forms of corruption that threaten the integrity of the game such as trading of influence and cronyism.
Conduct an independent risk assessment of the corruption risks facing cricket at the national and international levels, and what impacts these risks may have on the integrity and reputation of the game
Commission a review of anti-corruption best practice in other sectors and benchmark itself against other international organisations, both in sport and other spheres.
Based on the above risk assessment and benchmarking, the ICC should introduce best-practice policies and procedures in all areas that are appropriate to mitigate the risks to integrity.
Acknowledge its role in the global governance of cricket and take responsibility for setting out governance standards for member countries and significant matches, competitions or leagues played under the auspices of private promoters.
Create a mechanism that allows individual supporters of the game throughout the world to convey their views and opinions to their respective national boards or Federations, and thence to the ICC, as appropriate, who could take these into account when making significant decisions.
Review its internal procedures for dealing with corruption cases, including the desirability of establishing an independent anti-corruption tribunal, to ensure that it follows international best practice.
Review the arrangement whereby corruption and security have been combined into a single unit within the council. Adequate resources for anti-corruption investigation and enforcement should

be made available. National boards or Federations should also have more resources for investigation and enforcement.
Review its whistleblowing procedures to ensure that they are confidential, provide appropriate protection, are available to all the game's stakeholders, and are widely publicised.
More transparent about the type, quality and response to the anti-corruption training it offers to players and officials.
Greatly increase the information available on its website about its approach to governance and corruption, and the progress it is making. All policies and procedures should be available for review unless there is a legitimate reason for confidentiality.
Introduce greater accountability into its governance structures, and in particular in its board and key committees.
The ICC and national boards should review their anti-corruption training and mentoring procedures to ensure that they are state of the art and aligned with best practice.
Domestic
Require national boards or Federations to have in place codes of conduct, policies and procedures that reflect ICC's own global best practice approach. The ICC should also have capacity building programmes to assist bodies who need support to improve their standards within agreed time-frames.
There should be greater transparency of national boards, and greater accountability to stakeholder groups including amateur and professional players and supporters, for example through greater disclosure of information, including policies and decisions, by national boards.
Member countries should consider creating anti-corruption tribunals at domestic levels to hold individuals and organisations to account, if existing anti-corruption mechanisms are inadequate.
Effective mechanisms to review whether domestic boards are adhering to anti-corruption codes and procedures, and should have strong sanctions, including financial sanctions or suspensions, available to it if member countries' boards or federations are judged to have infringed the rules.
Private organisations
Ensure that there is proper scrutiny, and due diligence undertaken, of private promoters and their associates.
Appropriate measures should be put into place with regard to the ownership structures, financial arrangements and tournament design of high-profile private competitions or leagues to safeguard the integrity and reputation of the game.
Private promoters and associated competitions must be subject to oversight of the relevant national board so that all tournaments fall under the purview of ICC, which can if necessary delegate some supervisory authority to the national board of the host nation.

Play The Game

2011
<i>Cologne Consensus: Towards a global code for governance in sport</i>
<i>Adopted by the participants at the 2011 Play The Game Conference in Cologne</i>
http://www.playthegame.org/fileadmin/documents/Cologne_Consensus.pdf
Governance documents and practices, and democratic procedures
Representation principles, including age, gender, ethnicity, tenure and stakeholder issues
Principles of autonomy and cooperation with governments
Transparency and accountability, both operational and financial
Monitoring, compliance and enforcement, including the feasibility of an independent agency to this end

Development of grass-root sport
Education, sharing of information and best practices
Equity, inclusiveness, non-discrimination and minority protection

One World Trust

General accountability/governance principles applied to sport organisations (FIFA, IOC)

2007
<i>2007 Global Accountability Report FIFA Accountability Profile</i>
http://oneworldtrust.org/publications/doc_view/169-2007-global-accountability-report?tmpl=component&format=raw http://oneworldtrust.org/publications/doc_view/137-2007-gar-accountability-profile-fifa?tmpl=component&format=raw
Transparency
Participation
Evaluation
Complaints and response

2008
<i>2008 Global Accountability Report IOC Accountability Profile</i>
http://oneworldtrust.org/publications/doc_view/225-2008-global-accountability-report-black-and-white?tmpl=component&format=raw http://oneworldtrust.org/publications/doc_view/265-2008-ioc-accountability-profile?tmpl=component&format=raw
Transparency
Participation (internal member control / external stakeholder engagement)
Evaluation
Complaints and response (internal / external)

Transnational organisations

General governance principles applied to sport organisations

Pricewaterhouse Coopers

2012
PWC
<i>An independent governance review of the International Cricket Council</i>
http://static.icc-cricket.yahoo.net/uqc/documents/DOC_6E43A6280C922ABC51A9C6AB55AA58E1_1328155148580_481.pdf
Board
Ethics
Membership, Board structure and Committees
Funding

