



International
Olympic
Committee

QUARTERLY WEBINARS ON GOOD GOVERNANCE

**TRANSPARENCY &
CHECKS AND BALANCES / CONTROL MECHANISMS**

20/03/2024

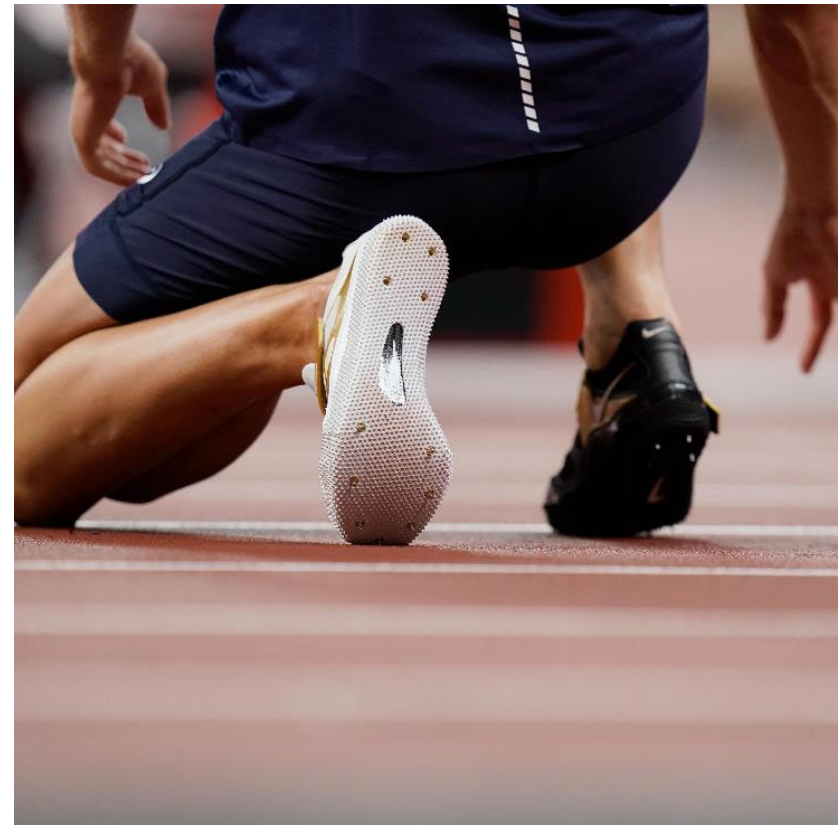
WELCOME!



WEBINAR STRUCTURE



- **Webinar objectives**
- **BUPGG – Main upgrades**
- **IPACS Overview**
- **Understanding Good Governance**
 - Transparency
 - Checks and balances / Control mechanisms
- **Conclusions and takeaways**



AGENDA 2020+5 RECOMMENDATION 14



Strengthen the Olympic Movement through good governance

- Update the “Basic Universal Principles of Good Governance” to the latest standards
- Foster the compliance of all the Olympic and Recognised IFs, NOCs, IOC-Recognised Organisations with the “Basic Universal Principles of Good Governance”

• **Make compliance with the “Basic Universal Principles of Good Governance” conditional for recognition and inclusion in the Olympic Programme and granting of patronage**

- Initiate the self-assessment of the Recognised Federations and Organisations concerning compliance with the “Basic Universal Principles of Good Governance”
- Widen the scope of the auditing of NOCs with regard to compliance with the “Basic Universal Principles of Good Governance”

• **Urge the Olympic IFs and NOCs to be transparent in their budget and accounts concerning the direct and indirect support for athletes, sports development and Olympic Values**

- Strengthen the involvement of Olympic Movement stakeholders in the International Partnership Against Corruption in Sport (IPACS) to increase the effectiveness of anti-corruption measures



OLYMPIC AGENDA 2020+5 15 RECOMMENDATIONS





MAIN UPGRADES



- The addition of an introduction reminding Olympic Charter, paragraph 5 of the Fundamental Principles which refers to the importance of good governance for autonomy of sport
- **Regarding institutional governance, clarification of the principle of accountability (not only financial), voting & election process, transparency**
- **Regarding financial governance, clarification on the various aspects of financial transparency (financial control, internal control & risk management, internal audit system and external auditor)**
- The section on Athletes Rights and Responsibilities is based on the Athletes' Right and Responsibilities Declaration
- The section on Solidarity, social and sustainable development through sport includes the new perspectives of Social and sustainable development according to UN SDGs

IPACS



- IPACS was created in 2017 with mission to develop practical solutions to combat corruption in sport.
- Approach: pragmatic tools, cooperation, inclusiveness.
- Structure: Steering Committee, Annual General Conference, Support Office
- Areas of expertise
 - Procurement of infrastructure and services in major sports events
 - Conflict of interest management and integrity of awarding of major sporting events
 - Good governance and anti-corruption standards
 - Enhancement of cooperation between sport organisations, criminal justice and law enforcement authorities

➔ Official website: www.ipacs.sport



50 RECOMMENDATIONS OF IPACS



A TRANSPARENCY

A1 — The organisation makes public its Statutes, rules and regulations.

A2 — The organisation makes public an explanation of its organisational structure including staff, officials, committee structures and other relevant decision-making groups.

A3 — The organisation makes public its vision, mission, values and strategic objectives.

A4 — The organisation makes public a list of all its member organisations, with appropriate information for each.

A5 — The organisation makes public details of officials on its governing body with biographical information.

A6 — The organisation makes public an annual activity report, including institutional information, and main events reports.

A7 — The organisation makes public annual financial reports following external audit.

A8 — The organisation makes public the allowances and financial benefits of officials on its governing body, commissions and senior executives.

A9 — The organisation makes public the agenda of its General Assembly with relevant documents (before) and minutes (after) with procedure for members to add items to agenda.

A10 — The organisation makes public a summary of reports/decisions taken during meetings of governing body and commissions, as well as all other important decisions of the organisation.

B INTEGRITY

B1 — The organisation recognises the IOC Code of Ethics and/or has its own Code of Ethics with designated responsibility for ensuring implementation.

B2 — The organisation has anti-doping rules which comply with the World Anti-Doping Code and designated responsibility for ensuring implementation.

B3 — The organisation complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions (and/or national regulations where applicable).

B4 — The organisation has confidential reporting mechanisms, including for “whistle-blowers” with a protection scheme for individuals coming forward.

B5 — The organisation provides for appropriate investigation of incidents affecting sports integrity.

B6 — The organisation makes public all decisions regarding breaches of rules or codes including sanctions, as well as pending cases where permitted.

B7 — The organisation has programmes in place regarding safeguarding all persons in, or dealing with the organisation, from harassment and abuse.

B8 — The organisation is compliant with applicable laws regarding data protection and takes measures to ensure IT security.

B9 — The governing body of the organisation has committed to a policy of zero tolerance for unethical behaviour.

B10 — The organisation has adopted an anti-corruption Code of Conduct or policy.

C DEMOCRACY

C1 — The organisation elects the President and a majority of members of the governing body.

C2 — The organisation has rules on campaigning to ensure election candidates can campaign on a balanced footing including opportunity for candidates to present their vision/programmes.

C3 — Election process takes place with secret ballot under a clear procedure/regulation and independent supervision.

C4 — The organisation makes public all open positions for elections and non-staff appointments, including the process for candidates and full details of the roles, job descriptions, required skills and experience, application deadlines and assessment.

C5 — The organisation has established and makes public eligibility rules for candidates for election/appointment together with due diligence assessment.

C6 — The organisation has term limits for elected officials.

C7 — The organisation provides for the representation of all key stakeholders (including “active” athletes as defined in the Olympic Charter) in its committee structures and other relevant decision-making groups.

C8 — The organisation has conflict-of-interest rules identifying actual, potential and perceived conflicts, with exclusion of members with an actual conflict from decision-making.

C9 — The organisation has a programme for promoting gender equality and diversity in and through sports.

C10 — The organisation has programmes designed to ensure that the members function in accordance with all Codes of Ethics recognised by the organisation.

D DEVELOPMENT & SOLIDARITY

D1 — The organisation has a programme in place to determine transparent allocation of resources in declared development objectives.

D2 — Information is published on financial redistribution activity for main stakeholders, including figures.

D3 — The organisation has established a monitoring / audit process for the use of distributed funds for development purposes.

D4 — The organisation respects principles of sustainable development, in particular regard for the environment.

D5 — The organisation has social responsibility and participation programmes targeting disadvantaged areas.

D6 — The organisation has education programmes (see also D7 on integrity) and provides assistance to coaches, judges, referees, athletes and others as appropriate.

D7 — The organisation has put in place integrity awareness/education programmes.

D8 — The organisation has legacy programmes to assist communities in which events are hosted.

D9 — The organisation has anti-discrimination rules.

D10 — The organisation dedicates appropriate resources to inclusive sport, including disciplines for those with a disability.

E CHECKS & BALANCES / CONTROL MECHANISMS

E1 — The organisation has established an ethics committee with independent representation.

E2 — The organisation has an audit committee that is independent from its governing body.

E3 — The organisation has control mechanisms and external financial audit including some anti-corruption specific measures.

E4 — The organisation conducts risk assessment including corruption-related risks.

E5 — The organisation has adopted rules which comply with competition law / anti-trust legislation in eligibility of athletes and sanctioning of events.

E6 — The organisation observes open tenders for major commercial and procurement contracts (other than event bidding).

E7 — Decisions can be challenged through internal appeal mechanisms with final recourse to an appropriate independent body ensuring the right to a fair trial.

E8 — The organisation exercises due diligence and effective risk management in bidding requirements, presentation, assessment and allocation of main events.

E9 — Awarding of main events follows an open and transparent process.

E10 — The organisation has procedures for assessing third parties (protection against external risks), such as clients, service providers, intermediaries, subcontractors, etc.

WHAT IS GOOD GOVERNANCE?



You

what is good governance, in one sentence?



ChatGPT

Good governance is the effective, ethical, and accountable management of a country, organization, or institution to ensure fairness, transparency, and the promotion of the interests of all stakeholders.



You

Hmmm, you can do better than that. Let's try again: in one sentence, what is good governance in sports organizations?



ChatGPT

Good governance in sports organizations involves transparent, accountable, and ethical management practices that prioritize the integrity of the sport, fairness to all participants, and the well-being of athletes.

WHAT IS GOOD GOVERNANCE?



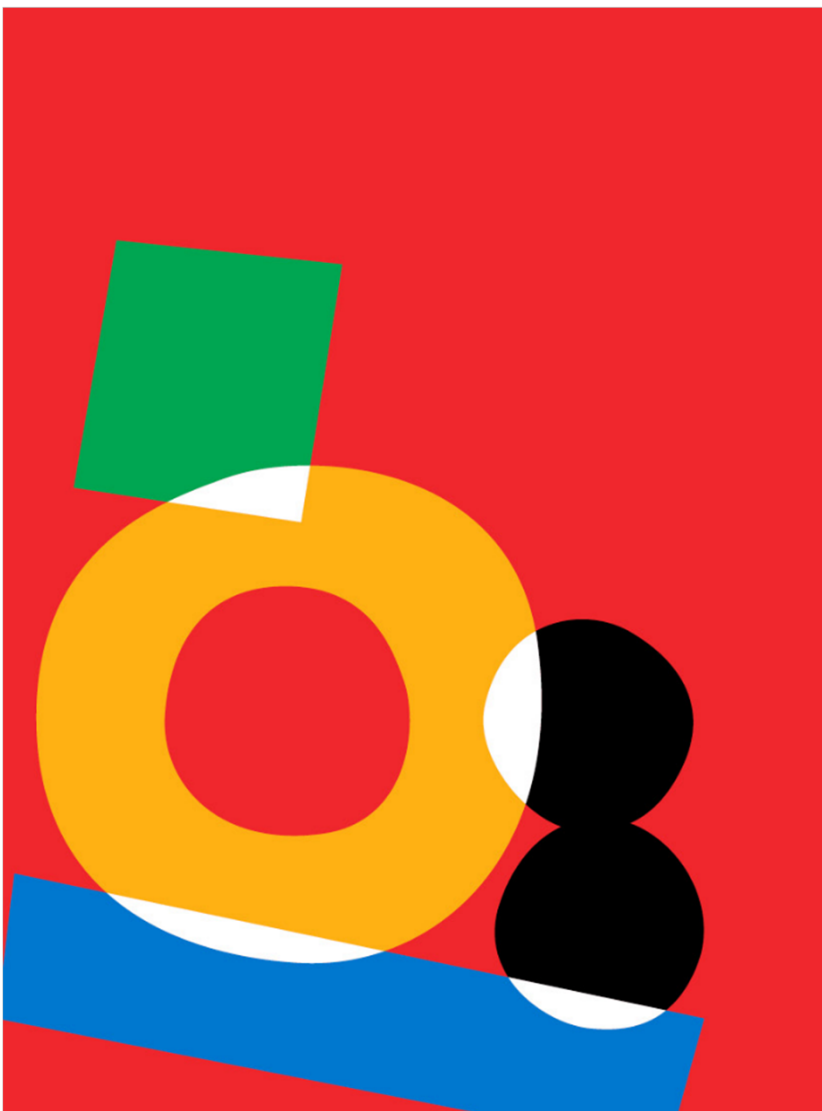
Systemic Approach

Appropriate balance and coherence of policies and regulations

Robust structures to foster transparency

Effective implementation at different levels

Education, monitoring and accountability



TRANSPARENCY



What is Transparency?

Information easily accessible on a website

- Vision, mission, goals and strategy
- Organisational structure
- List of member organisations, elected officials and the management structure
- Rules, regulations and policies (incl. allowances)
- Main activities, events and decisions (annual report)
- Annual audited financial statements
- Awarding procedure for sports events, when applicable

TRANSPARENCY

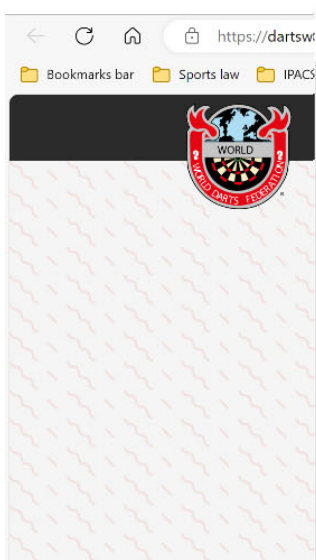


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IPACS

50 Recommendations (Version 01-2023)

The organisation makes public its Statutes, rules and regulations

GOOD PRACTICE EXAMPLES

International Federations

World Archery – [Statutes](#) are available to view online as well as in PDF to download. There is a [marked-up version](#) of the PDF showing amendments.

ICF – [Rules archive](#) includes marked-up versions.

FIVB – [All regulations are provided](#) with a clean and marked-up version.

IBSF – [Rules are published](#) and mark-ups are shown in the Statutes.

World Darts Federation – [Summary of Constitution revisions on final page.](#)

Overall standard among International Federations

All 31 members of ASOIF published their most up-to-date Statutes/Constitution in the 2019-20 review.

This topic was one of 20 covered in the 2018-19 GAISF assessment for non-Olympic sports (compared to 50 topics for Olympic sports) as it was judged to be important and feasible for small organisations to achieve.

Continental Bodies

European Triathlon Union – [Publication of existing and previous version of Articles of Association.](#)

National Olympic Committees

Mexican Olympic Committee (COM) – [Publication of Statutes.](#)

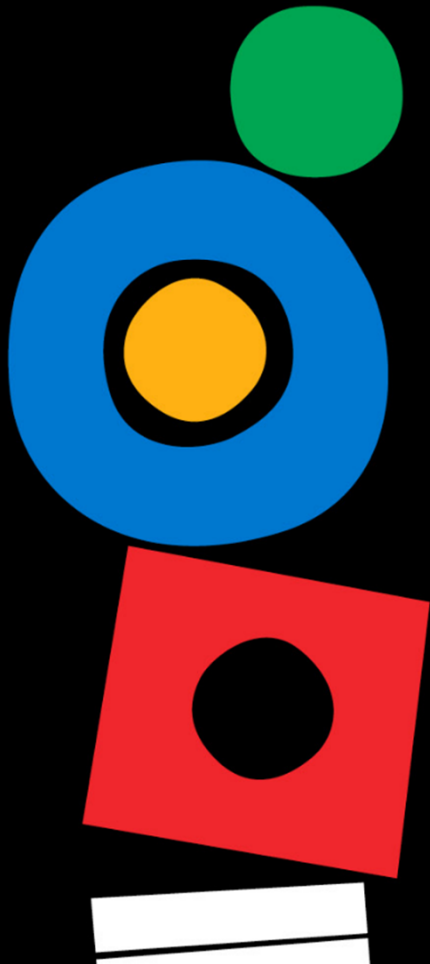
German Olympic Sports Confederation (DOSB) – [Publication of all rules and regulations.](#)

Italian Olympic Committee (CONI) – [Publication of Statutes and legislative decrees.](#)

National Federations

Chilean Tennis Federation (FETECH) – [Publication of Statutes.](#)

More examples available on www.ipacs.sport



CHECKS & BALANCES / CONTROL MECHANISMS



Some key considerations

- Establishment of independent Ethics and Audit Committees (or equivalent)
- A clear set of rules in compliance with domestic and international regulations
- Possibility to challenge decisions through internal appeal mechanisms
- Control mechanisms, external financial audit, regular risk-assessment
- Procedure for assessment of third parties (clients, service providers, etc.)
- Open tenders for major commercial and procurement contracts
- Open and transparent process for awarding of main events

CHECKS & BALANCES / CONTROL MECHANISMS



3. ADMINISTRATIVE AND FINANCE PROCEDURES

3.1 SIGNATORIES FOR BADMINTON ASIA

Bank Signatories

The following will be Bank Signatories for Badminton Asia:

- ▶ Treasurer
- ▶ Secretary General
- ▶ Chair of Finance Standing Committee

For all payments that are less than USD150,000; either two out of three authorised signatories will sign.

The procedures will be as follows:

Relevant personnel to make the requisition upon approval



Submit to Finance Department for checking



Submit to COO for verification



Approval by Secretary General and one of the signatories

For payments that are more than USD150,000; all three authorised signatories must sign upon getting the approval from the President.

Contract Signatories

From time to time, Badminton Asia will be signing various contracts and Memorandum of Understanding (MOU) with various parties. It is expected that the contracts or MoU follow the conditions as set out in the approval process. The following are general policies for the signatories on behalf of Badminton Asia.

Category	Signatories	Remarks
Hosting contracts Badminton Asia major events	President, Secretary General	
Hosting contracts BWF Level 4 and below (delegated to Badminton Asia by BWF)	Secretary General / Events Chairman	
Commercial contracts (total value more than USD10,000)	President, Secretary General	Includes rental of property agency contracts
Commercial contracts (total value less than USD10,000)	Treasurer, Secretary General, Chair of Finance	
Memorandum of Understanding (MOU)	President, Secretary General, COO and Respective of Chair of Committee	
Staff contracts	Secretary General, COO	

QUESTIONS?



SCENARIO



Your organisation will organise its General Assembly next year in Kuala Lumpur, Malaysia. Considering that several services will be needed, such as flights, accommodation, food & beverage, venue, IT services, etc. Contracts for these areas of services will be awarded.

? What aspects should be considered for the award of such contracts?

Please send your answers in the chat



SCENARIO



Your organisation will organise its General Assembly next year in Kuala Lumpur, Malaysia. Considering that several services will be needed, such as flights, accommodation, food & beverage, venue, IT services, etc. Contracts for these areas of services will be awarded.

? The first lot of services to be awarded includes the venue, accommodation and catering, for a total value of USD 2.5M. What are the key considerations for such awarding?

Please send your answers in the chat



THE GOVERNANCE JOURNEY

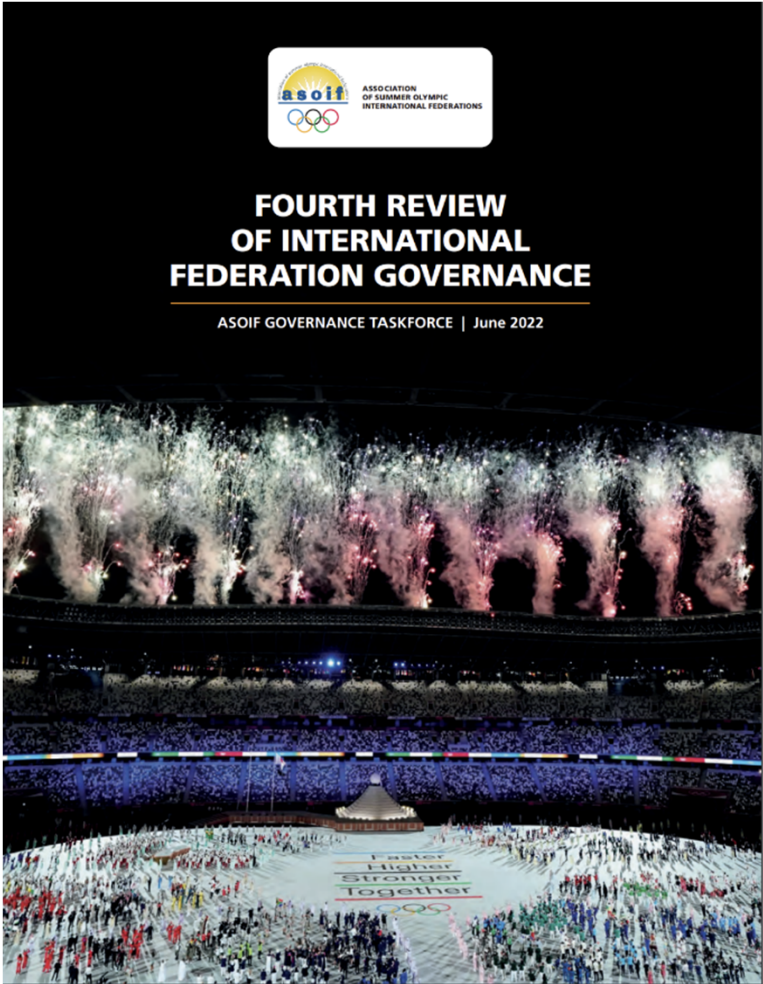


James Carr

Deputy Executive Director



THE ASSOCIATION
OF SUMMER OLYMPIC
INTERNATIONAL FEDERATIONS



KEY TAKEAWAYS



CONCLUSIONS AND TAKEAWAYS



Transparency

Opening of a window to your organisation can increase trust of your partners.

Checks & balances / Control mechanisms

Understanding of the roles' distribution can help take better decisions, reducing the risks of issues in the long-term.

Good governance is
an opportunity to
cement credibility!

You have a role to
play towards your
organisation and
your members.

TOOLS AND SUPPORT



Don't forget your tools



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We're here to help

SEE YOU SOON



Next webinar:
Wednesday, 19 June 2024
Focus on **Integrity**

THANK YOU

