

IPACS Benchmark Guidelines

Updated 1 February 2022

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

Definitions

- Organisational structure – the organisation's internal structure is explained or depicted, showing the relationships between the various bodies/departments, including any employed staff and officials
- Explanations cover the roles, powers and responsibilities of all positions, including the limits of authority

Introduction to this Benchmark and its significance

- The publication of the organisational structure shows how the organisation is composed
- It allows stakeholders to understand the hierarchy of decision-making and how the different parts of the organisation relate to each other

Commentary on the action to be taken

- An organisation chart is often published in an "About the organisation" section of the website
- It is useful to accompany the charts with an explanation of the roles and responsibilities of the various bodies, including the limits of authority and indicating whether any of the bodies are independent
- The charts and accompanying explanation should show the number of people on the board and in other significant structures; one of the important components of effective decision-making is having governing bodies of appropriate size
- This information could be published elsewhere, such as the Statutes or Constitution

Investment requirement – minimal – publication of information which exists within the organisation

Guidance according to stage of organisation

Early stage

- A basic organisational chart is published, with the roles and responsibilities of bodies only set out within the Statutes/Constitution or equivalent

Developing

- A detailed and up-to-date organisational chart is published which has hierarchical levels; supporting notes and details of the roles and responsibilities of the bodies are also available
- Staff functions and departments are identified with the names of at least the management team listed

Advanced

- A detailed and up-to-date organisational chart is published which has hierarchical levels; supporting notes and details of the roles and responsibilities of the bodies are also available, including the limits of authority
- The chart and supporting notes indicate whether any of the bodies are independent
- Staff functions and departments are identified with the names of at least the management team listed
- The structure of the organisation is consistent with efficient decision-making, taking account of factors such as the appropriate size for the board and other key bodies, the frequency of meetings (online or in person), and consultation processes

Good practice examples

International Federations (from 2020)

- FIE: Structure is clearly explained on the [website](#) with dedicated pages for Commissions, Council and Staff
- FIH: A detailed [organisation chart is published](#), including staff structure
- IFSC: The [organisation chart](#) is clear with hierarchical levels. The chart directly links to a dedicated page for each body
- FIL: [Organigrams](#) are published

Overall standard among International Federations:

- All 31 members of ASOIF published an organisational chart

Continental Bodies

- UEFA: Organisation chart published within [annual report](#)
- European Volleyball Confederation: [Organisational chart of the HQ staff](#) published

National Olympic Committees

- Japan Olympic Committee (JOC): [Detailed organisational chart](#)
- Luxembourg Olympic and Sporting Committee: [Organisational structure chart](#)
- Indonesian Olympic Committee: [Organisational structure chart](#)

National Federation

- Royal Moroccan Football Federation (FRMF): [Organisational structure chart](#)

Selected references

- [ASOIF GTF Questionnaire 2019-20](#), Indicator 2.2
- European Commission Expert Group on Good Governance, "[Principles of Good Governance in Sport](#)"
 - *Principle 3.d - Formalisation of role of stakeholders*
 - *Principle 4.a: Clear organisational framework*
 - *Principle 4.b: Identification of decision-making organs*
 - *Principle 4.c: Identification of procedural rules*
 - *Principle 4.d: Role and rights of members and stakeholders*
 - *Principle 4.e(4): Minimum democratic principles for appointment to decision making bodies – Clarity over the role and powers of the President or Chairperson and Board Members*
 - *Principle 5.b: Appointment of technical and/or expert committees*
 - *Principle 6.a(1): Requirements for the board – The governing documents (including committee structures) must be fit for purpose, available at all times to members and other stakeholders*
 - *Principle 6.a(3): Requirements for the board – Decision making powers should be clearly identified along with delegated responsibilities and authorisations granted by the board*
- Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Principle 1 (The organisation publishes its statutes/constitution, internal regulations, sports rules, and organisation chart on its website)
- IOC's "[Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs](#)":
 - *Theme 2.3 "Governing bodies" – Principles 1-4:*
 - *The size of the governing bodies should be adequate and consistent with the size of the sports organisations*
 - *The tasks and responsibilities of the governing bodies should be clearly defined in the applicable regulations and should be adapted and reviewed as necessary*
 - *Governing bodies should be entitled to create standing or ad hoc committees with specific responsibilities, in order to help them in their tasks*

- *The organisation should set out and adopt reliable and appropriate criteria for the election or appointment of members of the governing bodies so as to ensure a high level of competence, quality and good governance*

ASOIF indicator 2.2 - scoring definitions used in 2019-20 assessment

- 0 – No
- 1 – Some basic information about organisation structure published on IF website
- 2 – Organisation structure is published on IF website
- 3 – Organisation structure is published on IF website with some information on how the structure works
- 4 – An organisation chart is published on IF website, structure is clear, with several hierarchical levels