

## **IPACS Benchmark Guidelines**

**Updated 7 November 2021**

### **IPACS Benchmark A3 – The organisation makes public its vision, mission, values and strategic objectives**

#### Definitions

- Vision – an aspirational view of the future, which may be wider than the remit of the organisation itself
- Mission – the way in which the organisation will contribute to the achievement of the vision
- Values – intrinsic behaviours which are intended to be characteristic to the organisation; values should be appropriate to the mission and purpose
- Strategic objectives – high-level goals or aims which can be divided into measurable targets, building towards the achievement of the organisation's mission

#### Introduction to this Benchmark and its significance

- The publication of an organisation's overall vision, mission and values explains to external audiences why the organisation exists and why it is important
- Having a clear mission provides a coherent and predictable framework for the organisation which enables stakeholders to understand why or how decisions are made to serve its purpose
- The strategy or objectives usually explain the organisation's priorities over a period of about 3-5 years with objectives divided by theme and timetable, strengthening the commitment of decision-makers and stakeholders

#### Commentary on the action to be taken

- The information can be published in one or multiple places, such as an "About Us"/"What We Do" section on a website or a dedicated strategy page; there is usually summary information in the Statutes/Constitution
- If there is a full strategy this is usually published as a standalone document; there may also be updates on progress from time to time

Investment requirement – management time; some consultancy support may be helpful; there may be some costs associated with consultation

#### Guidance according to stage of organisation

##### Early stage

- The organisation has developed and published its overall vision, mission and values so that they are readily available on its website

##### Developing

- The organisation has developed and published a current strategy document, outlining the key priorities covering a multi-year period (often 3-5 years)
- The strategy takes account of the organisation's mission, its current position and the environment in which it operates

##### Advanced

- The organisation provides update reports on the strategy (e.g. annually or at a midway point of the current strategy), measuring how the organisation is performing against its objectives/priorities; these are in narrative, numerical or graphical format
- An archive of the organisation's previous strategy documents is also published

## Good practice examples

### International Federations (from 2020):

- ITF: An [organisational strategy](#) is in place, listing the 8 strategic priorities with links to relevant sections of the website. The [ITF Annual Review and annual Global Tennis Report](#) explain how activity links back to the ITF 2024 strategy
- UCI: The UCI's [Agenda 2022](#) includes detailed targets
- ICF: The [2016-2020 strategic plan](#) is clearly laid out and split into objectives, strategies and task plan
- IBU: [Detailed strategic plan](#), including targets
- World Lacrosse: [Detailed strategic plan documents](#) with measurable indicators and targets

### Overall standard among International Federations:

- 27 out of 31 members of ASOIF performed well on this topic 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 work on

### Continental Bodies

- Oceania National Olympic Committee: [Strategic Plan](#)
- Panam Sports: [Outline of vision and mission](#) and a [news story](#) announcing strategic plan

### National Olympic Committees

- French National Olympic and Sport Committee (CNOSF): [Action plan](#) to boost French sport
- Finnish Olympic Committee: [Detailed strategy and financial plan](#)
- New Zealand Olympic Committee (NZOC): [Strategic plan](#)

### National Federation

- British Swimming: [Strategy](#)

### Selected references

- [ASOIF GTF Questionnaire 2019-20](#), indicator 2.3
- [VMOST tool and explanation](#)
- [SIGGS](#): See Roadmap Principle 3, Headline 1: Vision and mission
- [SIGGS](#): See Roadmap Principle 3, Headline 2: Strategy
- European Commission Expert Group on Good Governance, ["Principles of Good Governance in Sport"](#). Principles 1.a (Role, function and objectives) and 1.c (Vision and strategic plan)
- Parliamentary Assembly of the Council of Europe, [Addendum to the report "Working towards a framework for modern sports governance"](#), Criterion 1.1 (Make public vision, mission, values and strategic objectives)
- Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations, Principle 10: The organisation publishes its strategic plan on its website (pp. 11-15)
- IOC's ["Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs"](#):
  - *Theme 1 "Vision, Mission and Strategy" - Principles 1-4*
    1. *The vision and overall goals of the organisations have to be clearly defined and communicated.*
    2. *The mission should include:*
      - a. *Development and promotion of sport through non-profit organisations;*
      - b. *Promotion of the values of sport;*
      - c. *Organisation of competitions;*
      - d. *Ensuring a fair sporting contest at all times;*

- e. *Protection of the members and particularly the athletes;*
  - f. *Solidarity;*
  - g. *Respect for the environment.*
3. *The strategy is to be aligned with the vision and regularly adapted to the environment.*
  4. *The strategy of sporting organisations should be elaborated at the highest level of the organisation.*

ASOIF indicator 2.3 - scoring definitions used in the 2019-20 assessment

- 0 – No
- 1 – Some information published on organisation website
- 2 – Full publication on organisation website
- 3 – Full publication, easy to find on organisation website
- 4 – Full publication, easy to find on organisation website, extra data or info such as strategic plan with indicators/outcomes