

## IPACS Benchmark Guidelines

Updated 25 January 2022, version 6

### IPACS Benchmark C1 – The organisation elects the President and a majority of members of the governing body

#### Definitions

- Governing body – The most significant decision-making body below the General Assembly, usually including some individuals who are elected by voting members of the General Assembly; it may be known as the Executive Board, Board, Council or by another name; when there is both a Board and a larger Council that have different powers, there may be a judgement to make about whether one or both can be regarded as the governing body; any employees who are members of the governing body usually serve in an *ex officio* capacity, meaning that their governing body role ceases when they leave the employed post
- President – the presiding officer in the organisation, who chairs the governing body and represents the organisation in an official capacity; for the most part, it is not an employed role (although it may be remunerated) and may be recruited via election or a defined appointment process; other titles may be used, such as Chair; the President may have an executive, operational role (like a Chief Executive) or act in a non-executive capacity, leading the governing body, which oversees the executive team

#### Introduction to this Benchmark and its significance

- When a sports organisation has a democratic structure with regular elections, people involved in the sport can make a meaningful contribution to decision-making and steer the overall direction of the organisation. The legitimacy of the organisation's leadership is bolstered by open and fair elections
- In many types of sports organisation and in many countries, it is usual for the President and a majority of the governing body to be elected; however, independent, non-executive directors may be appointed to the governing body due to their skills and experience who are not otherwise linked to its activity

#### Commentary on the action to be taken

- The President should be elected by the voting members of the General Assembly (or less often by the governing body) for a defined term of office
- A majority of the other members of the governing body should be elected, including some who are elected by the General Assembly; there may be occasional exceptions where fewer members of the governing body are elected, such as in the case of a sports body where the Statutes specify that several directors are nominated by stakeholders and/or independent directors are appointed through open recruitment, with the final selection ratified by the governing body
- Stakeholder bodies or organisations that are members of the larger body (such as a regional organisation or a specific sporting discipline) may have the right to elect or nominate one or more representatives to the governing body
- The governing body may recruit independent individuals to governing bodies who can contribute particular expertise or insight; a Nomination Committee may lead the recruitment process
- Voting numbers for elections should be published, except where individual voters could be identified
- The President should not have the power to appoint individuals to the governing body
- See also Recommendations B1 (Code of Ethics), D2 (campaigning rules), C3 (voting rules), C4 (non-staff appointments), C5 (eligibility rules), C6 (term limits), C7 (stakeholder representation) and E1 (ethics committee)

Investment requirement – very limited – putting in place appropriate rules

#### Guidance according to stage of organisation

Early stage

- The voting members of the General Assembly (or the governing body) of the organisation elect the President for a defined term of office
- The voting members of the General Assembly of the organisation elect members of the governing body for a defined term of office; in most cases a majority of members will be elected
- Any other members of the governing body are nominated by stakeholders/member organisations or recruited as independent members based on transparent criteria and according to defined rules; in some cases this may include the President/Chair

#### Developing

- A majority of members of the governing body are elected by the General Assembly
- The organisation publishes the voting numbers for elections promptly after the elections have been held
- The General Assembly ratifies the appointment of governing body members who are appointed other than by election
- The General Assembly has the authority to question and revoke appointments other than elections, if needed; disciplinary processes may apply for elected officials

#### Advanced

- The members of the governing body have staggered terms of office so that not all of them leave at the same time
- The organisation has a significant number of voting members, reducing the risk of elections to the governing body being determined by a very small number of votes

## Good practice examples

### International Federations (from 2020)

- World Archery:
  - The Executive Board and some committees are elected – see [Constitution](#) 1.6.3
  - Voting numbers were published in the [2019 Congress minutes](#). An electronic voting system was used, which provides an element of independent scrutiny (paragraph 17)
- UCI: The majority of the Management Committee is elected by the Congress. Voting numbers are published in Minutes - see [2017 minutes](#), points 11 and 12
- World Sailing: The Board is [elected](#) at the General Assembly. An electronic voting system is used. [Voting numbers were published](#) from the elections in 2020
- International Orienteering Federation - [Elections for all members of the Executive Council](#) (Secretary General is an employee)  
Statutes 7.10 covers elections. Voting numbers published as part of 2018 General Assembly minutes

### Overall standard among International Federations:

- 26 out of 31 ASOIF members in the 2019-20 review had published voting numbers for a recent election. There is considerable variety in the size and source of membership of Executive Boards, with several sports having unusual structures linked to the history of the IF in the governance of the sport
- 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

- Oceania Tennis Federation – the Board is elected by the Annual General Meeting – [Constitution](#) 14

### National Olympic Committees

- Chile Olympic Committee – members elect the Board and other committees - [Statutes](#) Article 7
- Singapore Olympic Committee – the Council elects the President and some members of the Executive Committee – [Constitution](#) 4.1 and 4.2
- Algerian Olympic Committee – General Assembly elects President and members of Executive Committee - [Statutes](#) Article 6
- French National Olympic and Sport Committee (CNOSF) – General Assembly elects the President and other members of the governing body – [Statutes](#) Article 7

### National Federations

- Swiss Ski Federation – [election of new president](#)

### Selected references

- [ASOIF GTF Questionnaire 2019-20](#), Indicator 4.1
- [SIGGS](#) Principle 4 (Democracy, Participation and Inclusivity), Indicator 5 - How does your organisation elect Board members within your organisation?; Roadmap Principle 1 [European Commission Expert Group on Good Governance, “Principles of good governance in sport”](#): Principle 4.e(1): Minimum democratic principles for appointment to decision making bodies – A commitment and requirement to hold free, fair and regular elections
- Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#):  
Criterion 2.1: Regular elections of the governing bodies – Election of the President and the majority of members of all executive bodies
- Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Aarhus: Play the Game/Danish Institute for Sports Studies, p.11-15:  
Principle 12: Board members are (re-)appointed according to clear and democratic procedures

- IOC's ["Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs"](#):  
Theme 2.5 "Democratic process", Principle 1: "Democratic processes, such as elections, should be governed by clear, transparent and fair rules."

ASOIF indicator 4.1 – scoring definitions used in the 2019-20 assessment

- 0 – No
- 1 – Some elections but for limited number of roles
- 2 – Elections for president and majority of members of executive bodies
- 3 – Elections for president and majority of roles, voting numbers published
- 4 – Elections for president and majority of roles, voting numbers published, element of external scrutiny (e.g. notary and/or electronic voting system)