

IPACS Benchmark Guidelines

Updated 25 January 2022, version 6

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

Definitions

- Member organisations – The organisations that are members of the larger body; for example, in the case of National Federations, the members may be sports clubs; some organisations may also have a category of membership for individuals
- Code of Ethics – A dedicated document outlining the organisation's ethical standards, rules and procedures, including anti-corruption principles; examples of topics to be covered are standards of behaviour, obligation of loyalty, rules regarding gifts and invitations, conflicts of interests and more; other terms may be used or there may be another document with similar intended effect, such as a Code of Conduct

Introduction to this Benchmark and its significance

- Significant work to enhance governance and ethical conduct is underway in many larger sports organisations; a similar compliance programme is needed within the smaller bodies that comprise the membership, which may have attracted less scrutiny until now
- A Code of Ethics helps people involved with the organisation understand the standard of behaviour expected from them and that they should expect from others; in addition, it allows for a disciplinary process in the event of an alleged breach
- The public, governments and stakeholder bodies rightly have high expectations about ethical conduct within sports organisations; sport is affected by the generalised loss of trust in institutions seen around the world

Commentary on the action to be taken

- The organisation should have rules setting out the obligations of member bodies (or individuals where the membership comprises individuals)
- The organisation should define clearly who is bound by the Code of Ethics and other relevant rules, which should include the presidents of member bodies
- The organisation should offer related support and education regarding ethical principles to build capacity and understanding among members
- The organisation should set out the process for sanctioning members in the event of misconduct (including breach of duties or any rule)
- The organisation should designate responsibility for monitoring of the compliance of members and sanctioning
- In order to be able to demand high standards of its members, the organisation should itself set high standards
- See also Recommendations B1 (Code of Ethics), B5 (integrity investigations), B10 (anti-corruption code), C8 (conflicts of interest), D1 (development strategy) and E1 (ethics committee)

Investment requirement – variable; active monitoring of a significant number of member bodies (e.g. through a programme of audits) may be resource-intensive; it is possible to provide support for a modest cost (e.g. template documents and seminars)

Guidance according to stage of organisation

Early stage

- The organisation has rules setting out the obligations of members
- The organisation's Code of Ethics and/or other relevant rules apply to members
- The organisation has designated responsibility for member relations and compliance with rules

Developing

- The organisation has rules requiring members to report on relevant activity (e.g. conduct of elections, changes to Statutes, use of funds)
- The organisation provides support and education for members regarding ethical principles (e.g. template policies, guidance materials, seminars)
- The organisation provides a compliance self-assessment tool for members

Advanced

- The organisation targets support for members based on their stage of development, need and risk profile
- The organisation's overall strategy identifies supporting members and monitoring compliance as objectives
- The organisation conducts regular assessments of the compliance of members and publishes headline findings
- The organisation makes financial support to members conditional on governance criteria

Good practice examples

International Federations (from 2020)

- FIBA – Requirements for members are set out in [Statutes](#) (article 9) and Code of Conduct in the [Internal Regulations](#)
 - There are dedicated working groups to assist in the case of [non-compliant federations](#)
- IHF – Legal Department monitors national federation statutes and election processes. A case relating to the [suspension of a member federation](#) is published (also see [Congress Minutes](#) 3.1)
- World Rugby – There are several relevant rules:
Compliance with regulations – [Handbook](#) 2
Council membership rights – Bye-law 9.3 and 9.4
Union compliance – Handbook 2.1
A [membership pathway document](#) is also published, which outlines the procedure to obtain membership Bye-Law 6

Overall standard among International Federations:

- 13 out of 31 members of ASOIF demonstrated implementation of a compliance programme for their member organisations in the 2019-20 review

Continental Bodies

European Athletics – [instruction in use of EU project](#) Support Implementation of Good Governance in Sport tool (SIGGS)

National Organisations

- SportVlaanderen – [Code of Good Governance](#) in Flemish Sports Federations
- Sport Australia – [Sports Governance Principles](#) to assist organisations to develop, implement and maintain a robust system of governance:
- Japan Sport Council – [sports governance website](#) with information about funded sports bodies

Selected references

- [ASOIF GTF Questionnaire 2019-20](#), Indicator 3.4
- Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#): Criterion 3.2: Ethical and disciplinary control
- European Commission Expert Group on Good Governance, [“Principles of Good Governance in Sport”](#):
 - Principle 7.b: Need for a separate judicial/disciplinary code
“It is preferable for a separate judicial/disciplinary code to be developed incorporating clear disciplinary rules, sanctions and procedures. Members, stakeholders and all participants should agree to be bound by the code and the sanctions imposed.”
- IOC [Olympic Agenda 2020+5](#), excerpt from Principle 14 – Strengthen the Olympic Movement through good governance – “Governance issues within one organisation affect the entire sports movement in the eyes of civil society which considers the sport organisations as a whole.” IOC’s [“Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs”](#):
 - Principle 4.5 “Internal Control system”, Principle 1: The adoption of a compliance system, document retention system and information security system should be encouraged.

ASOIF indicator 3.4 – scoring definitions used in the 2019-20 assessment

- 0 – No
- 1 – Some activity to ensure that IF member associations follow recognised ethical codes and principles
- 2 – Rules and a programme in place to require member associations to comply with recognised ethical codes and principles
- 3 – Rules and a programme in place to require member associations to comply, evidence of implementation

- 4 – State of the art process in place to require member associations to comply, evidence of implementation, outcomes published