

IPACS Benchmark Guidelines

Updated 10 May 2022, version 2

IPACS Benchmark D2 – Information is published on financial redistribution activity for main stakeholders, including figures

Definitions

- Financial redistribution activity / use of distributed funds for development – allocation of a proportion of the organisation's financial resources to funding provided to members and/or other stakeholders who play a role in helping the organisation achieve its mission (often known as "solidarity" within the Olympic Movement); in some cases, the organisation may pay directly for goods and services for stakeholders rather than awarding grants; for many organisations, investment in development activity may be limited to staff time and expertise rather than funding

Introduction to this Benchmark and its significance

- Demonstrating that resources invested in development are allocated in an appropriate way according to transparent criteria helps build trust in the organisation among stakeholders and underscores its commitment to ethical and legal principles; trust is also enhanced by publishing actual outcomes compared to planned outcomes
- One of the important differences between a not-for-profit sports organisation and private event organisers is that not-for-profit sports organisations as part of their core function invest (funds and/or human resources) in developing the sport, particularly funds they generate through their activity; by engaging in development work, and by making publicly available information on redistributed funds for such work, sports organisations can demonstrate to external stakeholders the role they play in and the importance they attribute to achieving wider societal objectives, such as increasing physical activity, building social cohesion and educational benefits

Commentary on the action to be taken

- The organisation should publish its budget for development work
- The organisation should publish figures for the actual investment in development work, divided into appropriate categories (by continent/region/country, sporting discipline, gender etc.), with historic comparisons (by year or four-year cycle etc.)
- In addition to financial figures, the organisation should publish information on outputs and the impact of development work, comparing it with targets
- Information on development work should be incorporated when the organisation provides an update on progress towards strategic targets
- Recipient organisations should also publish details of the development funds they have received
- See also Recommendations D1 (development strategy), D3 (development monitoring) and D6 (education programmes)

Investment requirement – limited – publication of existing information; as mentioned in the definition, development activity may take the form of any combination of financial redistribution to members/stakeholders, paying directly for goods and services, and the provision of staff time and expertise

Guidance according to stage of organisation

Early stage

- The organisation budgets for appropriate funds and/or staff time to be allocated to development work
- The organisation publishes figures for the actual investment in development work, divided into appropriate categories

Developing

- The organisation provides historic comparisons for investment in development work

- The organisation publishes information on outputs of development work (e.g. number of clubs/athletes/supporter organisations assisted)
- When reporting on delivery of strategic plan targets, the organisation incorporates figures from development work

Advanced

- The organisation publishes information on the impact/outcomes of development work (e.g. increase in number of active members)
- The organisation develops and publishes indicators to assess development activity with a view to continuously improving the efficiency and effectiveness of this work

Good practice examples

International Sports Organisations (from 2020)

- ITU: [Contracts with Continental Confederations](#) for development funding are published, which include allocated budgets for programmes
- FIFA: The [Annual Report](#) outlines all of FIFA's investments, including total figures by country - see section '2023 Budget', pages 180-183 and FIFA Forward funds overview to members associations, pages 250-259
- [FIFA Forward Programme impact map](#) – global overview of allocated funds and a breakdown of usage:
- FIE: The [audited accounts](#) show in development investment and subsidies - see page 3
- FIA: Information can be found in [Annual Reports](#)
- Tennis Europe: Information on [development activity](#), including financial figures and beneficiaries

Overall standard among International Federations:

- 16 out of 31 members of ASOIF had a formal redistribution programme for stakeholders and published financial figures

National Olympic Committees

- Norwegian Sports Confederation: Information on [development activity](#) with detailed breakdown of investments
- Chilean Olympic Committee (COCH): Detailed [audited accounts](#) listing expenditure on development activities
- [Estonian Sports Portal](#): Details of funding for sport from different sources
- Italian National Olympic Committee (CONI): [full list of funding decisions](#)

National Federations

- Spanish Tennis Federation (RFET): [Detailed breakdown of expenditure](#), including development work

Selected references

- [ASOIF GTF Questionnaire 2019-20, Indicator 5.2](#)
- European Commission Expert Group on Good Governance, [“Principles of Good Governance in Sport”](#): Principle 10.e: Distribution of funds
- Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#):
Criterion 4.1: Distribution of resources
Criterion 4.2: Allocation of resources in declared non-profit objectives.
- 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 11: The organisation publishes details on allocated funds on its website.
- IOC's [“Consolidated Minimum requirements for Implementation of the Basic Principles of Good Governance for NOCs”](#):
Theme 5.1 “Distribution of resources”, Principles 1-4:
 - As a principle, financial resources which are proceeds of sport should be allocated to sport and in particular to its development after covering all necessary sports-related costs.
 - Financial revenues should be distributed in a fair and efficient manner.
 - A fair distribution of the financial revenues contributes to having balanced and attractive competitions.
 - A clear and transparent policy for the allocation of the financial revenues is essential.

- Document EPAS(2018)47rev3 - “Optimising the processes of compliance with good governance principles to mitigate the risk of corruption”: Paragraph 2: Financial Transparency

ASOIF indicator 5.2 – scoring definitions used in the 2019-20 assessment

- 0 – No
- 1 - Some redistribution among main stakeholders
- 2 - Formal redistribution policy or programme for main stakeholders, which may involve providing services directly
- 3 - Formal redistribution policy or programme for main stakeholders, which may involve providing services directly, with financial figures published
- 4 - State of the art redistribution programme for stakeholders, declared criteria and financial figures published