

IPACS Benchmark Guidelines

Updated 25 April 2022, version 2

IPACS Benchmark D1 – The organisation has a programme in place to determine transparent allocation of resources in declared development objectives

Definitions

- Development objectives – objectives that may cover a range of desired outcomes, such as increasing the number of participants in the organisation's sport(s), increasing the number and quality of competitions taking place and increasing the number of people qualifying to become coaches or competition officials (referees or others)

Introduction to this benchmark and its significance

- Most sports organisations are not-for-profit entities, often with a membership structure, so it is important that they use resources responsibly to further their overall mission
- 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
- 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, sports organisations can demonstrate to external stakeholders the role they play in achieving wider societal objectives, such as increasing physical activity, health and well-being, building social cohesion and educational benefits

Commentary on the action to be taken

- The organisation should budget for an appropriate amount of funding and/or staff time for development work
- Members and/or other stakeholders should be consulted in the production of a policy or strategy for allocating development resources, which is aligned with the overall strategy
- The organisation should establish and implement a procedure for allocating development resources, with transparent criteria
- The organisation should provide targeted assistance to ensure applications are received from regions/disciplines that may need support
- Information on the process should be published
- Feedback and potentially an appeal process should be available for unsuccessful applicants
- In a not-for-profit organisation, it is acknowledged that a significant proportion of overall activity can be classed as "development" and that pragmatic decisions may need to be made about allocating work in one programme or another
- See also Recommendations D2 (development investment), D3 (development monitoring) and D6 (education programmes)

Investment requirement – limited costs for putting in place a policy or strategy – regardless of the overall level of development investment, which may be limited only to staff time in some cases, organisations can create an appropriate strategy for it

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 has a defined procedure for the allocation of development resources, such as an application process for members with a defined timetable and transparent set of criteria
- The organisation assesses applications according to the agreed criteria

Developing

- The organisation has a development policy/strategy which sets out the planned allocation of resources by programme or activity strand
- The organisation consults members and/or other stakeholders on development priorities
- The organisation explains the process for assessing and prioritising applications for support
- The organisation publishes all relevant documentation, such as application forms
- The organisation makes a coherent link between development activity and overall strategic objectives
- The organisation provides feedback on unsuccessful applications for development support, where applicable

Advanced

- The organisation provides support to members or other stakeholders that may need assistance to submit applications
- The organisation has an appeal process for unsuccessful funding applications

Good practice examples

International Sports Organisations (from 2020)

- FIFA: [FIFA Forward](#) is built to provide 360-degree, tailor-made support for football development in each member association and the six confederations and is based on three principles; more investment, more impact and more oversight
- BWF: Development and Sport for All is a key result area in the BWF Strategic Plan and Implementation Plan
 - [Development activities](#) are described on a designated section of the website
 - The [annual report](#) includes a report from the Development Committee (see section 4 - Global Badminton Development) with summary statistics on programmes
- World Taekwondo: [Development guidelines](#) are published with eligibility criteria for each programme and several application forms
- ITTF: [Development work](#) is explained on the website, including a [database](#) of all activities
- ISU: Detailed information on [development activities](#)
- European Triathlon: Detailed information about [development activity](#)
- Panam Sports: Information about [Olympic Solidarity programmes](#)

Overall standard among International Federations:

- 24 out of 31 members of ASOIF published had a defined, transparent process for allocating resources in development objectives and published information

National Olympic Committees

- Jamaica Olympic Association: Information on [funding for member associations](#)
- Qatar Olympic Committee: Information about various [development projects](#)
- Papua New Guinea Olympic Committee: [Resource allocation policy](#)

National Federations

- Irish Rugby Football Union: Information about [funding available for clubs](#)

Selected references

- [ASOIF GTF Questionnaire 2019-20, Indicator 5.1](#)
- 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.
- 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.
- UNODC-IOC-INTERPOL Policy Paper: [“Ensuring that integrity is at the core of sport’s response to the pandemic”](#)
- UN – [Recovering Better: Sport for Development and Peace](#)

ASOIF indicator 5.1 – scoring definitions used in the 2019-20 assessment

- 0 – No

- 1 - Some information about allocation of resources in development objectives
- 2 - Defined, transparent process to determine allocation of resources in development objectives
- 3 - Defined, transparent process for allocating resources in development objectives, all info published
- 4 - State of the art process for allocating resources in development objectives, all info published