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ELECTRONIC HANDBOOK

PART 1: GENERAL PRESENTATION

1. BIG4SPORTS: INTRODUCTION & CONTEXT

Sport is a fast-growing and dynamic industry accounting for 1.76% of EU Gross Value Added and representing 2.12% of total employment in the EU. Acknowledging this potential, the EU has identified the **economic dimension of sport** as one of the priority areas for the Member States and the European Commission during the period covered by the EU Work Plan for Sport (2014-2017). One of the topics to put the focus on is the **financing of sport and sporting bodies**. Quoting the EC, *‘Sporting organisations, especially at grassroots level, find themselves in a complex and changeable financial situation. While some sport organisations are economically self-sufficient, for most of them **public support remains essential**’*. In fact, governments are increasingly making the adherence to good governance practices a condition for autonomy and financial support.

In addition to public funding, **sponsorship from private companies** is also a critical financing mechanism for sporting bodies. Accounting for 28.8% of the total sports market, **sponsorship will be a key engine for growth** in total revenues, with an average growth rate globally of 5.3%¹. Indeed, **sponsorships** and media rights emerge as the main engines of growth, putting the traditional dominance of gate revenues under pressure. According to the European Sponsorship Association (ESA), close to 90% of sponsorship contracts in the EU are presently (referred to 2011) allocated to sport. On the other side, it is important to underline that sponsorship is not only a matter of superprofessionalised and top-level sports. The estimate used in the *‘Study on the funding of grassroots sports in the EU’*² is a share of 15% of total revenue from sponsorship to **grassroots sports** in the EU, i.e. € 1.6 bn annually.

Even though today's sport clubs are primarily evaluated and perceived through their balance sheets and financial stability and strength, **Good Governance (GG) generally implies a much wider spectre of standards** such as internal functioning, institutional communication, communication with their respective national and local public bodies, respect of competing clubs in their fields, management with focus on development (vision, mission, goals, in. ex. 4-year cycle planning and controlling the executive management if it is in line with the club fundamentals). However, the mentioned areas are far too wide in scope to be included in a project that has research and empirical elements foreseen to thoroughly deal with probably the most important aspect for the

¹ [Changing the Game. Outlook for the global sports market to 2015](#)

² [Study on the funding of grassroots sports in the EU](#)

positioning of a sport club on modern market: the capacity of a sport club to attract and procure external co-financing – either from the public or private sector.

Wherever the source of funding comes from, **Good Governance (GG)** in sporting bodies appears as a crucial condition to be fulfilled in order to manage external funding. Just to mention one example, Sport England clearly states in its funding criteria³ that *‘Before we can begin to assess the quality of your project and what it will achieve we need to check that your organisation is both eligible to hold a grant and can demonstrate appropriate levels of governance to effectively manage public funds’*. In a similar line, sports industry will only commit in sponsorship agreements with those organisations that can prove solid levels of **governance, responsibility and accountability**. No business will support federations, clubs or athletes involved in corruption, doping or match-fixing scandals, to mention only some of the threats to sport integrity.

It is clear that adopting standards and new and innovative mechanisms of GG will have a **direct and positive effect in the overall image** of the sport organisations and likely increase the sponsorship revenues and attractiveness of the sport.

To this effect, the project has considered the various sources of standards and guidelines, enounced in annex 1 and, in particular, closely considered the recent revised universal standards proposed by the Sport Integrity Global Alliance (SIGA), independent, neutral and multi-stakeholder coalition.

To work towards this direction and spirit, BIG4SPORTS aims at connecting **funding sources (public and private)** with **sports organisations** to jointly develop **new and innovative collaboration schemes in GG for sport**.

2. BIG4SPORTS: CHALLENGES/ OBJECTIVES

To this end, the **GENERAL Project Objective** is:

- ✓ to **strengthen GG capacities** of **sport organisations** fruit of their **collaboration with public and private sponsors**, achieving long-lasting cooperation between them.

In terms of **SPECIFIC Objectives**, BIG4SPORTS seeks to:

1. Jointly develop an **innovative collaborative scheme** to **effectively enforce GG principles** in sport organisations, built from the excellence of public and private (corporate) GG standards.
2. **Implement and evaluate** this scheme in order to deliver a **solid and tested** methodology transferrable to the EU sporting community.

³ <https://www.sportengland.org/media/3404/good-governance-guidance.pdf>

PART 2: SCOPE-DELIMITATION

3. QUESTIONNAIRES

In order to identify the criteria of good governance taken into consideration by sports organizations and public and private sponsors, two (2) types of questionnaires were designed.

The aim of these questionnaires was twofold:

- I. to identify the criteria of good governance established by the sport organizations;
- II. to identify the criteria of Good Governance taken in account by the public sponsors for allocating funds to the sport organizations.

Also, the methodology used to complete these questionnaires was as follows:

As a first step, and as a result of scientific research, various criteria of good governance were identified.

These criteria were classified into three main (3) categories:

- **ORGANIZATION OF THE GOVERNANCE**
- **FUNCTIONING OF YOUR GOVERNANCE**
- **POLICIES RELATING TO THE PROTECTION OF THE SPORT INTEGRITY**

ORGANIZATION OF THE GOVERNANCE	FUNCTIONING OF YOUR GOVERNANCE	POLICIES RELATING TO THE PROTECTION OF THE SPORT INTEGRITY
Public accessibility of by-laws	Promotion of diversity and inclusion	An action plan to fight against doping
Easy accessibility of by-laws	Code of Ethics	An action plan to fight against corruption
Publication of a detailed and readable organization chart	Ethics Commission or Integrity Unit	An action plan to fight match-fixing, in particular when associated to illegal betting

ORGANIZATION OF THE GOVERNANCE	FUNCTIONING OF YOUR GOVERNANCE	POLICIES RELATING TO THE PROTECTION OF SPORT INTEGRITY
Easy identification of the functions of each of the management bodies composing the governance	Internal monitoring & control procedures	An action plan to fight against intolerance and discrimination
Easy identification of the powers of individuals composing the management bodies	Anti-corruption regulations (rules for dealing with gifts, benefits and invitations)	An action plan to fight against abuses or “trafficking” which athletes are victims
Clear procedures for election of board members	Clear application process for hiring employees	An action plan to ensure the integrity of sport events (e.g.: application process and the selection of sporting event organisers, the selection of the sponsors, the rights to broadcast...)
Term limits (mandates)	Disciplinary procedures proportional to the risk	An action plan to control allocation funds attributed to the development of sport
The involvement of your relevant stakeholders into the governance	Right of appeal	
Rules and/or promotion of gender equality	Whistleblowing procedure	
Rules on conflicts of interest (board members’ written declarations)	Publication of free accessible annual report(s) - annual report and financial report (including: number of employees, number of volunteers...)	
Public information on partners (information easily identified on your website, display of your partners at event...)	Providing information on network of partners (number of partners, quality of partners, size, line of business)	
	Annual event calendar made publicly accessible	
	Communication crisis’ management (impact of reputational risks)	
	Personal data treatment procedures	

In a second step, three (3) questionnaires were created according to the stakeholders:

- **SPORTS ORGANIZATIONS**
- **PUBLIC SPONSORS &**
- **PRIVATE SPONSORS**

The content of the questionnaires was almost identical (see appendix) but the aim of the questions was different. For each of the criteria identified, the sport organizations had to specify, by "yes" or "no", if they have established the following good governance criteria. In the same way, the private and public sponsors had to specify, by "yes" or "no", if their organization takes into consideration the following good governance criteria when allocating funds to sport organizations.

In a third and final step, after receipt of **226 replies** (**138** from sport organizations, **38** from public sponsors and **50** from private sponsors) the results of the questionnaires were analyzed and various observations have been made.

1st OBSERVATION: a diversity of countries, from different cultural and linguistic backgrounds, have been covered.

FOR SPORT ORGANISATIONS

Austria	Catalonia	Croatian	Denmark
France	Greece	Germany	Italy
Portugal	Spain	UK	

FOR PRIVATE SPONSORS

Catalonia	Croatia	Denmark	France
Greece	Germany	North Macedonia	Portugal
Slovenia	Spain	UK	

FOR PUBLIC SPONSORS

Catalonia	Croatia	Denmark	France
Greece	Germany	Portugal	Spain

2nd OBSERVATION: The replies received covered a (i) broad number of different sports, offered by sport organizations of (ii) a variety of sizes:

Aerobics	Aikido	Athletics	Baby-foot	Badminton	Ballet	Basketball
Beach VB	Bowling	Chess	Climbing	Curling	Dance	Darts
Disabled sports	Fencing	Fist ball	Fitness	Floorball	Football	Gymnastic
Handball	Hiking	Hockey grass	Hockey on roller blades	Judo	Ju-jitsu	Karate-Do
Latin Dance	Nordic's walk	Oriental dance	Pilates	Qi Gong	Riding	Rugby
Sailing	Skating on wheels	Ski	Soccer	Swimming	Table tennis	Taekwondo
Target Shooting	Tennis	Triathlon	Valley ball	Water polo	Weightlifting	(...)

REPLIES RECEIVED (136⁴) VS NUMBER OF ATHLETES REGISTERED				
0 – 4999	5000 – 9999	10 000 – 14 999	15 000 – 19 999	More than 20 000
71	25	6	2	15

3rd OBSERVATION: Different sectors of economic activity have also been covered through public and private sponsors:

REPLIES RECEIVED FROM 50 PRIVATE SPONSORS		
Pharmaceutical companies	Private Company	Club
Software	Recreational fishing sport sector	Construction
Finance and accounting	Counselling and Coaching	insurance
urban transport	Bank	Distribution
chemical industry	large retail	Medical group
Travel agency	Trade of Healthy Food	Training Club
Supplier of vitamins		

⁴ No reply from 17 sport organisations.

REPLIES RECEIVED FROM 38 PUBLIC SPONSORS	
City Council	Corporation
Federation	Municipal company
Public service	Territorial collectivity
Sport	

4TH OBSERVATION: The analysis of the replies received allowed:

- **IDENTIFICATION** of the *Good Governance* criteria considered by private and public sponsors as:
 - **More important:** 70 – 100 %
 - **Important:** 40 – 69 %
 - **Less important:** 0 – 39 %
- **when they wish or intend to allocate funds to a sports organization**
- **IDENTIFICATION of** the *Good Governance* criteria established by sport organization according to their replies by "yes" or "no"

ORGANIZATION OF THE GOVERNANCE			
CRITERIA OF GOOD GOVERNANCE	PRIVATE SPONSORS	PUBLIC SPONSORS	SPORT ORGANISATIONS
Public accessibility of by-laws	84%	95,13%	87%
Easy accessibility of by-laws	83%	95,13%	94,28%
Publication of a detailed and readable organization chart	80%	91,23%	84,22%
Easy identification of the functions of each of the management bodies composing the governance	84%	93,71%	83,19%
Easy identification of the powers of individuals composing the management bodies	82%	70,51%	77,31%
Clear procedures for election of board members	64%	87,40%	80%
Term limits (mandates)	57%	47,90%	64,97%
The involvement of your relevant stakeholders into the governance	66%	73,97%	77,89%
Rules and/or promotion of gender equality	74%	82,06%	62,88%
Rules on conflicts of interest (board members' written declarations)	74%	66,76%	40,82%
Public information on partners (information easily identified on your website, display of your partners at event...)	92%	87,66%	86,27%

FUNCTIONING OF YOUR GOVERNANCE			
CRITERIA OF GOOD GOVERNANCE	PRIVATE SPONSORS	PUBLIC SPONSORS	SPORT ORGANISATIONS
Promotion of diversity and inclusion	81%	92,99%	84,00%
Code of Ethics	92%	79,36%	73,01%
Ethics Commission or Integrity Unit	54%	50,57%	42,97%
Internal monitoring & control procedures	80%	69,21%	90,43%
Anti-corruption regulations (rules for dealing with gifts, benefits and invitations)	82%	73,90%	62,33%
Clear application process for hiring employees	62%	74,60%	80,02%
Disciplinary procedures proportional to the risk	52%	69,21%	69,37%
Right of appeal	79%	74,80%	85,43%
Whistleblowing procedure	44%	64,80%	60,79%
Publication of free accessible annual report(s) - annual report and financial report (including: number of employees, number of volunteers...)	89%	93,71%	83,20%
Providing information on network of partners	84%	58,01%	55,28%

(number of partners, quality of partners, size, line of business)			
Annual event calendar made publicly accessible	74%	78,86%	81,66%
Communication crisis' management (impact of reputational risks)	68%	41,64%	34,28%
Personal data treatment procedures	88%	84,80%	88,82%

POLICIES RELATING TO THE PROTECTION OF SPORT INTEGRITY			
CRITERIA OF GOOD GOVERNANCE	PRIVATE SPONSORS	PUBLIC SPONSORS	SPORT ORGANISATIONS
An action* plan to fight against doping	70%	73,19%	59,24%
An action plan to fight against corruption	75%	64,27%	46,53%
An action plan to fight match-fixing, in particular when associated to illegal betting	67%	56,64%	47,20%
An action plan to fight against intolerance and discrimination	65%	66,97%	53,28%
An action plan to fight against abuses or "trafficking" which athletes are victims	58%	50,20%	49,04%
An action plan to ensure the integrity of sport events (e.g.: application process and the selection of sporting event organisers, the selection of the sponsors, the rights to broadcast...)	78%	54,96%	68,98%

An action plan to control allocation funds attributed to the development of sport	67%	78,53%	77,05%
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5th OBSERVATION: According to this analysis, we can identify the most important Good Governance criteria that sport Organizations should take into consideration if they would like to obtain funds from sponsors.

C. PROVISIONAL SET OF GOOD GOVERNANCE STANDARDS

PART 1 : ORGANIZATION OF THE GOVERNANCE

CRITERIA OF GOOD GOVERNANCE	BRONZE	SILVER	GOLD
Public accessibility of by-laws	<ul style="list-style-type: none"> • Ensure accessibility online and free. • Make clear and transparent the governance model of the organisation and delineate governance standards. Including, for example, making constitutions, statutes, meeting agendas of General Assembly, Board and Committee meetings, policies, processes, rules and regulations available for public review on the organisation's website. 	<ul style="list-style-type: none"> • Ensure a regular updating. • Annexed to the annual balance report. 	<ul style="list-style-type: none"> • Allow a free Download & print version available online. • Make clear and transparent the procedure to modify or amend the regulations. • Stream the meeting of the General Assembly online.
Easy accessibility of by-laws	<ul style="list-style-type: none"> • Ensure accessibility online on the first page of the website. 	<ul style="list-style-type: none"> • Ensure accessibility without the need of formal demand. 	<ul style="list-style-type: none"> • Create a tab dedicate to the by-laws. • Apply the principle that all information should be made publicly available, unless

			personal privacy rights or other appropriate concerns justify not disclosing it, as opposed to the other way around.
Publication of a detailed and readable organization chart	<ul style="list-style-type: none"> • Ensure accessibility online. • Displayed in (Stadium) Club-Magazin. 	<ul style="list-style-type: none"> • Ensure a display online with names and titles. • Ensure a display online for management and second management level. 	<ul style="list-style-type: none"> • Publish a description of: <ul style="list-style-type: none"> - responsibilities - which areas are managed by volunteers? - which areas are managed by employees? - who is elected? - who is determined by which body?
Easy identification of the functions of each of the management bodies composing the governance	<ul style="list-style-type: none"> • Ensure accessibility online. 	<ul style="list-style-type: none"> • Publish a clear overview body by body. 	<ul style="list-style-type: none"> • Publish a clear overview of body's power with links between them.
Easy identification of the powers of individuals composing the management bodies	<ul style="list-style-type: none"> • Ensure accessibility online. • Displayed in (Stadium) Club-Magazin. 	<ul style="list-style-type: none"> • Publish description of each member and function. 	<ul style="list-style-type: none"> • Publish clear description of powers function by function.
Clear procedures for election of board members	<ul style="list-style-type: none"> • Ensure fair and free elections, for instance by creating <ul style="list-style-type: none"> a) a fair allocation of votes among members, 	<ul style="list-style-type: none"> • Publish a clear description in the statutes of the Club. • Publish eligibility rules for candidate for election. 	<ul style="list-style-type: none"> • Allow candidates for elections a possibility to present in an open forum their vision/programs while ensuring equal treatment for all candidates.

	<p>b) equal opportunities for members to voice opinion and stand for election and</p> <p>c) an independent election committee to ensure that election rules are followed.</p> <ul style="list-style-type: none"> • Make public all open positions for elections and appointments including the process for candidates and full details of the roles, job descriptions, application deadlines and assessment. • Previous as a part of the by-laws. 	<ul style="list-style-type: none"> • Conduct independent due diligence / integrity checks on all candidates for office, whether applying to join the Board, Committees, disciplinary functions or to perform an executive function in the organisation. 	
<p>Term limits (mandates)</p>	<ul style="list-style-type: none"> • Publish clear descriptions in the statutes of the Club. • Publish clear description in the rules of procedure of the sections of the Club. • Ensure a display online with description of procedure. 	<ul style="list-style-type: none"> • Establish a reasonable duration of the mandate. 	<ul style="list-style-type: none"> • Establish a limitation of renewal of mandates.
<p>The involvement of your relevant stakeholders into the governance</p>	<ul style="list-style-type: none"> • Assess expectations and concerns of key relevant stakeholders through auscultation mechanisms. 	<ul style="list-style-type: none"> • Description of stakeholder's involvement into the governance. 	<ul style="list-style-type: none"> • Include the relevant stakeholder groups in decision-making structures.

	<ul style="list-style-type: none"> • Offer relevant stakeholder groups a voice in decision-making processes. 	<ul style="list-style-type: none"> • Establish and maintain a dialogue with relevant stakeholder groups for instance by organising regular stakeholders workshops and inviting relevant stakeholders to annual meetings/ general assemblies. • Ensure pertinent information provision / dissemination to all relevant parties to accompany all stakeholder meetings: <ul style="list-style-type: none"> - Official meetings for sponsors and supporters - Members meetings and General assembly 	
<p>Rules and/or promotion of gender equality</p>	<ul style="list-style-type: none"> • The public dissemination of gender equality policies, advocacy and promotion online. 	<ul style="list-style-type: none"> • Implementation of real actions relating to promotion of gender equality. 	<ul style="list-style-type: none"> • Establish a monitoring and a compliance on actions set up. • Publish information about CSR actions for gender equality.
<p>Rules on conflicts of interest (board members' written declarations)</p>	<ul style="list-style-type: none"> • Establish a comprehensive conflict of interest policy to prevent and handle cases of personal and professional conflict of interest for board members and staff • Devise a gift and hospitality policy, outlining monetary levels of acceptable gifts and hospitality to be given and 	<ul style="list-style-type: none"> • Formulate rules for handling institutional conflicts of interest among board members. Specifically pertinent to those involved in the process of making decisions about distribution of funding to member organisations, including granting of loans to and 	<ul style="list-style-type: none"> • Devise rules on the extent to which board president/ char, board members and executive staff are allowed to assume board roles in other sport organisations, including requirements for people to potentially relinquish other board positions upon assuming their role in the organisation.

	<p>received in an organisational capacity along with requirements about internal reporting on giving and receiving such items.</p> <ul style="list-style-type: none"> • Put in place a travel policy for board members and staff. 	<p>between member organisations.</p> <ul style="list-style-type: none"> • Create rules on the extent to which board members are allowed to carry out paid consultancy work for the organisation during their time in office, including how conflicts of interests are to be handled in the decision-making process that establishes the terms of reference. 	<ul style="list-style-type: none"> • Establish rules for appointing board member to represent the organisation in boards of other organisations.
<p>Public information on partners (information easily identified on your website, display of your partners at event...)</p>	<ul style="list-style-type: none"> • Ensure a dissemination information on partners online (web site, social media, newsletters/ press releases). • Organize official meetings with key stakeholders, sponsors etc. 	<ul style="list-style-type: none"> • Include information on partners on all communication media: jersey, stadium, sport events, newsletter. • Publish information on the kind of relation between club and partners. 	<ul style="list-style-type: none"> • Publish on website the content of partnership(s).

PART 2. FUNCTIONING OF YOUR GOVERNANCE

CRITERIA OF GOOD GOVERNANCE	BRONZE	SILVER	GOLD
Promotion of diversity and inclusion	<ul style="list-style-type: none"> Ensure a display online on policies of diversity and inclusion promotion. 	<ul style="list-style-type: none"> Implementation of concrete actions relating to promotion of diversity and inclusion. Establish a regular internal training & education program on diversity and inclusion matters. Sensitize the coaches on the diversity and inclusion topics. Ensure advantageous criteria for people with disabilities in the access to working positions. 	<ul style="list-style-type: none"> Establish a monitoring and a compliance on actions set up. Establish CSR actions promoting the diversity and inclusion with the participation of Club members.
Code of Ethics	<ul style="list-style-type: none"> Establish, implement and maintain an Integrity Code of Conduct applicable to all participants, including but not limited to athletes, referees, coaches/ managers, officials, administrators and others, in relation to integrity and related activities. 	<ul style="list-style-type: none"> Undertake effective disciplinary investigations according to the definition of a sports betting integrity related disciplinary offence, for breaches of the Code of Conduct. Demonstrate active promotion and provide 	<ul style="list-style-type: none"> Monitor the effectiveness of the Code of Conduct amongst participants. Demonstrate the promotion of the adoption of similar or joint Codes in other Sports Organisations.

		<p>education on its Code of Conduct amongst participants so that all stakeholders are aware of its content and key features.</p>	
<p>Ethics Commission or Integrity Unit</p>	<ul style="list-style-type: none"> • Establish a designated role or unit responsible for sports integrity with proper resources. • Plan the appointment of an appropriate person or unit responsible for sports integrity by identifying an in-house resource or bringing in the relevant expertise. • Define the corruption risks faced by the organisation. • Identify the specific challenges raised by sports betting integrity in the organisation, its partners and its sport as a whole. 	<ul style="list-style-type: none"> • Have in place a designated person or unit responsible for sports integrity in the organisation assigned with a clear scope of competences. • Creation of Ethics Commission undertaking the audit and the implementation of Code of Conduct. 	<ul style="list-style-type: none"> • Proactively contribute to uphold the global levels of coordination and cooperation between Sports Organisations' designated persons/units as well as national and international sports Integrity Focal Points. • Engage in existing international platforms.
<p>Internal monitoring & control procedures</p>	<ul style="list-style-type: none"> • Produce and make available annual financial statements. • Ensure that financial statements and associated filings comply with all legal requirements within the relevant jurisdiction. 	<ul style="list-style-type: none"> • Improve accounting and reporting procedures by making the production of financial statements a requirement in applications for funding (for FAs and Clubs) and for sports licensing procedures. 	<ul style="list-style-type: none"> • Disclose details on material sources of revenue (historical and projected), disbursement of funds, transactions with related parties, details of other relevant shareholdings and intangible assets such as player's rights.

		<ul style="list-style-type: none"> • Publish on the organisation’s website an externally audited annual financial report, prepared in accordance with high-quality accounting standards (International Financial Reporting Standards (IFRS) accounting standards, if applicable). 	<ul style="list-style-type: none"> • Ensure the organisation has independent internal audit and compliance functions assisting and reporting to the Board and, where relevant, to the supervisory body.
<p>Anti-corruption regulations (rules for dealing with gifts, benefits and invitations)</p>	<ul style="list-style-type: none"> • Establish a clear anti-corruption policy within the organisation, addressing each of the following issues: <ul style="list-style-type: none"> (a) bribery; (b) political contributions; (c) charitable contributions; (d) gifts, entertainment and hospitality; and (e) facilitation payments. • Establish comprehensive anti-bribery and corruption policies that reflect recognised global standards and fully comply with applicable legislation. 	<ul style="list-style-type: none"> • To the extent appropriate under the circumstances, include contractual language in agreements with third parties to reflect the organisation’s anti-corruption policies. • Ensure support and commitment to anti-corruption of the organisation’s leadership by, for example: <ul style="list-style-type: none"> (a) communicating policies to staff and other stakeholders; (b) reviewing periodically control and monitoring systems to assess compliance; and (c) requiring suppliers and contractors to be selected through a fair, honest and transparent procurement process. 	<ul style="list-style-type: none"> • Assign oversight and accountability for these policies to the appropriate leadership or governing body • Provide periodic awareness building and/or education covering these policies for all leadership, staff and stakeholders as appropriate for their role. • Establish consultation channels to address any concerns of or questions from member leadership, staff and stakeholders regarding the matters covered under these policies. • Implement an annual process for all member leadership, staff,

			<p>stakeholders and third parties to confirm in writing that they comply with these policies.</p> <ul style="list-style-type: none"> • Include the consideration of corruption risks in existing members periodic risk assessments to assess the nature of corruption risk for the member in a manner appropriate to its business. • Review existing and potential third-party business relationships, as appropriate, to assess and address third-party corruption risk. • Establish periodic reporting requirements related to the implementation and effectiveness of these policies to the appropriate leadership or governing body.
<p>Clear application process for hiring employees</p>	<ul style="list-style-type: none"> • Publish on the website the offers. 	<ul style="list-style-type: none"> • Publish on the website clear information about the recruitment. • Hire staff based on merit, for instance based on: <ol style="list-style-type: none"> a) clear, objective criteria regarding skills, experience, 	<ul style="list-style-type: none"> • Integrate independent board members into the board based on merit, for instance by establishing a nominations board committees, with at least one external, independent member and with a mandate to nominate the most qualified candidates for election or

		<p>expertise, network and qualities of character;</p> <p>b) detailed job descriptions;</p> <p>c) comprehensive advertising; and</p> <p>d) appropriate compensation.</p> <ul style="list-style-type: none"> • Make the public announcement of the recruitment results 	<p>appointment, while taking into account the extent to which they would add diversity and complement experience and expertise of board members already in office.</p>
Disciplinary procedures proportional to the risk	<ul style="list-style-type: none"> • Conduct analysis and mapping for identification of legislation allowing for appropriate and proportional sanctioning framework. 	<ul style="list-style-type: none"> • Implement the best practices in respect to the sanctioning framework for sport integrity violations, by adopting comprehensive legislation in that respect. 	<ul style="list-style-type: none"> • Have adequate assessment's tools for control and independent review over of the sanctioning- framework and work actively to improve it.
Right of appeal	<ul style="list-style-type: none"> • Inform on the right of appeal: procedure, jurisdiction. 	<ul style="list-style-type: none"> • Establish a mail box for appeals. 	<ul style="list-style-type: none"> • Establish an internal procedure of appeal such as complaints office / ombudsman.
Whistleblowing procedure	<ul style="list-style-type: none"> • Offer an easily accessible channel for anyone to confidently and anonymously seek guidance or raise concern about potential breaches of the organisation's rules (whistleblowing). • Ensure effective protection and anonymity of those who come forward to report on breaches of rules or integrity matters. 	<ul style="list-style-type: none"> • Designate a senior officer in the organisation or an independent person to be responsible for receiving and managing complaints; and establish an internal function to ensure any remedial action is taken. 	<ul style="list-style-type: none"> • Publicly account for the magnitude and nature of concerns raised in confidence (channel for whistle-blowing) and how the concerns have been addressed. • Publish reporting and sanctioning procedures associated with sport integrity breaches breaches.

<p>Publication of free accessible annual report(s) - annual report and financial report (including: number of employees, number of volunteers...)</p>	<ul style="list-style-type: none"> • Ensure full and free online accessibility to all pertinent documents. 	<ul style="list-style-type: none"> • Publication of detailed information including strategies implemented in the short, medium and long term. • Organise an informative conference or training for club members on an annual basis. 	<ul style="list-style-type: none"> • Allow a free Download & print version available online. • Publication of information on executive compensation.
<p>Providing information on network of partners (number of partners, quality of partners, size, line of business)</p>	<ul style="list-style-type: none"> • Ensure accessibility online of information relating to the identity of the partners. • Displayed in (Stadium) Club-Magazine. 	<ul style="list-style-type: none"> • Publication online about the different actions conducted with the partners. 	<ul style="list-style-type: none"> • Online publication of documents delineating the content of all partnerships.
<p>Annual event calendar made publicly accessible</p>	<ul style="list-style-type: none"> • Ensure accessibility online and free. • Displayed in (Stadium) Club-Magazine / Newsletter(s). 	<ul style="list-style-type: none"> • Detailed monthly publication with a description for each event. 	<ul style="list-style-type: none"> • Detailed publication of the budget allocated to each event.
<p>Communication crisis' management (impact of reputational risks)</p>	<ul style="list-style-type: none"> • Existence of a clear internal risk management procedure. • Ensure a continuous communication with sport journalists and media. 	<ul style="list-style-type: none"> • Publication online of the internal risk management procedures. • Creation of a crisis cell "small task force" composed by the director of the board, club manager, head of communications for deciding processes and protocols. 	<ul style="list-style-type: none"> • Establish monitoring protocols for crisis management.

<p>Personal data treatment procedures</p>	<ul style="list-style-type: none"> • Implementation of internal procedure to comply with the GDPR. 	<ul style="list-style-type: none"> • Publication of internal GDPR compliance procedures. • Publication of procedures relating to the collection, exchange and transfer of personal data and non-personal data. 	<ul style="list-style-type: none"> • Creation of a unit responsible for verifying the conformity of data exchanges. • Designation of a Personal Data Protection Officer (DPO) outside of the cases provided for by the GDPR. • Promote the regular monitoring and improvement of personal data protection legal and regulatory framework. • Engage with sport organisations, betting regulators and operators and other relevant stakeholders in strengthening the cooperation platforms to agree on proportionate and adequate personal data protection mechanism. • Promote training and education programs directed at public administration and to the public.
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PART 3. POLICIES RELATING TO THE PROTECTION OF SPORT INTEGRITY

CRITERIA OF GOOD GOVERNANCE	BRONZE	SILVER	GOLD
<p>An action* plan to fight against doping</p>	<ul style="list-style-type: none"> • Having in place basic benchmark parameters and methods for combatting doping. • Offer seminars and training to stakeholders on the fight against doping. • Internal dissemination of informative material relating to doping (v.g. videos). • Identify rules to prevent doping. 	<ul style="list-style-type: none"> • Have a set a requirement to provide information and intelligence on sport doping. • Establish communication and information-sharing channels with sports organisations on the regulation methodology in the field. • Establish detection procedures in case of doping. • Publish the engagement against doping. • Participate in events of the national anti doping agency. 	<ul style="list-style-type: none"> • Establish enhanced international networks and partnerships to share methods and information. • Evaluate the performance of detection procedures in the event of sport doping in order to improve them.
<p>An action plan to fight against corruption</p>	<ul style="list-style-type: none"> • Having in place basic benchmark parameters and methods for combatting corruption. 	<ul style="list-style-type: none"> • Have a set a requirement to provide information and intelligence on corruption. • Establish communications and information-sharing channels with sports organisations on the 	<ul style="list-style-type: none"> • Establish enhanced international networks and partnerships to share methods and information. • Evaluate the performance of detection procedures in the

	<ul style="list-style-type: none"> • Offer seminars and training to stakeholders on the fight against corruption. • Identify rules to prevent corruption. 	<p>regulator's methodology in the field.</p> <ul style="list-style-type: none"> • Establish detection procedures in case of corruption. • Publish the engagement against corruption. 	<p>event of corruption in order to improve them.</p> <ul style="list-style-type: none"> • Display of such action plan in the public and training facilities, to make it universally known.
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<p>An action plan to fight match-fixing, in particular when associated to illegal betting</p>	<ul style="list-style-type: none"> • Have in place basic benchmark parameters and methods for combatting illegal betting, betting fraud and sports manipulations. • Offer seminars and training to stakeholders on the fight match-fixing. • Identify rules to prevent match-fixing. 	<ul style="list-style-type: none"> • Have a set a requirement to provide betting information and intelligence. • Establish communications and information-sharing channels with sports organisations and betting operators on the regulator’s methodology in the field. • Establish detection procedures in case of suspicious bets. • Publish the engagement against match-fixing. • Adhere to national, regional and international platforms to fight match-fixing. 	<ul style="list-style-type: none"> • Establish enhanced international networks and partnerships to share methods and information. • Evaluate the performance of detection procedures in the event of suspicious bets in order to improve them.
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<p>An action plan to fight against intolerance and discrimination</p>	<ul style="list-style-type: none"> • Have in place basic benchmark parameters and methods for combatting intolerance and discrimination. • Offer seminars and training to stakeholders on the fight against intolerance and discrimination. • Identify rules to prevent intolerance and discrimination. 	<ul style="list-style-type: none"> • Have a requirement to provide information and intelligence on intolerance and discrimination. • Establish communication and information-sharing channels with sports organisations on the regulator’s methodology in the field. • Establish detection procedures in case of discrimination. • Publish the engagement against intolerance and discrimination. 	<ul style="list-style-type: none"> • Establish enhanced international networks and partnerships to share methods and information. • Evaluate the performance of detection procedures in the event of discrimination in order to improve them. • Establish CSR actions against racism, intolerance and discrimination.
<p>An action plan to fight against abuses or “trafficking” which athletes are victims</p>	<ul style="list-style-type: none"> • Have in place basic benchmark parameters and methods for combatting abuses or “trafficking” which athletes are or can be victims. • Offer seminars and training to stakeholders on the fight against abuses or “trafficking”. • Identify rules to fight against abuses or “trafficking” which athletes are victims. 	<ul style="list-style-type: none"> • Have a requirement to provide information and intelligence on abuses or “trafficking”. • Establish communication and information-sharing channels with sports organisations on the regulator’s methodology in the field. • Establish detection procedures in case of abuses or “trafficking”. • Publish the engagement to fight against abuses or “trafficking” which athletes are or can be victims. 	<ul style="list-style-type: none"> • Establish enhanced international networks and partnerships to share methods and information. • Evaluate the performance of detection procedures in the event of abuses or “trafficking” in order to improve them.

<p>An action plan to ensure the integrity of sport events (e.g.: application process and the selection of sporting event organisers, the selection of the sponsors, the rights to broadcast...)</p>	<ul style="list-style-type: none"> • Put into place adequate procurement rules to pre-empt and handle conflicts of interest, for instance by outlining a process for always purchasing goods and services of a certain value based on objective criteria for a documented evaluation of at least three competitive suppliers' price, quality and ability to deliver on time. • Observe open and transparent tenders for major commercial and procurement contracts, including, but not limited to, those in relation to media, sponsorship, broadcasting and construction of sporting infrastructure. • Establish a mechanism for decisions to be challenged through internal appeal mechanisms on the basis of clear rules. • Establish fair and objective criteria for selecting hosts of sports events and an independent, evidence-based evaluation and decision-making process and structure. 	<ul style="list-style-type: none"> • Make publicly available an account of the nature of all sponsorship, media broadcasting and other commercial deals, including information on the involved rights, how long existing contractual agreements run and the procurement process that was undertaken to award them. • Provide a public account of rights and responsibilities of hosts of sport events, including the division of rights and responsibilities between the host and organisation in making contractual agreements with sponsors and media broadcasters, as well as the sharing of the revenues generated by these agreements. • Devise a publicly available register of funds redistribution, including details on the final destination of funds, the purpose for which they have been allocated and key performance indicators attached to the terms of the redistribution. 	<ul style="list-style-type: none"> • Carry out an independent assessment of personal and institutional conflicts of interest in the organisation associated with the procurement process, including all board members and executive staff, as well as staff handling procurement, finances, granting of sport event hosting rights and negotiating sponsorship and media broadcasting deals, at least on an annual basis, and potentially also as part of an independent integrity due diligence process for considering potential candidates for board and executive staff positions. • Make publicly available details of all commercial agreements associated with rights attached to major sporting events. • Engage independent auditors to assess whether key performance indicators attached to the redistribution of organisation funds have been met and enforce appropriate sanctions against
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	<ul style="list-style-type: none"> • Establish a clear and audited process regarding accountability of funds redistributed by organisations to its members or other constituent organisations, including development funds, solidarity funds and others. 		<p>the beneficiary of those funds for fraud or lack of compliance with associated transparency obligations.</p> <ul style="list-style-type: none"> • Ensure equal opportunities for attending sport events, for instance through fair ticket pricing and distribution and measures to prevent reselling of tickets on the black market.
<p>An action plan to control allocation of funds attributed to the development of sport</p>	<ul style="list-style-type: none"> • Develop a transparent, open and fair bidding process, with objective selection/award criteria for: <ul style="list-style-type: none"> ○ the organisation of major sports events; and/or ○ Selling of any rights for commercial purposes (such as audio-visual, sponsorship, ticketing and other commercial relationships). • Publication of information in Annual budget. 	<ul style="list-style-type: none"> • Conduct due diligence and promote independent oversight regarding the use of development funds attributed to national or regional members. 	<ul style="list-style-type: none"> • Perform due diligence on investors' suitability, origin of funds and ultimate beneficial ownership prior to concluding any club ownership process and/or controlling stake.

**IN ADDITION:
GENERAL ANALYSIS OF THE RESULTS**

**QUESTIONNAIRES FROM SPORT,
PRIVATE & PUBLIC ORGANISATIONS**

– ANALYSIS OF THE RESULTS –

D. ANALYSIS CONCERNING *GOOD GOVERNANCE (GG)* CRITERIA

I. HIERARCHY OF SPORT ORGANISATIONS

In the hierarchy of sport organisations, the results received reflect the highest positive level of complying to the outlined criteria. Concerning the ***Organisation of the Governance*** (table 1) from the altogether 11 criteria, 6 were answered positively above 80% threshold. The remaining answers were in the area 62-78% and one criteria was just a 40% compliance. This shows that sport organisations see the set-out criteria as necessary, logical and important. The 40% positive response related to the issue of whether there are rules that regulate conflicts of interest shows that in the wide area of sport organisations, of which the sport clubs are the majority, this criterium is still not perceived as important enough. A rather low level of accepted criteria were the gender equality rules and the term limits or mandates for board members and certain positions in the organisation. On one hand this can be explained that the existing by-laws and existing regulations for the organisation dictate these issues anyhow in another manner (for instance the elective rules for the newly elected bodies of governance), on the other hand there is a chance that the organisations have a low priority in recognising the gender issues as a valid criterium.

A fairly similar response was gained in the ***Functioning of Your Governance*** part. While half of the 14 criteria was answered in above the 80% threshold, 5 answers were in the area of 55 to 73%. Only two answers were as low as 42 and 34% positive. The perception shows that sport organisations have a high level of understanding and functioning of their organisations, especially when it comes to procedures, protocol, issues of appeal, diversity and inclusion, transparency and openness to the public and communication with the wider public. Existence of a Code of Ethics, disciplinary procedures, anti-corruption regulatory, whistleblowing and transparency of partners seems to be of a bit less relevant for them, especially openness with information of the partner network – just a little above half – 55%. Only 42% acknowledged existence of an Ethics Commission or Integrity Unit, while a little above 1/3 have a Communication in crisis management (plan).

In the area of ***Policies related to the Protection of Sport Integrity*** we have a more grouped positive answers around the middle, ranging from 77 to 46%. It is clear that

when a sport organisation is receiving public funds, it is more sensitive and aware to put more energy into communicating and being open about the usage and expenditure of the funds and the financing process. If sport organisations are attracting more sponsors from the private sector they too tend to be open about their issues of integrity, transparency and internal assurance of integrity.

TABLE 1. ORGANIZATION OF YOUR GOVERNANCE		
RANK	CRITERIA OF GOOD GOVERNANCE	YES
1	Easy accessibility of by-laws	94,28%
2	Public accessibility of by-laws	87%
3	Public information on partners (information easily identified on the website, display of the partners at event...)	86,27%
4	Publication of a detailed and readable organization chart	84,22%
5	Easy identification of the functions of each of the management bodies composing the governance	83,19%
6	Clear procedures for election of board members	80%
7	The involvement of the relevant stakeholders into the governance	77,89%
8	Easy identification of the powers of individuals composing the management bodies	77,31%
9	Term limits (mandates)	64,97%
10	Rules and/or promotion of gender equality	62,88%
11	Rules on conflicts of interest (board members' written declarations)	40,82%

TABLE 2. FUNCTIONING OF YOUR GOVERNANCE

RANK	CRITERIA OF GOOD GOVERNANCE	YES
1	Internal monitoring & control procedures	90,43%
2	Personal data treatment procedures	88,82%
3	Right of appeal	85,43%
4	Promotion of diversity and inclusion	84,00%
5	Publication of free accessible annual report(s) - annual report and financial report (including: number of employees, number of volunteers...)	83,20%
6	Annual event calendar made publicly accessible	81,66%
7	Clear application process for hiring employees	80,02%
8	Code of Ethics	73,01%
9	Disciplinary procedures proportional to the risk	69,37%
10	Anti-corruption regulations (rules for dealing with gifts, benefits and invitations)	62,33%
11	Whistleblowing procedure	60,79%
12	Providing information on network of partners (number of partners, quality of partners, size, line of business)	55,28%
13	Ethics Commission or Integrity Unit	42,97%
14	Communication crisis' management (impact of reputational risks)	34,28%

TABLE 3. POLICIES RELATING TO THE PROTECTION OF SPORT INTEGRITY

RANK	CRITERIA OF GOOD GOVERNANCE	YES
1	An action plan to control allocation funds attributed to the development of sport	77,05%
2	An action plan to ensure the integrity of sport events (e.g.: application process and the selection of sporting event organisers, the selection of the sponsors, the rights to broadcast...)	68,98%
3	An action plan to fight against doping	59,24%
4	An action plan to fight against intolerance and discrimination	53,28%
5	An action plan to fight against abuses or "trafficking" which athletes are victims	49,04%
6	An action plan to fight match-fixing, in particular when associated to illegal betting	47,20%
7	An action plan to fight against corruption	46,53%

These criteria are they identified in the organisation by the private or public sponsors (e.g. institutional website)?	YES	NO
	70,14%	29,86%

II. HIERARCHY OF THE PRIVATE SPONSORS

When considering the answers received from the private sponsors, what initially comes into mind is a more coherent expectation from the sport organisations. This comes very clearly to our attention with all answers in the range of 57 to 92%, making an amplitude of 35%, a rather well focused understanding of the set-out criteria. The results highlight a positive tradition in the area of developing high standards for the organisation of sport organisations. The lowest response was in the area of defined term limits/mandates, where only 57% answered that this is an expectation towards the sport organisations, even though in most of the cases this is by law a required criterium.

In the table of Functioning of the Sport Organisations Governance, a slightly similar situation appears, where the amplitude of answers ranges from 44 to 92%, but only 3 criteria fall out of the 30% threshold (62-92%), including the existence of an Ethics Commission or Integrity Body, disciplinary procedures proportional to the risk and whistleblowing procedures. While whistleblowing is the lowest response with only 44% of positive response, this notion is still rather new to the average sport organisation not dealing with substantial budgets and professional players.

The smallest amplitude of responses of only 20% is actually a sign that the expectations in the field of Policies Related to the Protection of Sport Integrity are grouped in the area of 58-58% of positive replies. Generally, expectations from policies in sport organisations reflect on a smaller scale, compared to the organisation and functioning of sport organisation governance. The existence of actions plans for various socially recognised values, ranging from integrity of sport events to fighting against abuses and “trafficking” where athletes are concerned seems to be less important.

TABLE 1. ORGANIZATION OF THE SPORT ORGANIZATION GOVERNANCE

RANK	CRITERIA OF GOOD GOVERNANCE	YES
1	Public information on partners (information easily identified on the website, display of the partners at event...)	92%
2	Public accessibility of by-laws	84%
2	Easy identification of the functions of each of the management bodies composing the governance	84%
3	Easy accessibility of by-laws	83%

RANK	CRITERIA OF GOOD GOVERNANCE	YES
4	Easy identification of the powers of individuals composing the management bodies	82%
5	Publication of a detailed and readable organization chart	80%
6	Rules and/or promotion of gender equality	74%
6	Rules on conflicts of interest (board members' written declarations)	74%
7	The involvement of the relevant stakeholders into the governance	66%
8	Clear procedures for election of board members	64%
9	Term limits (mandates)	57%

TABLE 2. FUNCTIONING OF THE SPORT ORGANIZATION GOVERNANCE

RANK	CRITERIA OF GOOD GOVERNANCE	YES
1	Code of Ethics	92%
2	Publication of free accessible annual report(s) - annual report and financial report (including: number of employees, number of volunteers...)	89%
3	Personal data treatment procedures	88%
4	Providing information on network of partners (number of partners, quality of partners, size, line of business)	84%
5	Anti-corruption regulations (rules for dealing with gifts, benefits and invitations)	82%
6	Promotion of diversity and inclusion	81%
7	Internal monitoring & control procedures	80%

RANK	CRITERIA OF GOOD GOVERNANCE	YES
8	Right of appeal	79%
9	Annual event calendar made publicly accessible	74%
10	Communication crisis' management (impact of reputational risks)	68%
11	Clear application process for hiring employees	62%
12	Ethics Commission or Integrity Unit	54%
13	Disciplinary procedures proportional to the risk	52%
14	Whistleblowing procedure	44%

TABLE 3. POLICIES RELATING TO THE PROTECTION OF SPORT INTEGRITY

RANK	CRITERIA OF GOOD GOVERNANCE	YES
1	An action plan to ensure the integrity of sport events (e.g.: application process and the selection of sporting event organisers, the selection of the sponsors, the rights to broadcast...)	78%
2	An action plan to fight against corruption	75%
3	An action plan to fight against doping	70%
4	An action plan to fight match-fixing, in particular when associated to illegal betting	67%
4	An action plan to control allocation funds attributed to the development of sport	67%
5	An action plan to fight against intolerance and discrimination	65%
6	An action plan to fight against abuses or "trafficking" which athletes are victims	58%

III. HIERARCHY OF THE PUBLIC SPONSORS

Public sponsor responses indicated that sport bodies' governance elicits a higher level of expectancy, where the area of 66-95% recognition of criteria is set, with only the defined criterium of term limits/mandates receiving approximately 48% expectation. Four criteria are above 90% expectation, these related to the by-law's accessibility, easy identification of functions and publication of an organisation chart. The results profile clearly indicates that public sponsors recognise the importance of having the most critical criteria openly addressed.

More varied responses were received in the area of Functioning of the Sport Organisation Governance, where the highest positive reply was almost 94%, but the lowest was just above 41%. The lowest expectations were if there is an Ethics Commission or Integrity Unit (51%) and if there is a Communication crisis management (almost 42%). An interesting difference between Private Sponsors was in the criteria of providing information on partners network (84%), while for the Public Sponsors this was important only for 58%, almost 26% discrepancy. While for Private Sponsors it has been rather important how the sport organisation communicates crisis management (68%), for the Public Sponsors this played a significant role only for 42%, again a 26% of difference in expectation.

In the area of Policies Related to the Protection of Sport Integrity, a fairly similar expression of expectation of criteria was recorded which aligns with those of the Private Sponsors. The responses came in the field of 50-78% which showed similarities between the perception of Public and Private Sponsors and how they see the policies in sport organisations related to sport integrity protection. The rather low positive response of 50% on fighting against abuses or trafficking could imply that the public sector believes in existence of alternate mechanisms to tackle this criteria.

TABLE 1. ORGANIZATION OF THE SPORT ORGANIZATION GOVERNANCE

RANK	CRITERIA OF GOOD GOVERNANCE	YES
1	Public accessibility of by-laws	95,13%
1	Easy accessibility of by-laws	95,13%
2	Easy identification of the functions of each of the management bodies composing the governance	93,71%
3	Publication of a detailed and readable organization chart	91,23%
4	Public information on partners (information easily	87,66%

	identified on the website, display of the partners at event...)	
5	Clear procedures for election of board members	87,40%
6	Rules and/or promotion of gender equality	82,06%
7	The involvement of the relevant stakeholders into the governance	73,97%
8	Easy identification of the powers of individuals composing the management bodies	70,51%
9	Rules on conflicts of interest (board members' written declarations)	66,76%
10	Term limits (mandates)	47,90%

TABLE 2. FUNCTIONING OF THE SPORT ORGANIZATION GOVERNANCE

RANK	CRITERIA OF GOOD GOVERNANCE	YES
1	Publication of free accessible annual report(s) - annual report and financial report (including: number of employees, number of volunteers...)	93,71%
2	Promotion of diversity and inclusion	92,99%
3	Personal data treatment procedures	84,80%
4	Code of Ethics	79,36%
5	Annual event calendar made publicly accessible	78,86%
6	Right of appeal	74,80%
7	Clear application process for hiring employees	74,60%
8	Anti-corruption regulations (rules for dealing with gifts, benefits and invitations)	73,90%
9	Internal monitoring & control procedures	69,21%
10	Whistleblowing procedure	64,80%

11	Providing information on network of partners (number of partners, quality of partners, size, line of business)	58,01%
12	Ethics Commission or Integrity Unit	50,57%
13	Communication crisis' management (impact of reputational risks)	41,64%

TABLE 3. POLICIES RELATING TO THE PROTECTION OF SPORT INTEGRITY

RANK	CRITERIA OF GOOD GOVERNANCE	YES
1	An action plan to control allocation funds attributed to the development of sport	78,53%
2	An action plan to fight against doping	73,19%
3	An action plan to fight against intolerance and discrimination	66,97%
4	An action plan to fight against corruption	64,27%
5	An action plan to fight match-fixing, in particular when associated to illegal betting	56,64%
6	An action plan to ensure the integrity of sport events (e.g.: application process and the selection of sporting event organisers, the selection of the sponsors, the rights to broadcast...)	54,96%
7	An action plan to fight against abuses or "trafficking" which athletes are victims	50,20%

PART 3: STANDARDS

1. STANDARDS INSPIRED IN SIGA STANDARDS "BRONZE/ SILVER/ GOLD"
2. FUNCTIONS: EVALUATION (SCREENING) AND IMPLEMENTATION (ROAD MAP)

ANNEXE

Annexe 1: Best Practices on Good Governance

ANNEXE 1

BEST PRACTICES ON GOOD GOVERNANCE

MAIN GOAL: Identification of International/regional/national *best practices* on *Corporate and Public Good Governance*

LIST OF MAIN SOURCES

PUBLIC GOOD GOVERNANCE AT INTERNATIONAL / REGIONAL LEVEL				
Date	Source	Title of the document	Type of the document	Link
1992	Council of Europe	Code of Sports Ethics	Code of Conduct	http://isca-web.org/files/CoE%20documents/Sport%20Code%20of%20Ethics%20by%20Council%20of%20Europe.pdf
2005	Council of Europe	Recommendation Rec (2005)8 of the Committee of Ministers to member states on the principles of good governance in sport	Recommendation	https://www.coe.int/t/dg4/epas/resources/texts/Rec(2005)8_en.pdf
2007	European Commission (EC)	White Paper on Sport	EC paper	https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=LEGISSUM%3A135010
2011	Council of Europe	Recommendation CM/Rec(2011)3 of the Committee of Ministers to member states on the principle of autonomy of sport in Europe.	Recommendation	https://www.coe.int/t/dg4/epas/source/Ressources/Rec%202011_3_Principe_autonomie_sport_en.pdf
2012	Parliamentary Assembly of the Council of Europe	Good Governance and Ethics in Sport	Report + Resolution	http://assembly.coe.int/nw/xml/XRef/Xref-XML2HTML-en.asp?fileid=18258&lang=en

2013	United Nations Organisation for Education, Science and Culture (UNESCO)	Declaration of Berlin	Declaration	http://unesdoc.unesco.org/images/0022/002211/221114e.pdf
2013	European Commission	Expert Group "Good Governance" - Deliverable 2: Principles of good governance in sport	EU Work Plan for Sport 2011-2014	http://ec.europa.eu/assets/eac/sport/library/policy_documents/xg-gg-201307-dlvrb12-sept2013.pdf
2014	Council of the European Union	Resolution of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, of 21 May 2014 on the European Union Work Plan for Sport (2014-2017)	Work Plan for Sport (2014-2017)	https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:42014Y0614(03)&from=EN
2015	Council of Europe	Recommendation CM/Rec(2015)2 of the Committee of Ministers to Member States on gender mainstreaming in sport	Recommendation	https://search.coe.int/cm/Pages/result_details.aspx?ObjectID=09000016805c4721
2016	European Parliament	Report on an Integrated Approach to Sport Policy: Good Governance, Accessibility and Integrity	Report	http://www.europarl.europa.eu/doceo/document/A-8-2016-0381_EN.html?redirect
2016	European Commission	Expert Group on Good Governance 2014- 2017 Promotion of Existing Good Governance Principles Final document,	Declaration	http://ec.europa.eu/transparency/regexpert/index.cfm?do=groupDetail.groupDetailDoc&id=25002&no=1

2018	Parliamentary Assembly of the Council of Europe	Working Towards a Framework for Modern Sports Governance	Report + Recommendation + Resolution	http://assembly.coe.int/nw/xml/XRef/Xref-DocDetails-EN.asp?FileID=24443&lang=EN
2018	EPAS	Good Governance Initiatives in Sport at National Level. Good Practice Handbook for the Sports Movement	Report	https://edoc.coe.int/en/online-resources/7757-human-rights-protection-in-europe-in-the-context-of-sports-organisations-disciplinary-ans-arbitration-procedures-good-practice-handbook-no-5.html
2018	Parliamentary Assembly of the Council of Europe	Good Football Governance	Report + Resolution	http://assembly.coe.int/nw/xml/XRef/Xref-XML2HTML-en.asp?fileid=24444&lang=en
/	United Nations	What is Good Governance?	Article	https://www.unescap.org/sites/default/files/good-governance.pdf

PUBLIC GOOD GOVERNANCE INITIATIVES AT NATIONAL LEVEL

Date	Source	Title of the document	Type of the document	Link
2006	Sport New Zealand	Nine Steps to Effective Governance-Building High Performance Organizations. First Edition	Guide	https://sportnz.org.nz/assets/Uploads/attachments/managing-sport/strong-organisations/Nine-Steps-to-Effective-Governance-Building-High-Performing-Organisations.pdf
2009	Australian Sports Commission	Governance Principles: a Good Practice Guide	Best Practices	http://www.esfa.com.au/LinkClick.aspx?fileticket=YhZpItsoNRA%3D&tabid=419&mid=2057
2011	Sport and Recreation Alliance	Voluntary Code of Good Governance for the Sport and Recreation Sector	Code	https://www.sportandrecreation.org.uk/governance/voluntary-code-of-good-governance
2012	Australian Sports Commission	Sports Governance Principles	Code	https://www.sportaus.gov.au/governance/sports_governance_principles

2013	The Irish Sports Council	NGB Support Kit – Chapter One – Governance.	Recommendations	http://www.cavansportpartnership.ie/file/Club%20Development%20Kit/governance.pdf
2015	Australian Sport Commission	Mandatory Sports Governance Principles	Guidelines	https://www.sportaus.gov.au/governance/mandatory_sports_governance_principles
2017	UK Sport	UK Code for Sports Governance	Code	https://www.uksport.gov.uk/resources/governance-code
2017	The Irish Sports Council	Corporate Governance Checklist	Guideline	https://www.sportireland.ie/Governing_Bodies/Governance/Governance-Code/
2018	Governance Code Working Group, Ireland	A Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland	Best Practise	www.governancecode.ie
2018	Sport Ireland	Sport Ireland Code of Governance and Business Conduct	Guideline	https://www.sportireland.ie/Governing_Bodies/Governance/Principles-of-Governance/

SPORT CORPORATE GOOD GOVERNANCE

Date	Source	Title of the document	Type of the document	Link
2005	French Olympic Committee (Emmanuel Bayle and Maurice Bruezk), (In French)	Associative Management Guide	Guide	https://www.franceolympique.com/files/File/publications/guidemanagementassociatif.pdf
2004	Commonwealth Games Federation	Principles of Conduct	Declaration	https://thecgf.com/sites/default/files/2018-03/constitution.pdf
2012	International Olympic Committee (IOC) (amended)	Basic Universal Principles of Good Governance of the Olympic and Sports Movement, 2009.	Best practices	https://stillmed.olympic.org/Documents/Conferences_Forums_and_Events/2008_seminar_autonomy/Basic_Universal_Principles_of_Good_Governance.pdf

2014	Fédération Internationale de Football Association (FIFA)	Final Report by The Independent Governance Committee To The Executive Committee of FIFA	Report	https://www.baselgovernance.org/sites/default/files/2019-01/final_report_by_igc_to_fifa_exco_en.pdf
2015	International Olympic Committee (IOC)	Olympic Charter	Charter	https://stillmed.olympic.org/Documents/olympic_charter_en.pdf
2016	Association of Summer Olympic International Federations (ASOIF)	ASOIF Governance Task Force (GTF) 1st Report to ASOIF Council	Report	https://asoif.my.salesforce.com/sfc/p/
2018	Union of European Football Associations	Circular letter (No. 58/2018) on 12 October 2018 on Good Governance	Declaration	https://www.lawinsport.com/topics/features/item/a-guide-to-uefa-s-good-governance-reform#references

PRIVATE GOOD GOVERNANCE INITIATIVES

Date	Source	Title of the document	Type of the document	Link
2010	Vicsport, Australia	Good Governance Tool Kit	Tool kit	https://vicsport.com.au/good-governance
2011	Birkbeck Sport Business Centre	The Role of the Board in UK National Governing Bodies of Sport	Recommendations	http://www.sportbusinesscentre.com/wp-content/uploads/2012/08/NGB-Board-Report2.pdf
2011	Transparency International'	Safe Hands: Building Integrity and Transparency at FIFA	Recommendations	https://www.transparency.org/whatwedo/publication/safe_hands_building_integrity_and_transparency_at_fifa
2012	International Sport and Culture Association (ISCA)	Guidelines for Good Governance in Grassroots Sport	Guidelines	http://www.isca-web.org/files/GGGS_Web/Guidelines_for_Good_Governance_in_Grassroots_Sport.pdf 15

2016	Sport Integrity Global Alliance (SIGA)	Declaration of Core Principles on Sport Integrity – Good governance	Declaration	http://www.theicss.org/images/uploads/SIGA_-_Declaration_of_Principles_on_Sport_Integrity_-_8_April_FINAL.pdf?lbisphpreq=1
2016	Transparency International	Global Corruption Report: Sport	Report	https://www.transparency.org/whatwedo/publication/global_corruption_report_sport
2018	Rénovons Le Sport Français	Rénovons Le Sport Français	Report	https://renovons-le-sport-francais.com/wp-content/uploads/2018/09/rapport-rlsf-2-juillet-2018.pdf

ACADEMIC GOOD GOVERNANCE INITIATIVES

Date	Source	Title of the document	Type of the document	Link
2000	Katwala	Democratising Global Sport	Book	Book
2004	Chaker	Principles of Good Governance in Sport	Book	Book
2004	Henry & Lee	Good Organisational Governance	Book	Book
2006	José-Luis Arnaut's (ed.)	Independent European Sport Review	Article	http://eose.org/wp-content/uploads/2014/03/independant_european_sports_review1.pdf
2007	Hospitality, Leisure, Sport and Tourism Network, UK	Resource Guide in Governance and Sport	Guidelines	https://www.heacademy.ac.uk/knowledge-hub/resource-guide-governance-and-sport
2007	Hoye, R. & Cuskelly, G., (Butterworth-Heinemann Ltd)	Sport Governance. Oxford, Elsevier	Textbook	Book

2011	Birkbeck, University of London	Good Governance in Sport: A Survey of UK National Governing Bodies of Sport	Report	http://www.sportbusinesscentre.com/wp-content/uploads/2012/08/NGBGovernanceReport2.pdf
2011	Birkbeck, University of London	The Role of Board in UK National Governing Bodies of Sport	Report	http://www.sportbusinesscentre.com/wp-content/uploads/2012/08/NGB-Board-Report2.pdf
2012	Editors Lisa P. Masteralexis, JD; Carol A. Barr, PhD, Mary A. Hums, PhD, Jones & Bartlett Learning,	Principles and Practice from Sport Management, Fourth Edition.	Textbook	https://books.google.hr/books?hl=en&lr=&id=MonAzzQLYRkC&oi=fnd&pg=PP2&dq=Principles+and+Practice+of+Sport+Management,+Fourth+Edition.&ots=CdMsT0Fpln&sig=LQ4xl0cldXJ2YiM4osrjTVBS2Qk&redir_esc=y#v=onepage&q=Principles%20and%20Practice%20of%20Sport%20Managemen%2C%20Fourth%20Edition%2C&f=false
2014	Mavromati, D.,	Autonomy and Good Governance in Sports Associations in Light of the CAS Case Law. Social Science Research Network	Recommendations	https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2573303
2015	Maennig, W.	Ensuring Good Governance and Preventing Corruption in the Planning of Major Sporting Events - Open Issues. Hamburg Contemporary Economic Discussions Papers, Issue 51, Hamburg	Recommendations	https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2973288

2013	Chappelet, J.-L. & Mrkonjic, M.	Basic Indicators for Better Governance in International Sport (BIBGIS): an assessment tool for international sport governing bodies. <i>IDHEAP Working Paper (1/2013), Lausanne</i>	Assessment	https://www.playthegame.org/fileadmin/documents/AGGIS_Existing_principles_of_governance_in_sport_a_review_of_published_literature.pdf
2014	Handschin, L.,	Good Governance: Lessons for sports organizations? <i>International sports law and jurisprudence of the CAS. Bern, 117-128.</i>	Recommendations	https://edoc.unibas.ch/36279/3/20150128103634_54c8ada27e23e.pdf
2015	Geeraert, A.	Sports Governance Observer 2015. The legitimacy crisis in international sports governance. Play the Game/Danish Institute for Sports Studies, Copenhagen.	Report	https://core.ac.uk/download/pdf/42483124.pdf
2015	Ghadami, M & Henry, I.	Developing Culturally Specific Tools for the Evaluation of Good Governance in Diverse National Contexts: A Case Study of the National Olympic Committee of the Islamic Republic of Iran. The International Journal of the History of Sport, Vol. 32, No. 8, 986-1000	Case Study	https://core.ac.uk/download/pdf/42483124.pdf

CORPORATE GOOD GOVERNANCE
(OTHER BUSINESS SECTORS CAN BE ANALYSED AS BEST PRACTICE FOR SPORT)

Date	Source	Title of the document	Type of the document	Link
2005	ACEVO, Charity Trustee Networks, ICSA, NCVO on behalf of The National Hub of Expertise in Governance	Good governance – A code for the voluntary and community sector.	Code	https://ecgi.global/sites/default/files//codes/documents/vol_sector_code_uk_jun2005.pdf
2006	Chartered Accountants of Canada	Guide: “20 questions Directors of not-for-profit organizations should ask about governance”	Guide	http://sectorsource.ca/resource/file/20-questions-directors-not-profit-organizations-should-ask-about-governance
2008	Certified general accountants of Ontario, Canada	Booklet on “Grassroots Governance: Governance and the Non-Profit Sector”	Assessment	http://www.orgwise.ca/node/2470