

EXISTING GOVERNANCE PRINCIPLES IN SPORT: A REVIEW OF PUBLISHED LITERATURE

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Since the beginning of the 21st century, the “good” governance theme has become a must when sports organisations are facing cases of corruption, doping, match fixing and mismanagement. Due to the philosophical debate about what is considered as an appropriate (“good”) behavior in a given society and the theoretical debate on the concept of governance, “good” governance acquired the quality of being highly extensible and flexible. Therefore, it can encompass a large scope of situations.

If we consider that the International Olympic Committee created such a narrative through the *Basic universal principles of good governance of the Olympic and sports movement* and their formal incorporation in the IOC Code of Ethics and the Olympic Charter, the “good governance” theme acquired the power to cover a wide range of sports actors all around the world. Indeed, according to the fundamental principles of the Olympism, sports organisations within the Olympic movement - the IOC, IFs, NOCs, OCOGs, NAs, clubs, athletes, judges, referees, coaches, technicians and other organisations recognized by the IOC - shall have the responsibility for ensuring that principles of good governance are applied. And this observation applies also to supranational institutions. When the Council of Europe publishes the *Recommendation Rec (2005)8 on the principles of good governance in sport*, 47 countries – including their national sports organisations - are affected by such an institutional tool.

However, the “good” governance theme emerged in other parts of the world, under different cultures, under different theoretical influences (corporate governance or democratic governance), sometimes under different wordings such as “good practices”, “principles of conduct” or simply governance. Therefore, the aim of this paper is to present an overview of existing and published governance principles in sport. It puts the emphasis on international governmental organisations, such as the Council of Europe and the European Union; international non governmental organisations, such as Transparency International and Play The Game; the work of scholars such as Henry & Lee (2004) and Chappelet & Kübler-Mabott (2008); sports organisations, such as the International Olympic Committee and the Union Cycliste Internationale; quasi governmental sports organisations, such as UK Sport and the Australian Sports Commission (see table 1).

Table 1 – Published literature by category

International governmental organisations	
Council of Europe	
2004	<i>Resolution I on the principles of good governance in sport</i>
2005	<i>Recommendation Rec (2005) 8 on the principles of good governance in sport</i>
2012	<i>Resolution 1875 (2012) Good governance and ethics in sport</i>
European Union	
2000	<i>Nice Declaration on the specific characteristics of sport and its social function in Europe</i>
2007	<i>White paper on sport</i>
2011	<i>Communication to the European Parliament : developing the European dimension of sport</i>
2013	<i>Principles of good governance in sport (to be published by Expert Group GG)</i>
International non governmental organisations	
Transparency International	
2011	<i>Safe hands: building integrity and transparency at FIFA</i>
2011	<i>ICC governance review</i>
Play The Game	
2011	<i>Cologne consensus: towards a global code for governance in sport</i>
One World Trust	
2007	<i>2007 Global Accountability Report : FIFA accountability profile</i>
2008	<i>2008 Global Accountability Report : IOC accountability profile</i>
Transnational corporations	
Pricewaterhouse Coopers	
2012	<i>An independent governance review of the International Cricket Council</i>
Scholars	
Katwala	
2000	<i>Democratising global sport</i>
Chaker	
2004	<i>Principles of good governance in sport</i>
Henry & Lee	
2004	<i>Good organisational governance</i>
Burger & al.	
2005	<i>Best Practice Governance Systems</i>
McNamee & Flemming	
2005	<i>Conceptual model for the corporate governance of sport</i>
Chappelet & Kübler-Mabott	
2008	<i>Principles for the governance of world sport</i>
Taylor & O'Sullivan	
2009	<i>Board structures of sporting governing bodies</i>
De Zwart & Gilligan	
2009	<i>Key governance indicators in sport organisations</i>
Mowbray	
2012	<i>Contingent and standards governance Framework</i>

International and European sports associations	
European Olympic Committees & Fédération Internationale de l'Automobile	
2001	<i>Statement of good governance principles</i>
Union Cycliste Internationale	
2004	<i>Rules of good governance</i>
Commonwealth Games Federation	
2006	<i>Principles of conduct</i>
International Olympic Committee	
2008*	<i>Basic universal principles of good governance of the Olympic and sports movement (* 2 modifications in 2012 related to Structures, regulations and democratic process)</i>
European Team Sports Association	
2008	<i>Good governance by sports federations</i>
Union of European Football Associations	
2009	<i>Good governance and autonomy</i>
2012	<i>Good governance menucard for UEFA member associations 2012-2016</i>
National sports associations and agencies	
Sport and Recreation South Africa	
2004	<i>Best practice principles of good governance in sport</i>
UK Sport	
2004	<i>Good governance: a guide for national governing bodies of sport</i>
Dutch NOC*NSF	
2005	<i>Good sport governance code</i>
United States Olympic Committee	
2005	<i>USOC preliminary NGB governance guidelines</i>
Sport and Recreation New Zealand (Sport New Zealand)	
2006	<i>Nine steps to effective governance: building high performing organisations</i>
Wales Sports Council	
2006*	<i>Sound governance and good management characteristics (* circa ; year of publication not disclosed but reference to the document appears in the 2006-2007 annual report)</i>
Australian Sports Commission	
2007	<i>Governance principles: a good practice guide for sporting organisations</i>
Sport and Recreation Alliance (UK)	
2011	<i>Voluntary code of good governance for the sport and recreation sector</i>
Sport England	
2011	<i>Good governance guidance</i>

International governmental organisations

Council of Europe		
2004	2005	2012
<i>Resolution I on the principles of good governance in sport</i>	<i>Recommendation Rec (2005) 8 on the principles of good governance in sport</i>	<i>Resolution 1875 (2012) Good governance and ethics in sport</i>
<i>Adopted at the 10th Conference of European Ministers responsible for sport in Budapest</i>	<i>Adopted by the Committee of Ministers</i>	<i>Adopted by the Parliamentary Assembly</i>
https://wcd.coe.int/ViewDoc.jsp?Ref=CM(2004)213&Language=lanEnglish&Site=CM	https://wcd.coe.int/ViewDoc.jsp?id=850189&Site=CM	http://www.assembly.coe.int/ASP/Doc/XrefViewPDF.asp?FileID=18258&Language=EN
Democratic structures based on clear electoral procedures open to the membership	Democratic structures for non-governmental sports organisations based on clear and regular electoral procedures open to the whole membership	Federations, associations, professional leagues and other sports organisations should include in their codes of sports ethics the provisions needed to prevent criminal associations from infiltrating the management bodies of sports companies or authorities. The purchase of sports clubs using capital of unknown origin should be prevented by making it compulsory for clubs to seek information about potential owners
Professional organisation and management, with an appropriate code of ethics and procedures for dealing with conflicts of interest	Organisation and management of a professional standard, with an appropriate code of ethics and procedures for dealing with conflicts of interest	The Basic Universal Principles of Good Governance of the Olympic and Sports Movement, drawn up by the International Olympic Committee (IOC) in 2008, should be complied with by all sports organisations
Accountability and transparency in decision making and financial operations	Accountability and transparency in decision-making and financial operations, including the open publication of yearly financial accounts duly audited	Within sports federations, it is necessary to introduce supervisory mechanisms achieving a new balance in the powers of their presidents and ensuring that presidents are accountable to members' assemblies
Fairness in dealing with the membership and solidarity	Fairness in dealing with membership, including gender equality and solidarity	In this context, the term of office for which presidents of federations are elected should be limited (for example a four-year term, renewable only once). In addition, within sports federations, multiple candidates

		<p>should be encouraged to stand for election as president, as should female candidates at every level</p>
<p>A basis for setting an equitable partnership between the public authorities and the sports movement</p>		<p>The statutes of sports federations should prevent any form of conflict of interest by prohibiting individuals from holding senior offices within those federations if, at the same time, they hold senior posts in a club</p>
		<p>The governance mechanisms of sports federations should be such as to involve athletes in the major decisions relating to the regulation of their sport. In this respect, encouragement could be given to the representation of players' and athletes' trade unions and to the presence of former athletes of acknowledged integrity on federation committees</p>
		<p>It would be necessary to improve, within all sports federations, the provisions concerning the committees responsible for examining candidatures for the hosting of major international sports events. Strict rules on eligibility and on these committees' election and operating arrangements should be drawn up in order to prevent and punish any conflicts of interest or acts of self-interest among members, and strict checks should be provided for in order to avoid any attempted bribery or the exercise of improper influence on voting members' final decision. The possibility of including outside observers on such committees without the right to vote should be considered</p>
		<p>Sports associations and federations at every level (regional, national, continental</p>

and international) should publish annually (on their websites and in their activity reports) details of their income and expenditure and the remuneration of their senior executives and elected managers

European Union		
2000	2007	2011
<i>Nice Declaration on the specific characteristics of sport and its social function in Europe</i>	<i>White paper on sport</i>	<i>Communication to the European Parliament : developing the European dimension of sport</i>
<i>Adopted by the European Council in Nice</i>	<i>Presented by the European Commission</i>	<i>Adopted by the European Commission</i>
http://ec.europa.eu/sport/documents/doc244_en.pdf	http://ec.europa.eu/sport/documents/wp_on_sport_en.pdf	http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0012:FIN:EN:PDF
Transparency	Transparency	Transparency
Democracy	Democracy	Democracy
Solidarity	Accountability	Accountability
Ethics	Representation of stakeholders	Representation of stakeholders

International non governmental organisations

Transparency International	
2010	2011
<i>Safe hands: building integrity and transparency at FIFA</i>	<i>ICC governance review</i>
<i>Published by Transparency International and FIFA</i>	<i>Published by Transparency International</i>
http://www.transparency.ch/de/PDF_files/Divers/110816_FIFA_SafeHands.pdf	http://blog.transparency.org/2012/01/31/defining-the-boundaries-a-blue-print-for-enhancing-cricket-administration/
Putting the past behind	<u>International</u>
New procedures of good governance and transparency (more detailed reporting, rotation; roles and responsibilities; remuneration, benefits, payments, grants)	Widen its focus from corruption among players to encompass other forms of corruption that threaten the integrity of the game such as trading of influence and cronyism
The way forward through the application of Anti bribery codes developed in other sectors	Conduct an independent risk assessment of the corruption risks facing cricket at the national and international levels, and what impacts these risks may have on the integrity and reputation of the game

<p>Putting anti-corruption policies into practice (Review of the code of ethics; review of the organisational structures: key management personnel, high risk areas, strengthening existing transparency measures, investigations and sanctions; implementation strategy: communication policy and training, monitoring and reporting)</p>	<p>Commission a review of anti-corruption best practice in other sectors and benchmark itself against other international organisations, both in sport and other spheres</p>
	<p>Based on the above risk assessment and benchmarking, the ICC should introduce best-practice policies and procedures in all areas that are appropriate to mitigate the risks to integrity</p>
	<p>Acknowledge its role in the global governance of cricket and take responsibility for setting out governance standards for member countries and significant matches, competitions or leagues played under the auspices of private promoters</p>
	<p>Create a mechanism that allows individual supporters of the game throughout the world to convey their views and opinions to their respective national boards or Federations, and thence to the ICC, as appropriate, who could take these into account when making significant decisions</p>
	<p>Review its internal procedures for dealing with corruption cases, including the desirability of establishing an independent anti-corruption tribunal, to ensure that it follows international best practice</p>
	<p>Review the arrangement whereby corruption and security have been combined into a single unit within the council. Adequate resources for anti-corruption investigation and enforcement should be made available. National boards or Federations should also have more resources for investigation and enforcement</p>
	<p>Review its whistleblowing procedures to ensure that they are confidential, provide appropriate protection, are available to all the game's stakeholders, and are widely publicised</p>
	<p>More transparent about the type, quality and response to the anti-corruption training it offers to players and officials</p>
	<p>Greatly increase the information available on its website about its approach to governance and corruption, and the progress it is making. All policies and procedures should be available for review unless there is a legitimate reason for confidentiality</p>
	<p>Introduce greater accountability into its governance structures, and in particular in its</p>

board and key committees
The ICC and national boards should review their anti-corruption training and mentoring procedures to ensure that they are state of the art and aligned with best practice
<u>Domestic</u>
Require national boards or Federations to have in place codes of conduct, policies and procedures that reflect ICC's own global best practice approach. The ICC should also have capacity building programmes to assist bodies who need support to improve their standards within agreed time-frames
There should be greater transparency of national boards, and greater accountability to stakeholder groups including amateur and professional players and supporters, for example through greater disclosure of information, including policies and decisions, by national boards
Member countries should consider creating anti-corruption tribunals at domestic levels to hold individuals and organisations to account, if existing anti-corruption mechanisms are inadequate
Effective mechanisms to review whether domestic boards are adhering to anti-corruption codes and procedures, and should have strong sanctions, including financial sanctions or suspensions, available to it if member countries' boards or federations are judged to have infringed the rules
<u>Private organisations</u>
Ensure that there is proper scrutiny, and due diligence undertaken, of private promoters and their associates
Appropriate measures should be put into place with regard to the ownership structures, financial arrangements and tournament design of high-profile private competitions or leagues to safeguard the integrity and reputation of the game
Private promoters and associated competitions must be subject to oversight of the relevant national board so that all tournaments fall under the purview of ICC, which can if necessary delegate some supervisory authority to the national board of the host nation

Play The Game
2011
<i>Cologne consensus: towards a global code for governance in sport</i>
<i>Adopted by the participants at the 2011 Play The Game Conference in Cologne</i>
http://www.playthegame.org/fileadmin/documents/Cologne_Consensus.pdf
Governance documents and practices, and democratic procedures
Representation principles, including age, gender, ethnicity, tenure and stakeholder issues
Principles of autonomy and cooperation with governments
Transparency and accountability, both operational and financial
Monitoring, compliance and enforcement, including the feasibility of an independent agency to this end
Development of grass-root sport
Education, sharing of information and best practices
Equity, inclusiveness, non-discrimination and minority protection

One World Trust	
2007	2008
<i>2007 Global Accountability Report FIFA accountability profile</i>	<i>2008 Global Accountability Report IOC accountability profile</i>
http://oneworldtrust.org/publications/doc_view/169-2007-global-accountability-report?tmpl=component&format=raw	http://oneworldtrust.org/publications/doc_view/225-2008-global-accountability-report-black-and-white?tmpl=component&format=raw
Transparency	Transparency
Participation	Participation (internal member control / external stakeholder engagement)
Evaluation	Evaluation
Complaints and response	Complaints and response (internal / external)

Transnational corporations

Pricewaterhouse Coopers
2012
<i>An independent governance review of the International Cricket Council</i>
http://static.icc-cricket.yahoo.net/uqc/documents/DOC_6E43A6280C922ABC51A9C6AB55AA58E1_1328155148580_481.pdf
Board
Ethics
Membership, Board structure and Committees
Funding

Scholars

Katwala
2000
<i>Democratising global sport</i>
Katwala, S. (2000). <i>Democratising Global Sport</i> . London: The Foreign Policy Centre.
Accountability and transparency (term limits for those in charge ; financial transparency ; business and commercial relationships within sports based on fair and open competition and disclosure of key information ; transparent and professional funding ; credible ethics code and independent investigation of abuses ; professional governance and communications)
Giving sport's stakeholders a say (athletes ; fans ; sponsors)
Institutional cooperation and public interest
Fight against doping
Hosting major tournaments
Match fixing and corruption
TV rights and the communications revolution

Chaker
2004
<i>Principles of good governance in sport</i>
Chaker, A.-N. (2004). <i>Good governance in sport: A European Survey</i> . Strasbourg: Council of Europe.
Freedom of association
Freedom of speech
Freedom of operation
Transparency (audit)
Independence (control; conflicts of interest)
Democracy (consultation)

Henry & Lee
2004
<i>Good organisational governance</i>
Henry, I. & Lee, P. C. (2004). "Governance and ethics in sport", in <i>The Business of Sport Management</i> (Beech, J. & Chadwick, S.), Harlow: Prentice Hall, pp. 25-42.
Transparency (clarity in procedures and decision-making, particularly in resource allocation)
Accountability (to financial investors and other emotional investors)
Democracy (access to representation in decision-making should be available to those who make up the organisation's internal constituencies)
Responsibility (for the sustainable development of the organisation and its sport, and stewardship of their resources and those of the community served)
Equity (in treatment of constituencies – for example gender equity and participants/employees with disabilities)
Effectiveness (establishing and monitoring of measures of effectiveness with measurable and attainable targets)
Efficiency (the achievement of such goals with the most efficient use of resources)

Burger & al.
2005
<i>Best Practice Governance Systems</i>
Burger, S. & al. (2005). "Compliance with Best Practice Governance Systems by National Sports Federations in South Africa", in <i>Aspects of Sport Governance</i> (Kluka, D. & al., Eds.), Oxford: Meyer & Meyer Sport, pp. 125-152.
Accountability
Responsibility
Transparency
Social Responsibility
Independence
Fairness
Discipline

McNamee & Flemming
2005
<i>Conceptual model for the corporate governance of sport</i>
McNamee, M. & Flemming, S. (2005). "The ethics of corporate governance in sport: Theory, method, and operationalization, in <i>Aspects of Sport Governance</i> (Kluka, D. & al., Eds.), Oxford: Meyer & Meyer Sport, pp. 153-167.
Respect (Beneficence, Civility, Confidentiality, Honesty, Loyalty, Non-abuse, Non-discrimination, Non-exploitation, Non-harassment, Privacy)
Equity (Diversity, Fairness, Recognition, Tolerance, transparency)
Responsibility (Accountability, Effectiveness, Efficiency, Trustworthiness)

Chappelet & Kübler-Mabott
2008
<i>Principles for the governance of world sport</i>
Chappelet, J.-L. & Kübler-Mabbott, B. (2008). <i>The International Olympic Committee and the Olympic System: The governance of world sport</i> , London: Routledge.
Transparency
Democracy
Accountability
Autonomy
Social responsibility

Taylor & O'Sullivan
2009
<i>Board structures of sporting governing bodies</i>
Taylor, M. & O'Sullivan, N. (2009). "How Should National Governing Bodies of Sport Be Governed in the UK? An Exploratory Study of Board Structure", <i>Corporate Governance: An International Review</i> , 17, pp. 681–693.
Nonprofit boards should contain a reasonable balance between members possessing appropriate business expertise and members representing the wider membership of the organisation
Nonprofit boards should be limited to between 5 and 12 members, thereby facilitating debate while also optimizing decision making
Nonprofit boards should separate the roles of chairman and CEO. This separation should make

the board more objective and independent while also enabling the board to effectively pursue multiple and often conflicting objectives
Nonprofit boards should contain sufficient non executive representation so as to ensure the independence of decision making
NED's should bring onto boards of non profits specific business insights or experience that the board does not already possess

De Zwart & Gilligan
2009
<i>Key governance indicators in sport organisations</i>
Zwart, F. de & Gilligan, G. (2009). "Sustainable Governance in Sporting Organisations", in <i>Social Responsibility and Sustainability in Sports</i> (Rodriguez, P. & al., Eds), Oviedo, Universidad de Oviedo, pp. 165-227.
Identification, consultation and participation of stakeholders
Access to and timely disclosure of information
Fair and ethical decision-making, corporate social responsibility and codes of conduct
Principal board responsibilities
Competency/experience and skills of directors
Board and management roles to be distinguished and specified

Mowbray
2012
<i>Contingent and standards governance framework</i>
Mowbray, D. (2012). "The contingent and standard governance framework for national governing bodies", in <i>Handbook of Sport Management</i> (Robinson, L. & al., Eds), London: Routledge, pp. 26-41.
Structural standards (framework, induction, purposeful structure, process-based, purposes, board size, tenure, chairman selection, policy)
Partnership and communication standards (partnership, relationships, communication, advocacy)
Planning standards (strategy, annual plan, meeting plans, resources, performance, financial results, learning, meeting attendance, risk minimisation)
Transparency standards (board committees, compliance with integrity, conflict of interest, culture of inquiry, transparency, board members, equal opportunity, independence)

Other authors on sport governance (who do not recommend specific principles)

Foster, J. (2006). "Global Sports Organisations and their Governance", *Corporate Governance*, Vol. 6, No 1, pp. 72-83.

García, B. (2011). "The EU and Sport Governance: Between Economic and Social Values", in *Social Capital and Sport Governance in Europe* (Groeneveld, M. & al., Eds.), London: Routledge, pp. 21-40.

Hoye, R. & Cuskelly, G. (2007), *Sport Governance*, Oxford, Elsevier.

Hums, M. A. & MacLean, J. C. (2004). *Governance and Policy in Sport Organizations*, Scottsdale, Arizona: Holcomb Hathaway.

Sawyer, T.H. & al. (2007). *Sport Governance and Policy Development. An Ethical Approach to Managing Sport in the 21st Century*. Sagamore Publishing, Champaign.

Zölch, F. A. (2004), "Corporate Governance im Sport", in U. Scherrer & F. A. Zölch (Hrsg.), *Sportveranstaltungen – im Fokus von Recht und Wirtschaft*, Zürich: Orell Füssli, pp. 93-112.

International and European sports associations

European Olympic Committees & Fédération Internationale de l'Automobile
2001
<i>Statement of good governance principles</i>
<i>"The rules of the Game" First international governance in sport conference, Brussels</i>
http://www.fia.com/public/fia_structure/resources/governance_sport.pdf
The role of the governing body
Structures, responsibilities and accountability
Membership and size of the governing body
Democracy, elections and appointments
Transparency and communication
Decisions and appeals
Conflicts of interest
Solidarity
Recognition of other interests

Union Cycliste Internationale
2004
<i>UCI Rules of good governance</i>
http://www.uci.ch/Modules/BULTIN/getObject.asp?MenuId=&ObjTypeCode=FILE&type=FILE&id=MzQxMDk&LangId=1
Identity
Objectives
Representation
Decision-making process
Transparency
Communication
Sports Management
Rules
Commercial activities
Finances
Solidarity

Commonwealth Games Federation
2006
<i>Principles of conduct</i>
<i>Code of conduct</i>
http://www.thecgf.com/about/constitution.pdf
Selflessness
Integrity
Objectivity
Accountability
Openness
Honesty
Non discrimination

International Olympic Committee
2008
<i>Basic universal principles of good governance of the Olympic and sports movement</i>
<i>Seminar on autonomy of the Olympic and sports movement</i>
http://www.olympic.org/Documents/Conferences_Forums_and_Events/2008_seminar_autonomy/Basic_Universal_Principles_of_Good_Governance.pdf
Vision, mission and strategy
Structures, regulations and democratic process
Highest level of competence, integrity and ethical standards
Accountability, transparency and control
Solidarity and development
Athletes' involvement, participation and care
Harmonious relations with governments while preserving autonomy

European Team Sports Association
2008
<i>Good governance by sports federations</i>
<i>Safeguarding the heritage and future of team sport Conference</i>
http://www.uefa.com/MultimediaFiles/Download/uefa/KeyTopics/74/35/95/743595_DOWNLOAD.pdf
Appropriate involvement of stakeholders in the decision making process
Operating in a democratic and transparent way
Fight against racism and corruption
Promotion of the principle of fair play
Work with public authorities on societal issues: violence; corruption; money laundering; trafficking/smuggling of minors; stadia and security; illegal betting; xenophobia, racism and other forms of discrimination; match fixing and doping

Union of European Football Associations	
2009	2012
<i>Good governance and autonomy</i>	<i>Good governance menucard for UEFA member associations 2012-2016</i>
<i>4th Value of UEFA Eleven key values</i>	
http://www.uefa.com/uefa/elevenvalues/index.html	
	MESGO Master thesis by Alex Phillips
Openness	Strategy
Democracy	Democracy & Inclusiveness
Transparency	Transparency
Responsibility	Accountability
	Solidarity
	Integrity
	Effectiveness & efficiency
	Legal stability

National sports associations and agencies

Sport and Recreation South Africa
2004
<i>Best practice principles of good governance in sport</i>
<i>King II Report on corporate governance</i>
Accountability
Responsibility
Transparency
Social responsibility
Independence
Fairness
Discipline

UK Sport
2004
<i>Good governance: a guide for national governing bodies of sport</i>
Governance vs. management
Role, responsibilities and liabilities of Board members (Selflessness, Integrity, objectivity, accountability to stakeholders, openness, honesty, leadership)
Specific role of the Chair
Board Members training
Board performance and evaluation
Conflicts of interest
Evaluating the CEO
Role of the CEO
Overview of the importance of international controls

The governing document
Effective meetings and information needs
Sub committees
Supporting the Board
Organisational reporting lines
Strategic planning
Risk management
Policies and procedures
Internal audit
Monitoring, evaluating and KPI
Importance of participation and accountability
Open organisational culture
General Assembly
Consultation
Electronic communication
Annual reports
Volunteer management
Regulatory compliance
Financial reporting
Audit
Labour law
Child protection and working with vulnerable groups

Dutch NOC*NSF
2005
<i>13 points of advice</i>
<i>Good sport governance code</i>
http://www.nocnsf.nl/cms/showpage.aspx?id=1857
Unity within the organisation
Existence and definition of statutes/policy
Good administration and healthy financial policy
Organisational structure
Members
Code of conduct for the board approved by the General Assembly
Liability of the board
Communication
Step down of a member of the board
Annual meeting of the board
Statutory for directors and managers
Responsibility of the board (regulate) for the general assembly to be sell able to do its monitoring job
The board should well-define the regulations of the following subjects: disciplinary regulation, sexual harassment, discrimination, racism and handing complaints

United States Olympic Committee
2005
<i>USOC preliminary NGB governance guidelines</i>
https://custom.cvent.com/EE7D9F1FF632436E9BD5A04565F24F99/files/1fe9e6f85e2c4675bda34c8e01b6137b.pdf
NGBs should be governed by a board which shall have sole responsibility for governance
NGB boards should generally be between 7 and 12 in membership
NGB boards should have at least 20% independent directors as well as at least 20% athlete directors
NGB boards should have staggered term limits
NGBs must have at least the following 3 standing committees: Audit (which shall also have responsibility for ethics matters unless ethics issues are addressed by another committee), Compensation, and Nominating & Governance
NGB committees should be of the minimum number and size possible to permit both conduct of the sport and appropriate board governance
The role of management and the role of governance should be defined clearly, with each NGB being staff managed and board governed
NGBs must be financially and operationally transparent and accountable to its members and the USOC
NGBs must adopt best practices for not for profit organizations
NGBs must comply with all of the requirements for membership as defined in the Ted Stevens Olympic and Amateur Sports Act, USOC Bylaws, and any USOC Board policies

Sport and Recreation New Zealand (Sport New Zealand)
2006
<i>Nine steps to effective governance: building high performing organisations</i>
http://www.sportnz.org.nz/Documents/Sector%20Capability/effective_govt_2nd.pdf
Prepare the job description
Develop the work plan
Review the structure and content of the standard board meeting
Recast the strategic plan
The chief executive – recruitment, performance measures and evaluation
Enhance the board’s monitoring effectiveness
Regularly review the board’s performance
Ensure active succession planning

Wales Sports Council
Circa 2006
<i>Sound governance and good management characteristics</i>
http://www.scw.sequence.co.uk/performance-and-excellence/governing-bodies/governance
Strong accountability to all members, funders and stakeholders
Modern and efficient arrangements for governance
Appropriate legal structures
Appropriate business planning
Clear leadership which commands the respect of players

A sport run with energy, enthusiasm and passion
Explicit roles and expectations to ensure the optimum contribution from board members, paid staff, volunteers and players
Transparent and compliant systems for managing and administering the sport
Commitment to ethical standards and fair play
Diverse sources of revenue without over-dependence on any one funder
Partnerships working to deliver national opportunities for sport

Australian Sports Commission
2007
<i>Governance principles: a good practice guide for sporting organisations</i>
http://www.ausport.gov.au/_data/assets/pdf_file/0004/193027/ASC_Governance_Principles_2007.pdf
Board composition, roles and powers
Board processes
Governance systems
Board reporting and performance
Member relationship and reporting
Ethical and responsible decision making

Sport and Recreation Alliance (UK)
2011
<i>Voluntary code of good governance for the sport and recreation sector</i>
http://www.sportandrecreation.org.uk/smart-sport/voluntary-code
Integrity: Acting as guardians of the sport, recreation, activity or area
Defining and evaluating the role of the board
Delivery of vision, mission and purpose
Objectivity: Balanced, inclusive and skilled board
Standards, systems and controls
Accountability and transparency
Understanding and engaging with the sporting landscape

Sport England
2011
<i>Good governance guidance</i>
http://www.sportengland.org/funding/small_grants/want_to_apply-1.aspx
Board leadership
The Board in control
The high performance Board
Board Review and renewal
Board delegation
Board and trustee integrity
The open Board