



# GOVERNANCE AND SPORT COMMISSION

## Bulletin No. 001-2020 / B- ACODEPA

### INTRODUCTION

In an extraordinary session of the Executive Committee of ACODEPA, held on December 12<sup>th</sup>, 2019 in the city of Fort Lauderdale, Florida, USA, it was agreed to appoint several working commissions. One of them was the Governance and Sport Commission.

The commission (CGD from now on) is formed by Mr. Alberto Herrera Ayala as President, Mr. Andrés Duque Muñoz as Secretary, and Mr. Mauricio Hernández Londoño as Member. This decision was confirmed by Official Letter No. 030-2020/P-ACODEPA.

This commission will work for a term of 2 years, and if the members and the Executive Committee consider it convenient, the appointment may be extended.

On October 4<sup>th</sup>, 2020, the President of the GDC presented the action plan suggested by this Commission to the Executive Committee.

The CGD has established as its mission; to establish a framework for good sports governance in ACODEPA and the Pan American Confederations. This mission will be accompanied by the research group GRICAFDE of the University Institute of Physical Education of the University of Antioquia Colombia, whose main researcher is the member of the CGD and supported by the director of the Institute Juan Francisco Gutierrez Betancur.

CGD's vision is to implement concrete, transparent and measurable actions in ACODEPA and the Pan-American Confederations.

CGD's values are Integrity, understood as the coherence between personal values and beliefs and actions; Trust, as the security we have in the capacities and leadership of each one of us; and Respect, as a fundamental value of the Olympic Movement, the recognition of our differences, and the observance of internal and external rules.



The objectives outlined by CGD for ACODEPA and its affiliated Pan-American Confederations are:

1. To create a good governance reference framework based on the available literature.
2. To collect information on governance.
3. To identify mechanisms for adherence to the framework.
4. To adopt a code of good governance.

## BACKGROUND

Good governance in sport has been a little-addressed issue on the continent. The principles of good governance in sport have been adapted from political governance and corporate governance. On the other hand, sport organizations are constituted as private non-profit associations, whose purpose is to promote a sport and its modalities in international, national or sub-national territories. The promotion of sport includes two main tasks: the organization of sport events; and the production of sport excellence (Chelladurai, 2014). Its legal nature, social function and public interest, means that most sports organizations, even international ones, are not prepared to adopt governance standards adopted from the corporate and political world. Taking into account the above, governments, the press, civil society and organized stakeholders have been demanding greater transparency actions that allow to re-establish confidence in these organizations while preserving their autonomy (Geeraert, Mrkonjic, & Chapelet, 2015).

Good governance is mandatory to preserve autonomy in sports organizations; in fact, "The legitimacy and autonomy of the Olympic Movement depends on the defense of the highest standards of ethical behaviour and good governance" (Villegas Estrada, 2010, p 28) In the Sports System and the Olympic Movement there has been talk of good governance since corruption scandals in sports organizations and events appeared in 2000 (Chapelett, 2013). The problems associated with the bid and election of Salt Lake City, FIFA Gate in 2015, and the International Association of Athletic Federations (IAAF) in 2016 are some examples of this.

Despite the growing interest in the subject by international governmental bodies (Council of Europe, European Union); international non-governmental organizations (Play The Game, Transparency International); sports associations (IOC, ASOIF, GAISF, FIFA, UEFA) National sports agencies (UK Sport, New Zealand Sport, Australian Sport Commission) and Academics (Geeraert, Chapelett, Henry and Lee); there is no universal code or



standard of governance adopted by a wide group of sports organizations and stakeholders at the national and international levels (Chappelet & Mrkonjic, 2019). A universal code on sport governance, as the World Anti-Doping Code has done, could provide conceptual clarity and harmonize the implementation of improved governance in sport organizations (Chappelet & Mrkonjic, 2019).

All these codes have taken from corporate governance and political governance, certain principles and indicators to be adapted to the reality of sport organizations without considering the costs and capacities that the implementation of these codes imply (Chapelett, 2016). Professor Barrie Houlihan has mentioned it well; good governance is not free of cost (Andersen, Houlihan, & Ronglan, 2015)

Based on this background, and on the need to document the processes carried out by the CGD, we suggest the following recommendations:

## RECOMMENDATIONS

- 1. Implementing the lessons learned.** The CGD adopts the principles, indicators, methodologies and practices developed to date by the Governance Task Force (GTF) of ASOIF (Association of International Summer Olympic Federations). This GTF has been assessing, monitoring and publishing the governance progress of its members consistently since 2016. To date, three governance assessments have been conducted in independent moderation, all available on the web. The lessons learned bring about concrete actions such as (1) Involve internal (ACODEPA suggested members) and external (Confederations suggested members) actors familiar with the issue in the governance assessment to produce relevant information. The purpose of having an external evaluation brings two benefits to the process First, it brings a level of objectivity to the process that would not be present in a self-evaluation, and second, it ensures that the perspectives common to all the confederations are consistent across all of them. (2) The methodology adopted will include, as with the previous ASOIF evaluations, the systematization of a questionnaire that will involve the entire Executive Committee, and that will be completed by those with senior positions in the confederations such as the CEO, Director General, Secretary General or an equivalent title (ASOIF, 2015). After receiving the information, the answers provided will be moderated independently by Transparency in Sport. The organization in charge of moderating the scores in ASOIF is ITrust Sport. The principles, indicators and methodology adopted by ASOIF have allowed them to calibrate a robust, valid and reliable evaluation



system after three reviews and four years of similar exercises (ASOIF, 2015, p. 4). ACODEPA adopts this measurement model and expects to consistently conduct the exercise at least every two years.

- 2. Monitoring governance.** Each sport organization shall have an internal sport governance monitoring system. The CGD is developing a framework for ACODEPA and its affiliates, while integrating the proposals developed by the other commissions leading concrete, transparent and measurable actions. We encourage the confederations that do not yet have personnel or information systems to monitor their governance to do so autonomously.
- 3. Adopt and cooperate with governance assessment.** ACODEPA is committed not only to supporting its members in the adoption of codes of good governance; but also to leading an evaluation that will identify the progress of its members in adopting these standards. We recognize the autonomy of each confederation to adopt codes and principles of good governance, whether provided by its International Federation, by ASOIF (ASOIF, 2015, 2017, 2018), or by the Universal Basic Principles of Good Governance of the Olympic Movement and Sport System (IOC, 2008, 2016).
- 4. Highlighting good practices.** ACODEPA is in a privileged position not only to support actions towards good governance, but also to identify best governance practices across the continent and to develop solutions based on the particular challenges faced by each Confederation and its affiliates. The purpose of this assessment is also the identification and recognition of best practices.
- 5. Implementation.** Like ASOIF, ACODEPA is moving forward strongly with this action plan because its leaders and members believe that good governance is not an option (ASOIF, 2015). Without good governance, autonomy is meaningless; it would not be possible to defend it as an underlying principle of the international sport organization. Last but not least, we encourage member confederations to commit resources and capacities to optimize the level of good governance with their members. Implementation goes beyond good intentions and demands (1) strong leadership, (2) selecting, training and motivating staff, (3) introducing bodies and control mechanisms, (4) communicating expectations, (5) adopting bylaws, and (6) adopting reforms according to local priorities (Chappelet & Mrkonjic, 2019).



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