



DIF Aktivkomitéen  
Idrættens Hus  
16. juni 2016

Direktør  
Henrik H. Brandt  
[henrik.brandt@idan.dk](mailto:henrik.brandt@idan.dk)



# GOOD GOVERNANCE I INTERNATIONAL IDRÆT

Har det noget med os at gøre?

## FRA BALLADEMAGERE TIL PARTNERE - I

Play the Game bygger dybest set på journalistiske værdier og dansk folkeoplysende tradition:



- Raise ethical standards in world sport
- Promote democracy, transparency and freedom of expression in sport
- Nine international conferences since 1997
- Worldwide networks for journalists, researchers and sports officials
- Only international forum with unrestricted sports debate
- [www.playthegame.org](http://www.playthegame.org), newsletter, networking, research projects
- Since 2011 part of Danish Institute for Sports Studies



## FRA BALLADEMAGERE TIL PARTNERE - II

Play the Game har alle årene - til vekslende irritation for DIF - lagt stemme til kritikere af og dokumentation om international idræts dårligdomme:

- FIFA - fra ISL-skandalen til de amerikanske og schweiziske myndigheder
- FIVB - 'demokratisk legitimeret' korrupsion (Acosta og co.)
- IWF, IHF, IOC, IAAF osv. osv.

### Slagnumre:

- Korrupsion og magtmisbrug i int. idræt
- EPO og doping
- Match-fixing
- Ejerskab, financial fair play
- Politik, menneskerettigheder og demokrati
- 'Legacy' efter store idrætsbegivenheder (World Stadium Index)
- Samspelet mellem journalistik og medier (Int. Sports Press Survey)
- Breddeidrættens vilkår og interessevaretagelse i international idræt



## HVORFOR ER SPORT ET 'SPECIALDEMOKRATI'?

- Sudden wealth in amateur structures
- Rapid globalisation (with Europeans mostly in charge...)
- De facto monopolies with attractive products
- Family culture
- No external control: Governments, media, sponsors
- Lack of transparency and accountability
- One nation-one vote principle (except the ICC)
- The Bermuda Triangle of sport: Media, sponsors, organisations
- Ruled by feelings - most important unimportant thing (perfect platform for political interference and abuse)



Det gik op for os at roden til mange dårligdomme kunne sammenfattes under begrebet 'good governance'

# AGGIS project partners



*Univerza v Ljubljani*



AGGIS - Action for Good Governance in International Sports Organisations



## TRANSPARENCY AND PUBLIC COMMUNICATION

1	The organisation publishes its statutes/constitution on its website	
2	The organisation publishes its by-laws on its website	
3	The organisation publishes its sport rules on its website	
4	The organisation publishes its organisational chart on its website	
5	The organisation publishes its strategic plan on its website	
6	The organisation publishes the agenda and minutes of its statutory meetings on its website	
7	The organisation gives the media access to its general assembly	
8	The organisation publishes basic biographical information about its senior officials on its website	
9	Contact details to board members and senior officials are published	
10	The organisation publishes information about its member federations	
11	The organisation publishes its annual general activity report on its website	
12	The organisation publishes reports of its standing committees on its website	
13	The organisation publishes an annual financial report on its website	
14	The organisation publishes remuneration, for example per diem paid to its board members and senior officials on its website	
15	The organisation publishes main event reports with detailed and relevant information on its website	

## CHECKS AND BALANCES

1	The organisation has an internal audit committee	
2	The organisation is externally audited by international recognised standards	
3	The organisation has accounting control mechanisms in place	
4	The organisation separates regulatory and commercial functions	
5	The organisation has or recognises an Ethics/Integrity Code for all its members and officials	
6	The organisation has clear conflict of interest rules	
7	The organisation recognises a code or has its own standards of good governance	
8	The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in question 5-7 above	
9	The organisation's decisions can be contested through internal channels specified in its governing document/s	
10	The organisation recognises Court of Arbitration for Sport (CAS) as an external channel of complaint and allows athletes and officials to contest decisions in civil courts	
11	The organisation recognises and complies with the WADA World Anti-Doping Code	

## DEMOCRATIC PROCESS

1	There are elections of the president and the governing bodies and standing committees	
2	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s	
3	The organisation offers to the candidates standing for election opportunities to present their programme/manifesto	
4	The decisions on allocation of major events are made through a democratic, open and transparent process	

## Grundpillerne i Good governance:

- Transparency and public communication
- Democratic process
- Checks and balances
- Solidarity



1	The organisation allocates specific resources for the global development of grass-root activities	
2	The organisation has legacy requirements for communities in which its events are hosted	
3	The organisation inspects and audits the use of funds given to its internal stakeholders	
4	The organisation adopts an environmental management system (ISO, EMAS <sup>2</sup> or similar) for its major events	
5	The organisation has a well-defined Social Responsibility (SR) strategy and/or programmes	
6	The organisation controls the use of funds given to its SR programmes and applies ISO 26000 <sup>3</sup> standard or similar	
7	The organisation offers consulting to member federations in the areas of organisations and management through workshops, one to one advice or similar	
8	Representatives from economically disadvantaged member federations can apply for support to attend the general assembly	
9	The organisation adopts a clear anti-discrimination policy	

**Indicator 3.8**

The organisation has an independent body (e.g. Ethics Committee) to check the application of the rules referred in indicators 3.5 and 3.6

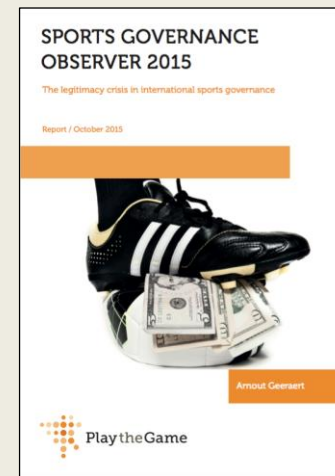
Score		Variables
1	<b>Not fulfilled at all</b>	There is no ethics committee or similar in place
2	<b>Weak</b>	- The committee cannot initiate proceedings on its own initiative and/or the committee members are <i>not</i> independent from the governing body and
3	<b>Moderate</b>	
4	<b>Good</b>	
5	<b>State of the art</b>	<ul style="list-style-type: none"> <li>- The committee members are independently recruited</li> <li>- The committee members are appointed by the congress</li> <li>- Staff can report irregular behaviour committed by employees in the knowledge that they are afforded protection and safety (whistle-blower protection)</li> <li>- The committee is separated into an investigatory and an adjudicatory chamber (separation of powers)</li> </ul>

## Grundpillerne i Sports Governance Observer:

- 36 indikatorer
- Rating system
- Metodisk forklaring

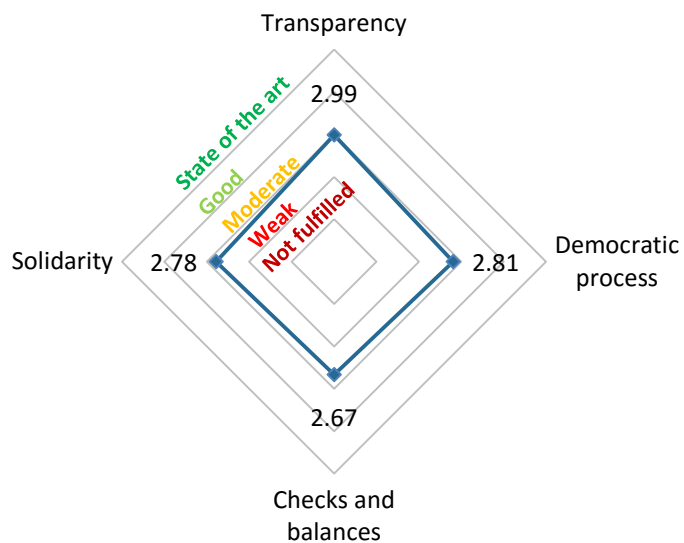
### Formål:

- Ekstern kontrol/pres
- Selvevaluering
- Politisk/ledelsesmæssigt værktøj



# SPORTS GOVERNANCE OBSERVER - ET WAKE UP CALL FOR IDRÆTTEN?

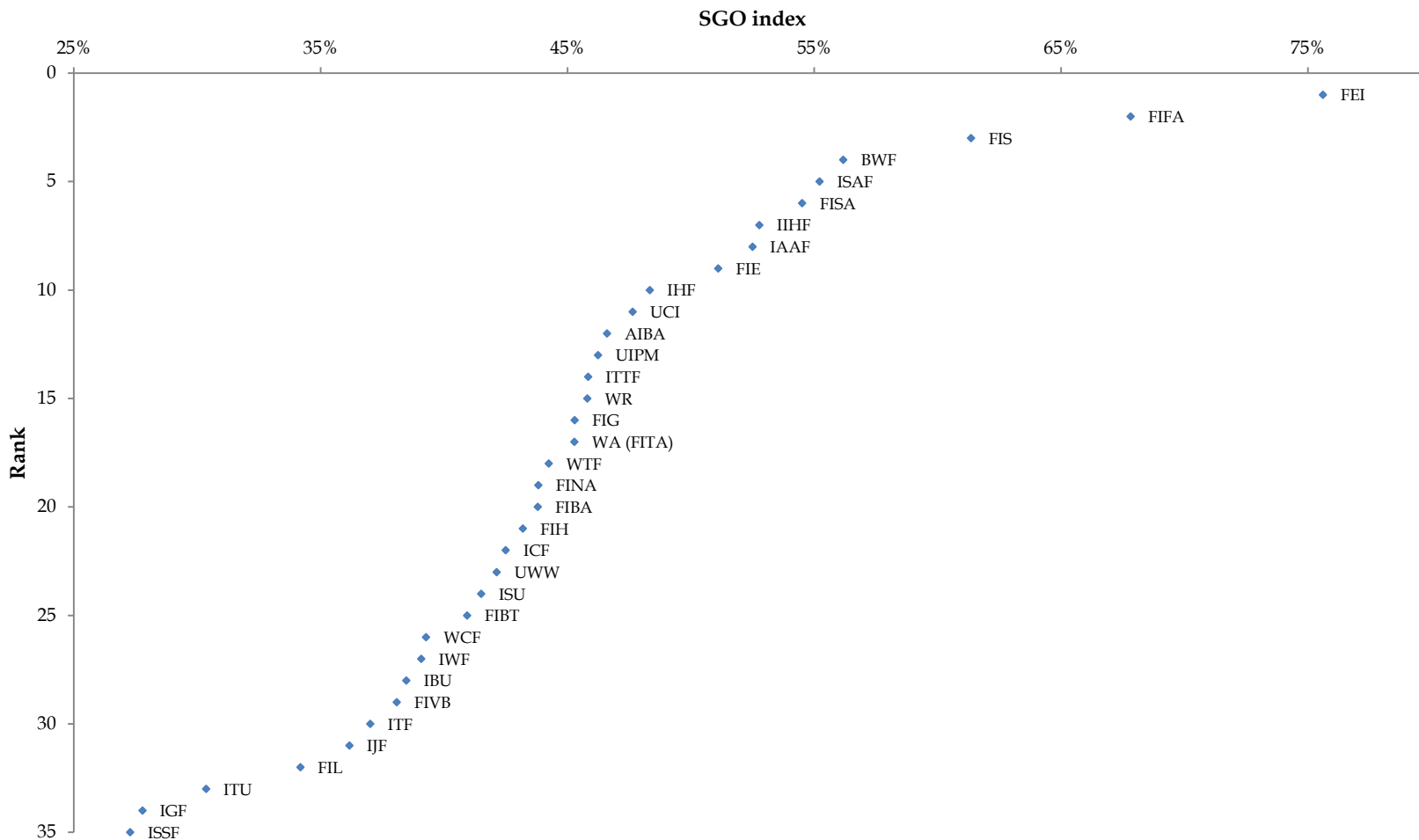
The Scoring Scale



All 35 federations		
Dimension	SGO score (on a scale from 1-5)	SGO Index
Transparency	2.99	49.6%
Democratic process	2.81	45.2%
Checks and balances	2.68	42.0%
Solidarity	2.79	44.9%
<b>Overall</b>		<b>45.4%</b>



# OG SØLVET GÅR TIL... FIFA MIDT I FODBOLDENS STØRSTE SKANDALE...



# SPORTS GOVERNANCE OBSERVER SOM REDSKAB - HVILKE SPØRGSMÅL SKAL MAN STILLE?

## Some of the key findings:

- Only four federations (11%) have a nominations committee in place that performs **integrity and professional checks**. In only one federation, candidates are obliged to provide their **manifesto**.
- A minority of 12 federations (35%) **publishes externally audited annual financial reports** on its website. And only six federations (17%) publish **annual general activity reports** on their websites that include information on assets, accounts, revenue, sponsoring, and events.
- None of the federations publish reports on **remuneration, including per diem payments and bonuses**, of its board members and senior officials.



# SPORTS GOVERNANCE OBSERVER SOM REDSKAB - HVILKE SPØRGSMÅL SKAL MAN STILLE - II?

## Some of the key findings:

- A minority of six (17%) federations have **clear conflict of interest rules**. Seven (20%) federations do not have conflict of interest rules in place at all.
- In none of the federations, the selection of host candidates for major events takes place according to a **transparent and objective process**, in which bidding dossiers are reviewed independently and assigned a score on the basis of pre-established criteria.
- 12 federations (34%) do not have an **ethics committee** in place. In only five federations (14%) the **ethics committee is independent** from the governing body and has the power to **initiate proceedings** on its own initiative.



# SPORTS GOVERNANCE OBSERVER SOM REDSKAB - HVILKE SPØRGSMÅL SKAL MAN STILLE - III?

## Some of the key findings:

- In only 23 federations (66%), **elections** take place according to clear and objective procedures and **secret ballots** are used.
- Only 11 federations (31%) have some form of **limitation of terms for elected leaders** in place.

The 35 federations are different in size and function, and they cannot all be expected to meet good governance criteria perfectly or to have the same structure or level of organisation. However, the federations generally get weak or moderate scores in most areas and end up with an **average score of only 45% measured against the report's 36 governance indicators.**



# NYTTER DET? HVAD KAN LILLE DANMARK STILLE OP?

Play the Game er nu det gode selskab i forhold til good governance.

*Men har vi kræfterne til at levere?:*

- Europarådet (EPAS + parl. assembly)
- Europa Parlamentet
- EU-Kommissionen
- EU-Ministerråd/formandskab
- EU ekspertgrupper
- UNESCO (Charter, MINEPS, CIGEPS)
- Nordisk statement
- Dansk arbejdsgruppe (Kulturministeriet)
- Diverse regeringserklæringer
- FIFA præsidentvalg og Independent Reform Committee!
- Medier (Oprejsning til Andrew Jennings, Jens Weinreich osv.)
- IOC - Thomas Bachs dunder tale. Change or be changed...



*EU Sports Forum 2016  
Hvem var 'skurken'?  
Hickey eller Andersen?*

Ja, selv DIF er med os...Tak for det

# EN EKSTRA DANSK VINKEL PÅ VIGTIGHEDEN AF GOOD GOVERNANCE I INTERNATIONAL IDRÆT

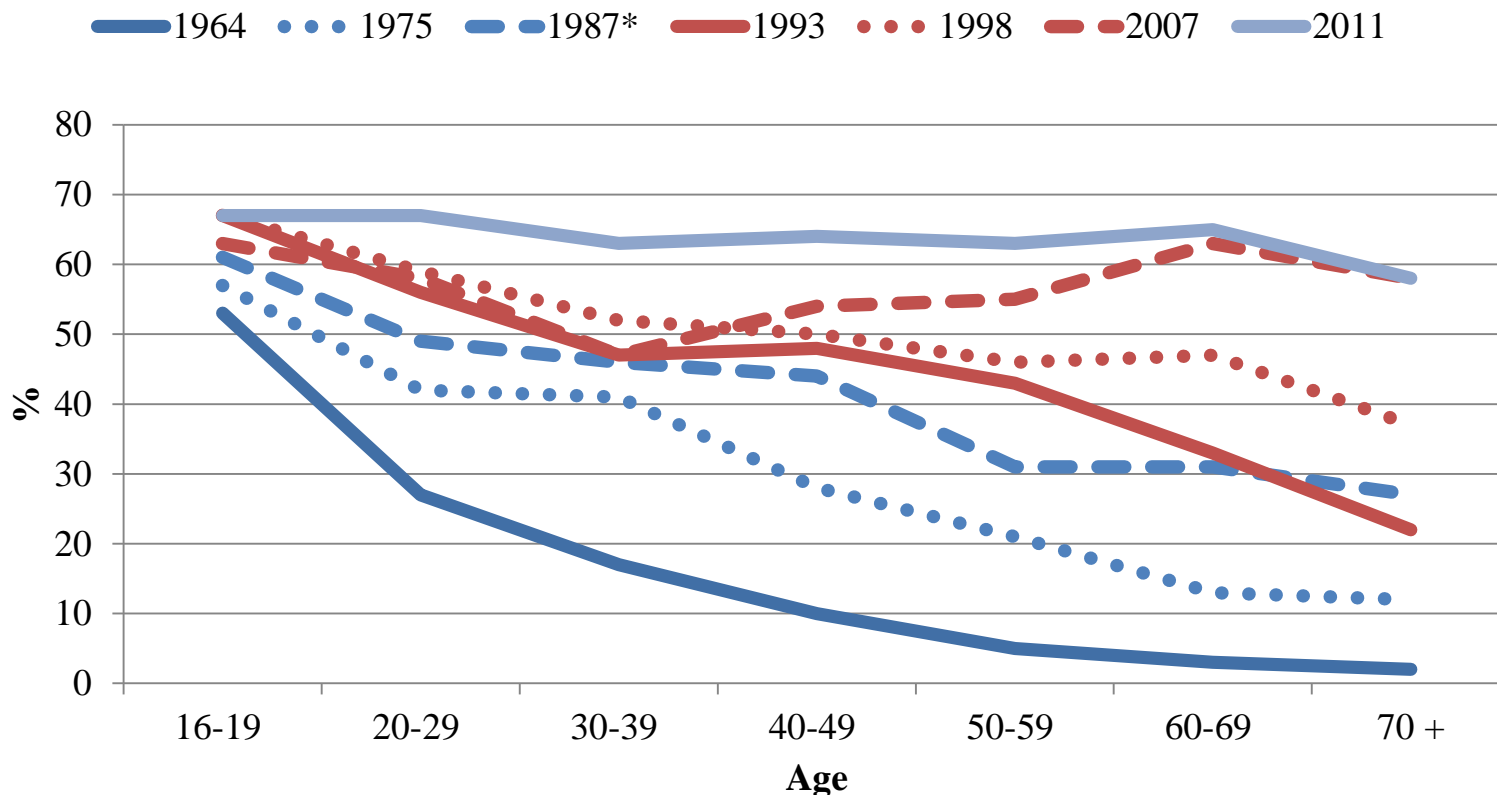
## Why the current scandals are far from the only reason for the need of reform:

- A lack of true commitment to the grassroots and participants
- A lack of will and ability to engage with other stakeholders than clubs and federations
- A lack of representation of youth and women
- A habit of seeking legitimacy and funding from politicians - and not from members/customers
- A lack of ability to engage with new trends and new life style patterns in a system of monopolies
- A lack of innovation, efficiency, and creativity that goes with flawed internal structures

This is the perfect environment for **new, innovative, communication-minded, and committed entrepreneurs** who are committed to their product and their case, and **dependant on their members/customers** (just like some governing bodies used to be 100 years ago)!



# HVAD STÅR DYBEST SET **OGSÅ** PÅ SPIL? I DANMARK - OG I DEN STORE IDRÆTTSVERDEN...

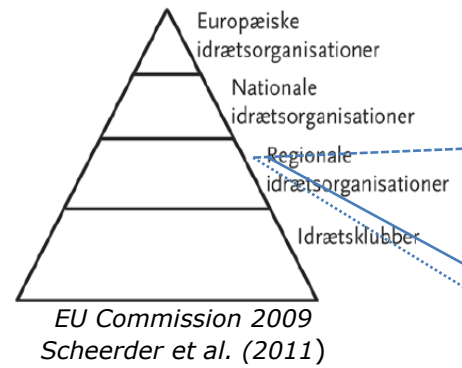


\*Data from 1987 only contains adults aged 16-74 leading to a relatively high participation rate among the age group 70+.

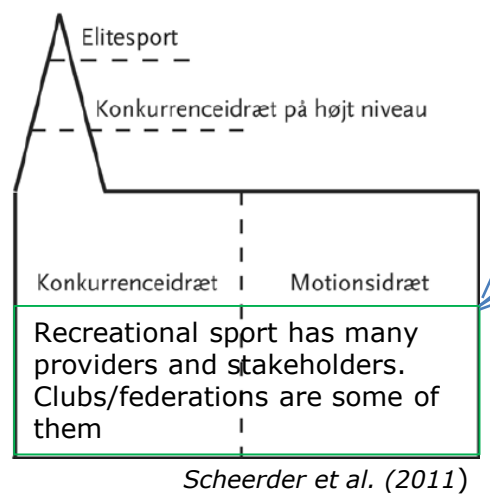


# SPORTS CLUBS AND GOVERNING BODIES HAVE LESS MARKET SHARE THAN THEY WOULD LIKE TO ADMIT

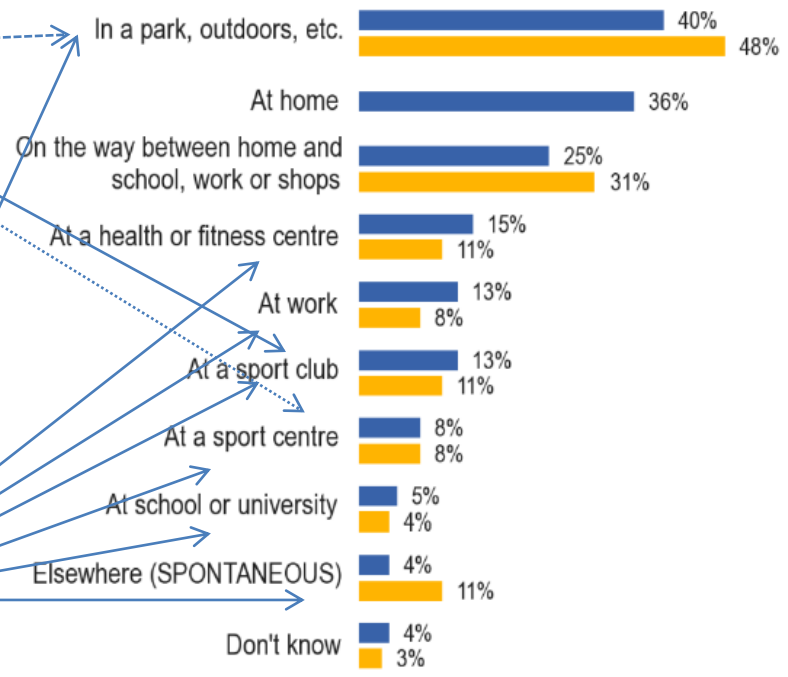
The pyramid model is most important for (some) children and elite sport.



The church model better reflects the reality of sport and physical activity among the whole population



QD7. Earlier you said you engage in sport or other physical activity, vigorous or not. Where do you engage in sport or physical activity?



■ 2013 (EB80.2 Nov.-Dec.)  
■ 2009 (EB72.3 Oct.)

EU28

Eurobarometer, sport and physical activity, adults (2014)



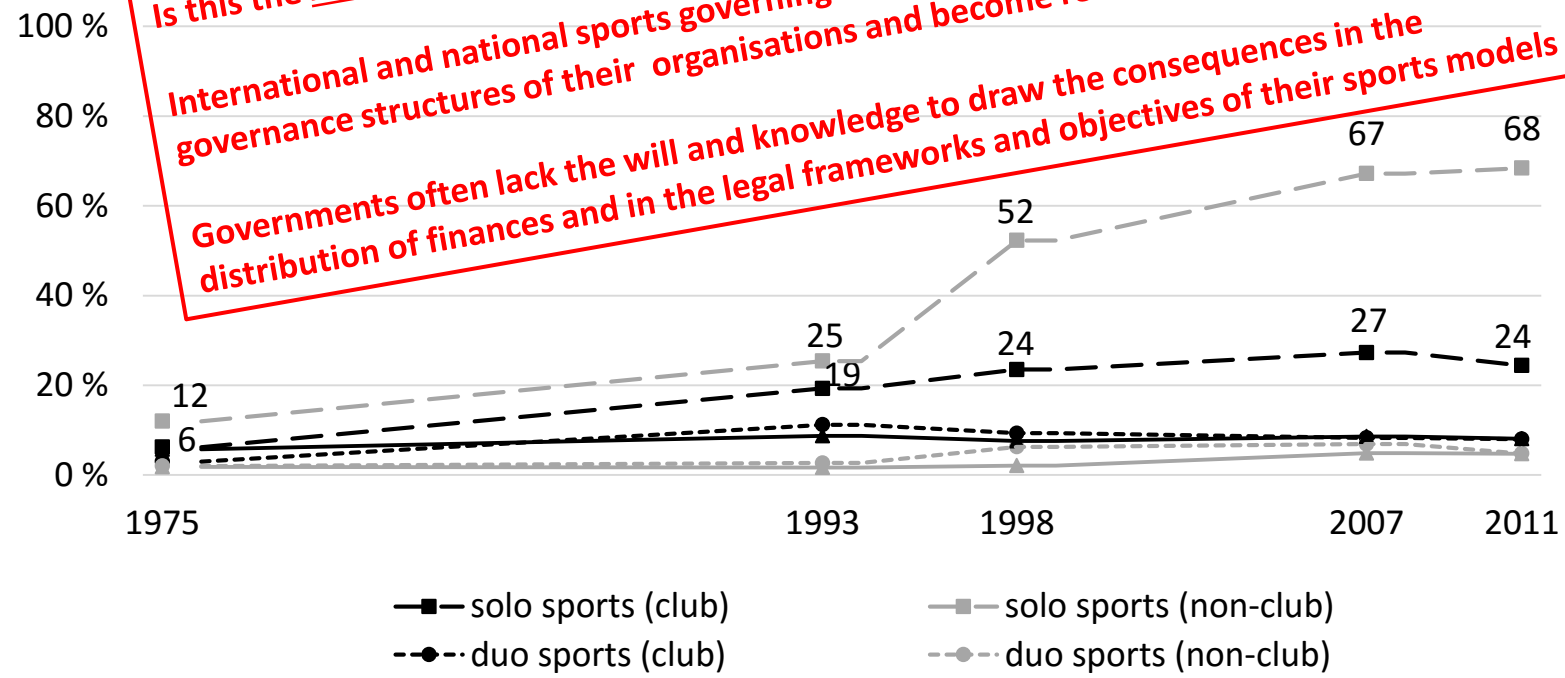


# (ORGANISED) SPORT IS STRUGGLING TO BE PART OF THE REVOLUTION...

**Talking about good governance in sport..  
 Is this the real scandal? (without sports journalists paying attention)**

**International and national sports governing bodies often lack will and ability to reform the  
 governance structures of their organisations and become relevant for new target groups**

**Governments often lack the will and knowledge to draw the consequences in the  
 distribution of finances and in the legal frameworks and objectives of their sports models**



The figure shows the evolution of active participation in solo, duo and team sports: club versus non-club organised settings (1975-2011), percentages of adult population, in Denmark. Pilgaard, 2015 (Further elaborated from: Laub, 2013; Pilgaard, 2012).



## HVAD MED JER?

Hvad ser I som jeres rolle?

Er de russiske atleter medskyldige i atletikskandalen - eller er de ofre?

Kan I leve med dopingsystemet, som det er nu?

Kan I leve med specialforbundenes/TD's administration af jeres idrætter?

Har I kræfter til at se ud over egen næsetip i idrætspolitik?

Hvem/hvem kæmper I for?

(hvad definerer eliten? kan I stå sammen? bredde? idrætspolitik?)





DIF-seminar  
Idrættens Hus  
13. april 2016

Direktør  
Henrik H. Brandt  
[henrik.brandt@idan.dk](mailto:henrik.brandt@idan.dk)



# GOOD GOVERNANCE I INTERNATIONAL IDRÆT

Har det noget med os at gøre?



EKSTRANUMMER

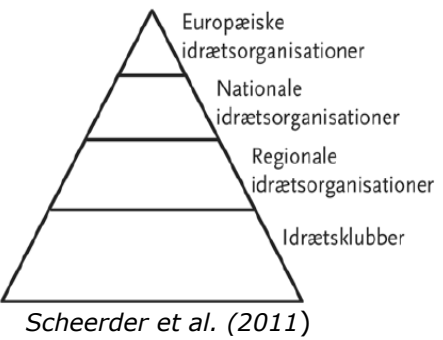
HVIS SITUATIONEN GIVER PLADS TIL DET



# IS A NEW REVOLUTION IN SPORT ON ITS WAY FROM AN UNEXPECTED ANGLE?



These people might still stay in power in their organisations. But will their organisations stay in power?



Uber: The world's largest taxi company, owns no vehicles.

Facebook: The world's most popular media owner, creates no content.

Alibaba: The most valuable retailer, has no inventory.

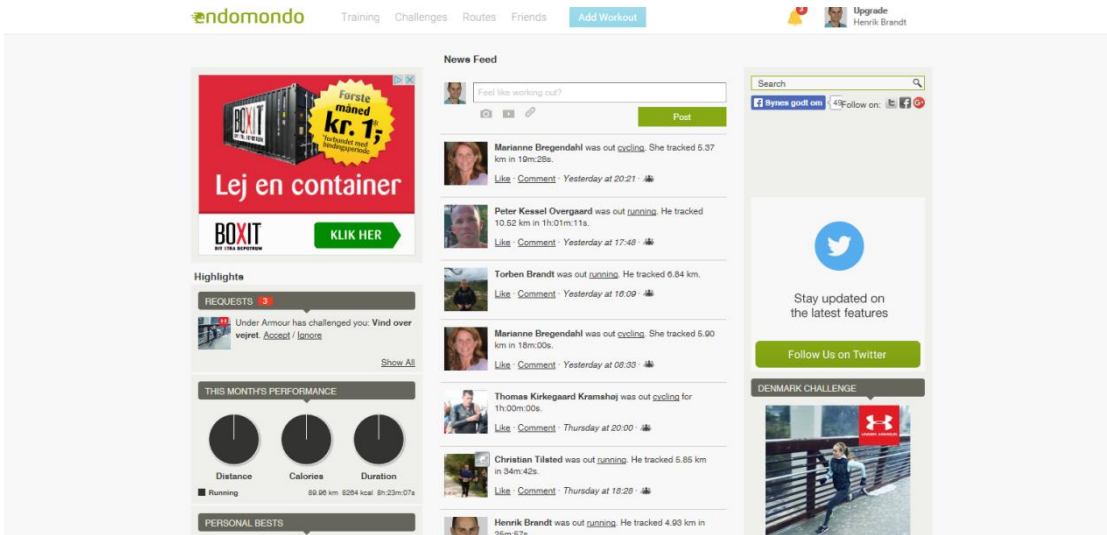
Airbnb: The world's largest accommodation provider, owns no real estate.

Something interesting is happening.  
TOM GOODWIN

tp@int  
WetpaintMENA



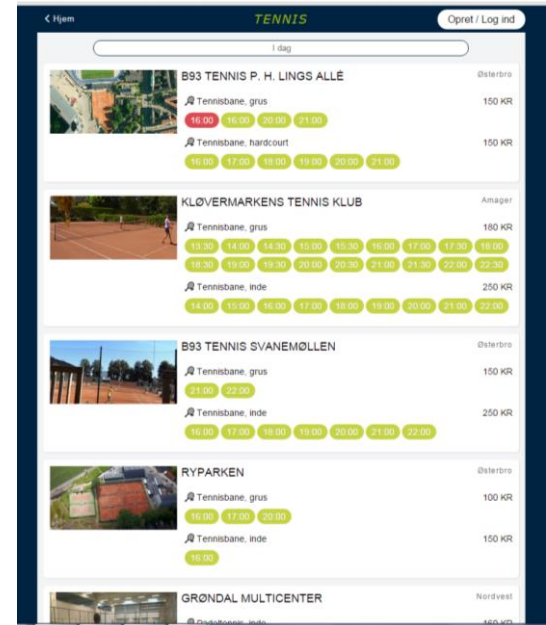
# WILL WE NEED SPORTS ORGANISATIONS TO... ... GET ACCESS TO FACILITIES AND COMMUNITIES?



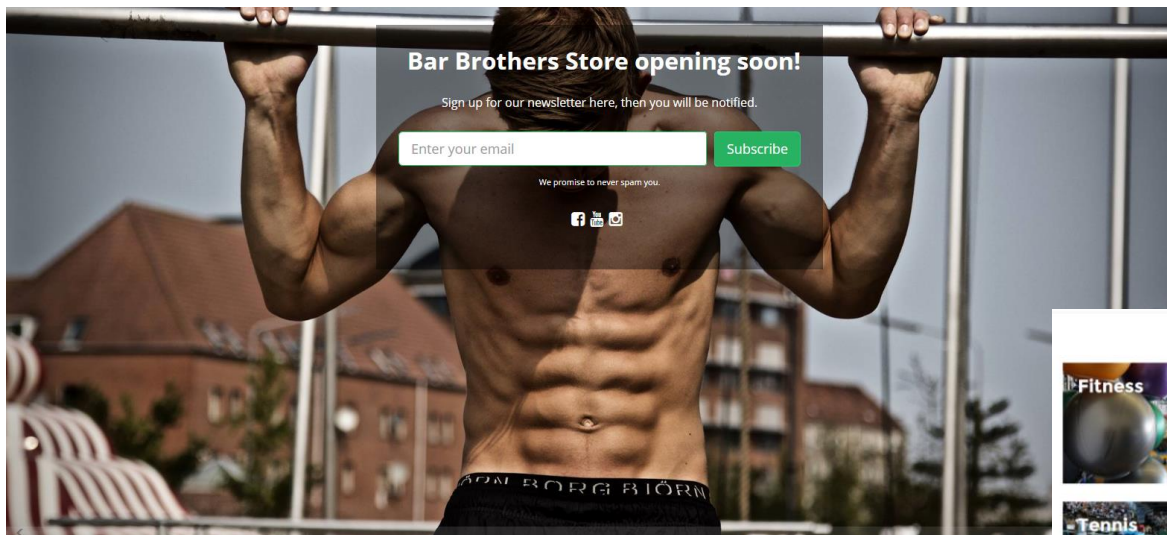
[www.endomondo.com](http://www.endomondo.com)  
 Measuring your performance, sharing your objectives and experiences with your friends

[www.wannasport.dk](http://www.wannasport.dk)

Booking a free pitch, hall etc.  
 Finding someone to play with



# WILL WE NEED SPORTS ORGANISATIONS TO... ... CERTIFY, ORGANISE, SELL AND BUY TRAINING?



Bar Brothers Store opening soon!

Sign up for our newsletter here, then you will be notified.



We promise to never spam you.



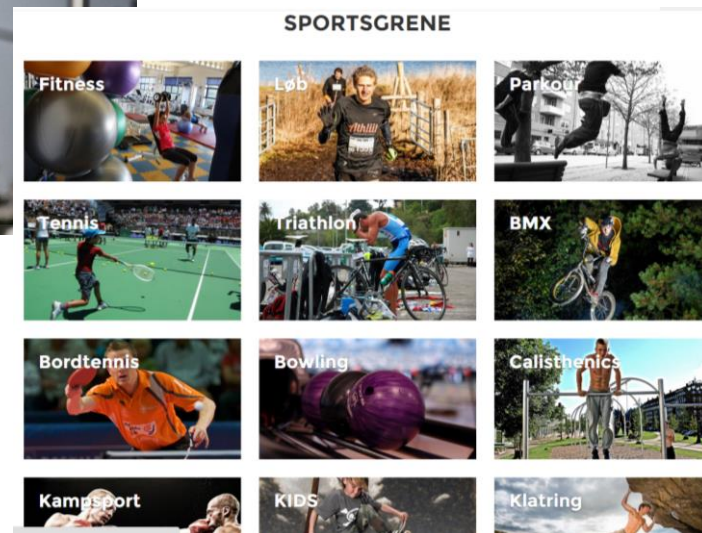
[www.athliit.com](http://www.athliit.com)

Offering your services as an instructor.  
Hiring and reviewing the best instructors in the sport.  
When you want, where you want, when you want.

[www.barbrothers.dk](http://www.barbrothers.dk)

Christian Nielsen, 18 years...

16 million downloads on Youtube  
Instruction, personal training  
Online coaching  
Shop



# WILL WE NEED SPORTS ORGANISATIONS TO... ... ORGANISE TEAM SPORT AND TOURNAMENTS?

- Online Kalender**  
Få styr på dit holds kalender, se alle tilmeldinger til kampe, træninger og andre aktiviteter.
- Gratis tilmeldingsystem til alle sportsgrøne**  
Hent tilmeldingsystem og opkrævning af forsinket.
- Spilleroversigt**  
Online styring af spillere og trænere, deres profiler, adresser og telefonnumre.
- Statistik**  
Før statistik over spillernes mål, gule eller røde kort og se hvilke spillere der har spillet flest kampe.
- Klubfunktionen på Holdsport.dk**  
Med klub funktionen kan du samle flere hold under en klub.
- Trænere kan på Holdsport.dk sende gratis sms'er til spillerne på holdet. Enten til spillere som er tilmeldt eller afmeldt til en aktivitet.**
- Dit klubhus på Holdsport.dk**  
Se hvordan du kommer i gang med vores hjælpevideoer på Youtube.
- Hummel spillesæt**  
Køb billige spillesæt til fodbold og håndbold.
- Holdsport shop**  
Besøg Holdsport-shoppen og spar op til 50 %.
- Opret gratis hjemmeside til dit hold eller klub**

**HOLDSPORT HAR OVER 219.530 BRUGERE**  
Det er Danmarks største sociale sportsmedie med 25.132 hold og 3.906 klubber

[www.holdsport.dk](http://www.holdsport.dk)  
2010: 30.000 users  
2015: 219.000 users

[www.goalsplc.co.uk](http://www.goalsplc.co.uk)

"Our Goals-Cam technology is now being rolled out across the business and will soon be live on our new website. This technology records game highlights from two different angles and makes the resulting 20 second highlights clips available to players for download or for sharing across social media."

The screenshot shows the Goals website interface with the following sections:

- Navigation:** Home, League, Clubs, Book Pitch, Leagues, Kids, Corporate, Functions, Tournaments.
- Hero Section:** "ENTER THE MACMILLAN 5-A-SIDE CUP" with a £25 per team donation to Macmillan Cancer Support. Includes a "CALL 0800 127 8900" and "goalsfootball.co.uk" link.
- LEAGUE RESULTS:** "Choose your local centre and league for up to the minute results." Includes dropdowns for Centre\* and League\* and a "View Results" button.
- BOOK A PITCH:** "We've New Balance Boots This Week." Includes a "GAME ON" banner and a "Search" button.
- TOURNAMENTS:** "To find a list of up and coming tournaments, choose your nearest Centre and click Search." Includes a "Search" button.
- 5-A-SIDE JUST GOT EASIER:** "The new 5-A-Side Goals App." Includes a "GET THE APP" button.
- FACEBOOK:** "#HappyFriday to one of the greatest ever footballers, Pele! #Goalsoccer #ASKickingOff #5aside" and "FLASHBACK FRIDAY Have a look at some of Pele's greatest goals! #Goalsoccer #FlashbackFriday #ASKickingOff #5aside http://ow.ly/1J3D3".
- TWITTER:** "#Goals Soccer Centres @goalsoccer" and "#HappyFriday to @MattiJ and @jonesgman. @Wynnyrooney! #Goalsoccer #ASKickingOff #5aside pl. twitter.com/pljclvng @SteveMeyers".
- FACT:** "First Premier League goal?" with a "Brian Deane" image.
- NEWS:** "Brian Deane" image.




# WILL WE NEED SPORTS ORGANISATIONS TO... ... INSPIRE AND EDUCATE COACHES?





[www.technicafootball.com](http://www.technicafootball.com)

[www.fodboldinspirator.dk](http://www.fodboldinspirator.dk)

SAMARBEJDSPARTNERE



Fodboldinspirator fungerer som din personlige fodboldtræner og eksterne fodboldcoach. Sammen planlægger vi den konkrete handlingsplan til din udvikling.

 <p>Individuel træning Til spilleren der vil lidt mere</p>	 <p>Holdtræning Til holdet der vil opnå resultater</p>	 <p>Målmandstræning Fordi målmænd er den vigtigste</p>	 <p>Individuelle træningsprogrammer Til spilleren der vil forbedre sig</p>
--	---	---	---

# WILL WE NEED SPORTS ORGANISATIONS TO... ... OFFER TAILOR-MADE AND SOCIAL TRAINING?



[www.running26.dk](http://www.running26.dk)

Training, advise and events for companies and individuals

[www.oomph-welness.com](http://www.oomph-welness.com)

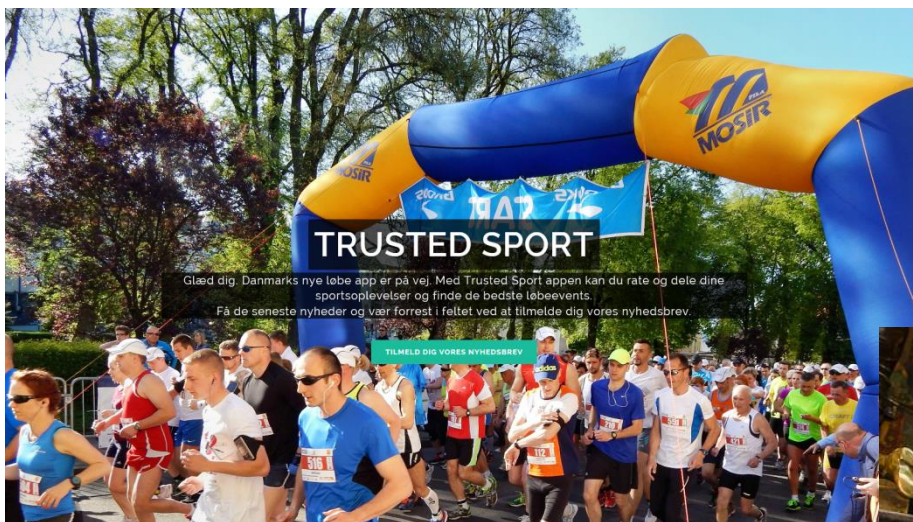
Started in 2011  
More than 600 care homes in UK  
Training  
Training of staff as instructors  
Documentation of impact



Ydelser



# WILL WE NEED SPORTS ORGANISATIONS TO... ...CERTIFY, RATE, DEVELOP OR ORGANISE EVENTS?



[www.trustedsport.com](http://www.trustedsport.com)

Find, rate, review and share your event experiences. A user driven certification system of events...

[www.golazo.com](http://www.golazo.com) (and many more)  
Event organising and development  
Hospitality, production  
Training and testing  
Huge international databases of participants.



*Antwerpen Urban Trail*





DIF-seminar  
Idrættens Hus  
13. april 2016

Direktør  
Henrik H. Brandt  
[henrik.brandt@idan.dk](mailto:henrik.brandt@idan.dk)



# GOOD GOVERNANCE I INTERNATIONAL IDRÆT

Har det noget med os at gøre?