

Guidelines on *Good Governance*



Overview

This document has been produced to guide BWF members and those who wish to become a member of the BWF. The guidelines are also applicable to Continental Confederations.

There are two parts to these resources.

1. **Guidelines for *Good Governance*** – (this document)
2. **Self-Assessment Questionnaire** – Indicators of *Good Governance*

Apart from 1 and 2 above, BWF has produced related governance resources. These relate to constitutions. The resources include:

1. **Self-assessment checklist** – to review your association’s constitution.
2. **Model constitution** – and good example of a constitution as a starting point
3. **Descriptions of roles** - the President, Treasurer, and Secretary.
4. **Terms of Reference** – examples of the responsibilities of standing committees.

Good Governance – what is this?

Good governance principles have been documented in many academic papers (see Appendix 1 for examples). BWF has used some of these as references to produce these guidelines.

In these guidelines, “good governance” covers the following elements or themes:

Element / Theme	Brief Explanation
Organisational Structure / Principles	The essential elements for a sports membership organisation - its structure, purpose & objectives and principles of how it works.
Democratic Processes	The fundamental elements for democratic processes in an association – meetings, elections, rights and obligations, powers, representation.
Transparency	Making information accessible and available to all members and if possible to the general public (eg. On a website is an essential element of transparency).
Accountability and Control Mechanisms	Having a systems of financial control. Being accountable in your role in the organisation. External and independent auditing of accounts.
Sport Integrity	Athletes have the right to compete in clean and honest sport. The sport must be free of doping, corruption and the manipulation of competitions.

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Getting Started

In this section, the five themes above are explained in more detail. This, together with the questionnaire on *indicators of better governance* can be used to review your association rules and governance practices.

The questionnaire should be completed by a person who has an excellent knowledge of the governance, democratic processes and the rules of your association. The questionnaire can be used to rate your association against these essential elements of *good governance*.

1. Organisational Structure / Principles
2. Democratic Processes
3. Transparency
4. Accountability and Control Mechanisms
5. Sport Integrity

Element	Description
1. Organisational Structure / Principles	<p>Membership – the sports organisation is a membership organisation. The members are legal entities (for example clubs, associations, state / provincial associations,) or physical persons who make up the organisation / membership and who contribute to the will of the sports organisation.</p> <p>Governing bodies – the different bodies of the organisation are defined in the rules which define the responsibilities / tasks for each body – general assembly, governing board, committees, disciplinary and appeals bodies.</p> <ul style="list-style-type: none">○ There is a balance of power between the bodies responsible for governance, management, supervision and control of the association.○ There is independence of judicial bodies (disciplinary and appeals bodies have different memberships for example) to ensure impartial, independent and fair decisions.○ The governing board is entitled to form standing or ad hoc committees / working groups of experts with specific responsibilities to assist them in their tasks.○ The names, basic information and contact details of the members of the governing bodies are published on website. <p>Autonomy – the membership of the sports organisation manages its internal affairs with independence and ensures that no third party interferes in its governance and operations.</p> <p>Ethics / Integrity – these rules refer to ethics, ethical behaviour and integrity of members of the governing bodies and staff including guidelines on receiving gifts.</p>

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Element	Description
	<p>Conflict of Interest – members of any decision making bodies should be independent in their decisions. No one with a personal or business interest in the issue under discussion should be involved in the decision. Rules are in place to define a conflict of interest and how this is managed by individuals, committees and chairs of meetings.</p> <p>Non-Discrimination – rules explicitly forbids any form of discrimination especially on the basis of political, religious, racial and gender grounds in decision making and in the day to day actions of all those who fall under the organisations rule.</p> <p>Treatment of Constituencies – fairness in the treatment of constituencies in particular equal opportunity for men and women. The representation on governing boards should reflect a reasonable gender balance of the sport.</p> <p>Objectives – the purpose and objects (objectives) of the sports organisation are clearly stated in the constitution / rules.</p> <p>Strategy – the governing board / senior management may develop a long term plan to guide the achievement of the objectives in the constitution. This may incorporate a vision, mission and strategic priorities which are in line with the objectives of the organisation. Performance indicators are established to measure the success or otherwise of the organisation to meet its targets. The plan is realistic, achievable and measurable and is widely distributed / communicated and is available on the website.</p>
<p>2. Democratic Processes</p>	<p>Elections – democratic processes such as nominations for election and the procedures for running an election are governed by clear, transparent and fair rules.</p> <p>Candidates for Elections – public disclosure of any eligibility rules for candidates. Public disclosure of the candidates for elected positions that have been duly nominated for up-coming elections.</p> <p>Secret ballots – must be one possible option for major / contentious decisions and / or elections of the governing board.</p> <p>Terms – election or renewal of office-bearers should be on a regular basis with the length of the term and the number of terms pre-determined and clearly stated in the rules.</p> <p>Meeting Procedures – clear, fair and reasonable rules are in place for general meetings of the sports organisation including:</p> <ul style="list-style-type: none"> ✓ Agenda – the agenda and purpose of the general meeting ✓ Time Lines – Calling Meetings - procedures and fair and reasonable time lines for calling a general meeting (AGM /EGM) including submission of proposals and nominations

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Element	Description
	<ul style="list-style-type: none"> ✓ Proposals - submitting proposals for consideration ✓ Nominations - making nominations for election of officers ✓ Representation - at a General Meeting ✓ Rights at Meetings - voting rights / speaking rights ✓ Chairing Meetings - Role of the chair and meeting procedures ✓ Elections - clear procedures on how this works ✓ Agenda Items – what are the standard business items of a general meeting ✓ Quorum - Establishing a quorum - how this is defined ✓ Voting majorities – for general proposals / ordinary business items, to pass amendments to the constitution and to dissolve the association ✓ Minutes - signed by the chair and made available as a record of the meeting. <p>Rights to Express Opinions - members have the right to express their opinion on matters on the agenda. Those who have the right to vote must be able to exercise that right as clearly defined in rules on decision-making.</p> <p>Representation – access to representation in decision-making should be available to those who make up the constituents of the organisation – players, coaches, technical officials, administrators. Members should be represented in governing bodies – particularly women and athletes.</p> <p>Decision making – clear rules and procedures on decision-making. Clear delegations on which bodies in the association can make what kind of decisions.</p> <p>Regular meetings - decision making bodies should meet on a regular basis with the notice of meetings communicated as per the rules on calling of meetings. One general meeting of the membership must take place each year.</p> <p>Informed Decisions – members of decision making bodies should be fully aware of all relevant information before taking decisions. It is the responsibility of individual board members to keep themselves fully up to date with the content of meetings and the background to proposals on the agenda.</p>
<p>3. Transparency</p>	<p>Make public (eg. published on the association website) the following information for the members and for the general public:</p> <ul style="list-style-type: none"> ○ Statutes, rules and regulations of the association ○ List of the members and basic information on them (contact details) ○ General assembly agenda /and minutes following the meeting ○ Basic information (names / position / contact details) on the elected officials ○ A summary of the main decisions of the governing board after meetings ○ Contact details of the office / and main contact person ○ Any long term plans / objective for the association – vision / mission / strategic objectives ○ Annual activity report ○ Rules on allowances / financial benefits / honorariums for elected officials

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Element	Description
	<p>Rules - The rules of the organisation must be clearly written, disclosed and available to the membership. The most recent version is always available on the website.</p> <p>Consist application of rules – the bodies and individuals in the organisation are fair and consistent when applying the rules of the association and are be seen to be fair and consistent. This should be open to scrutiny by the membership and the public.</p> <p>Modifying rules - the procedure to modify or amend the rules must be clear.</p> <p>Financial Transparency – in particular financial commitments, tender processes, disclosure of financial information. Accounts are prepared in accordance with generally accepted accounting standards and principles.</p> <p>Entitlements - regulations state the remuneration, per diems, travel privileges and honorariums the volunteer governing board members and staff are entitled to.</p> <p>Remuneration – procedures should be transparent and predictable.</p> <p>Allocation of resources – policies and guidelines should be in place which detail where necessary, the objective criteria for decision making by bodies for such things as:</p> <ul style="list-style-type: none"> ✓ Selecting athletes for talent development programmes and national teams; ✓ Allocating major events to a host city or association; ✓ Allocating resources for development initiatives; ✓ Guiding behaviour of organisations bidding for major events; ✓ Guiding candidates for elections to the governing board.
<p>4. Accountability and Control</p>	<p>Governing Board – the elected board or council is accountable to the membership for the day to day work of the sports organisation carried out between (annual) general meetings. The head of management is accountable to the governing board. Employees are accountable to the head of management.</p> <p>Annual Reports – the governing board and standing committees make a report to the annual meeting and an annual report and audited financial statements are presented to the membership and published on the website.</p> <p>Finance – financial accountability is a key responsibility for governing boards. Establish internal financial control system for day to day income / expenditure. Signatories and processes of payment are clearly defined. Annual audit of the financial accounts by a qualified, independent entity to accepted national standards.</p> <p>Financial control – an internal control and risk management system using checks and balances and independent oversight. Precise clear and transparent regulations should be in place and followed and effective controlling systems and checks and balances applied.</p>

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Element	Description
	<p>Signatories - Clear delegations and permissions are in place on the sign off process for payments. More than one signatory should apply for binding obligations of the organisation.</p> <p>Constituents – sporting organisations are accountable not only to the membership and its financial investors but also to all those volunteers in the system (administrators, coaches, technical officials etc.) who contribute and invest time in the day to day work of the sports organisation.</p>
<p>5. Sport Integrity</p>	<p>Rules of the sport – are clear, transparent and the latest version is always accessible from the website.</p> <p>Public disclosure – of any decisions of disciplinary and / or appeals bodies.</p> <p>Integrity of sport – the sports organisation must have clear rules / or recognise rules to protect the rights of athletes to compete in sport that is free from doping and the manipulation of competitions / match-fixing / corruption.</p> <p>The association must have rules that are in-line with the World Anti-Doping Code or recognise rules that are compliant with the World Anti-Doping Code.</p> <p>Whistle Blower – establish a system to receive information confidentially / anonymously from whistle blowers.</p> <p>Education – put in place awareness and education programmes on the integrity of sport.</p> <p>Cooperation - Public authorities – cooperate with local authorities on any sport integrity matters – illegal betting, corruption in sport, match fixing.</p> <p>Fairness – the rules of the sport are applied fairly and consistently by technical officials who are trained and experienced. Codes of conduct must be in place for technical officials.</p>

Appendix 1 - References

Studies, guidelines and papers on good governance that are referenced and used in the above guidelines are listed below.

- **Basic Indicators for Better Governance in International Sport** – an assessment tool for international sport governing bodies (Swiss Graduate School of Public Administration – 2013) ([linked here](#))
 - **Action for Good Governance in International Sports Organisations** – (Play the Games / Danish Institute for Sports Studies – April 2013) ([linked here](#))
 - **Sports Governance Observer 2015** – the legitimacy crisis in international sports governance – (Play the Games / Danish Institute for Sports Studies – October 2015) ([linked here](#))
 - **EU Workplan for Sport 2011 – 2014** – EU Expert Group – Good Governance in Sport – September 2013 ([linked here](#))
 - **Good Governance Guidance** - Sport England ([linked here](#))
 - **Mandatory Sports Governance Principles** - Australian Sports Commission ([linked here](#))
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