

Governing



with integrity

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← → ↻ https://en.wikipedia.org/wiki/List_of_sporting_scandals

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List of sporting scandals

From Wikipedia, the free encyclopedia

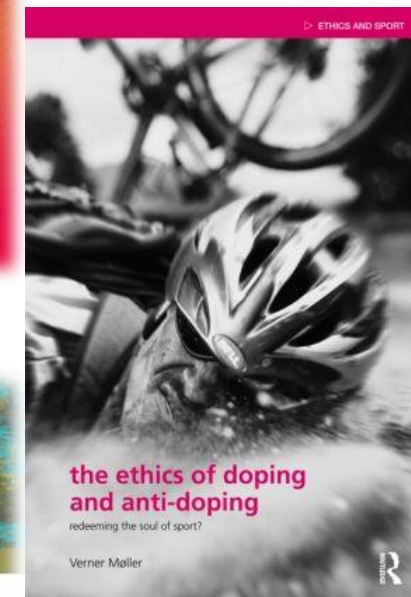
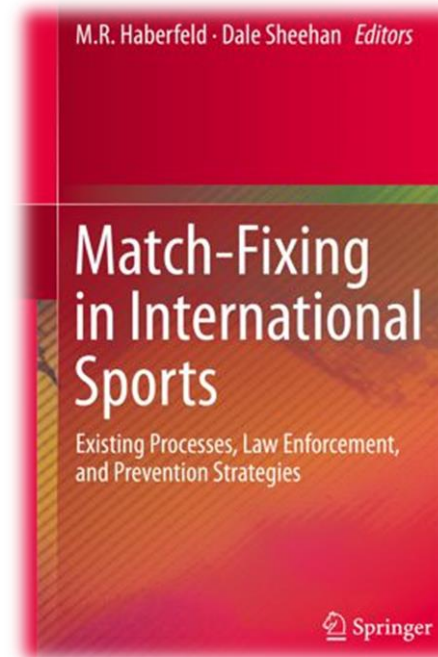
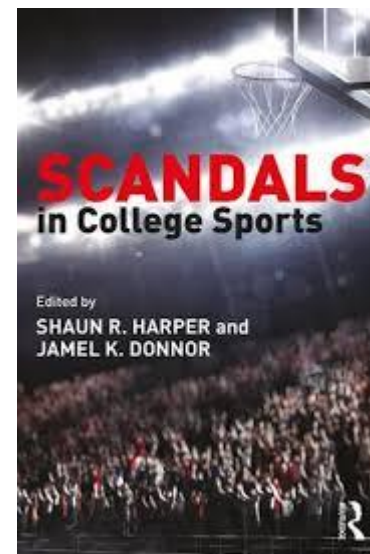
 This article **relies too much on references to primary sources**.

This is a list of major **sports scandals**.

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Sport Governance Failures



Council of Europe Convention on the Manipulation of Sports Competitions

Maglingen/Macolin, 18.IX.2014

Preamble

The member States of the Council of Europe and the other signatories to this Convention,

Considering that the aim of the Council of Europe is to achieve a greater unity between its members;

Considering the Action Plan of the Third Summit of Heads of State and Government of the Council of Europe (Warsaw, 16-17 May 2005), which recommends the continuation of Council of Europe activities which serve as references in the field of sport;

Considering that it is necessary to further develop a common European and global framework for the development of sport, based on the notions of pluralist democracy, rule of law, human rights and sports ethics;

← → ↻ https://scholar.google.co.uk/scholar?hl=en&as_sdt=0%2C5&q=corruption+in+sport+organizations&oq=corruption+i

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Google Scholar

corruption in sport organizations

Articles About 86,800 results (0.03 sec)

❑ Studies on sport event legacy – governance (54 out of 305 – 2000-2016)

❑ Topical issue (4th topic *IOC Agenda 2020* -75 contributions)



Why do sport
governance
failures
matter?



The Olympic Oath

In the name of the athletes.

In the name of all judges.

In the name of all the coaches and officials.

We promise to take part in these Olympic Games, respecting and abiding by the rules and in the spirit of fair play.

We all commit ourselves to sport without doping and cheating. We do this, for the glory of sport, for the honour of our teams and in respect for the Fundamental Principles of Olympism



**In the Olympic
Oath, I ask for
only one thing:
sporting loyalty.**

– Pierre de Coubertin

Double Quotes

Awkfafina to Rachel:

“I respect you for
your integrity”



What is Governance?

-

What is Governance?

Asian vs. Western - Values

Asian

Group
Trust
Compromise
Flexible

Western

Individualistic
Stick to rules
Confront
Reasoning



Protestant ethics

Hard work
Investment
Profits



Confucianism

Thrift
Discipline
Harmony
Respect for authority
High regard for education

Our Core Values



Our core values of Strength Through Teamwork, Passion for Sports and Care for People underpin the way we serve our community through sports.

Rituals

Passion for Sports

We are passionate about the power of sports to inspire pride and excellence in people's lives.



Strength through Teamwork

We achieve our common goals through the synergy of our collective strengths.



Care for People

We work with all people with care and respect, and in ways that will inspire and empower them to achieve their fullest potential.



Filial Piety (孝)

Humaneness



Confucius' overriding concern was with government:

When virtuous men lead by moral example, good government would follow naturally

Governance
is a
Culturally-
Laden
Concept

What is Governance



STATE HEGEMONY - CIVIL SOCIETY COUNTER HEGEMONY



**A PROCESS OF
STEERING
CONCERNED WITH
ENHANCING
GOVERNMENT'S
CAPACITY TO ACT
BY FORGING
STRATEGIC
PARTNERSHIPS
WITH VARIOUS
ACTORS**



**COERCIVE
VOLUNTARY
REGULATORY
FRAMEWORKS**





Autonomy of Sport

Governance as State – Society Exchange

UK Code of Sport Governance:

“Organisations seeking public funding for sport and physical activity **must meet new gold standards of governance** considered to be among the most advanced in the world”
(Sport England, n.d.)

Coubertin (1909):

« *The goodwill of all the members of any autonomous sport grouping begins to disintegrate as soon as the huge, blurred face of that dangerous creature known as the **state** makes an appearance* »



Sport governance systems



Effectiveness

ORGANISATION

PRINCIPLES OF GOOD GOVERNANCE

IOC

Vision, mission, strategy
Structures, regulations & democratic processes
Highest level of competence, integrity, ethical standards
Accountability, transparency, control
Solidarity & development
Athletes' involvement, participation & care
Harmonious relations with governments – preserving autonomy

Play the Game

Transparency & communication
Democratic process
Checks & balances
Solidarity

Council of Europe

Democratic structures, based on clear procedures, all members
Organisation & management of professional standards
Accountability & transparency in decision-making
Fairness in dealing with membership, gender equality, solidarity

Governance as an Instrument

Sport England Governance Code

- Structure
- People
- Communications
- Standards and Conduct
- Policies and Processes

Sport & Recreation Alliance Governance Code

- Integrity
- Org. Vision and Mission
- Leadership and Role of the Board
- Board Structure
- Controls and Compliance
- Accountability and Transparency
- Engaging with the Sport and Recreational Landscape

Singapore Code of Governance Charities

- Board Governance
- Conflict of Interest
- Strategic Planning
- Programme Management
- Human Resource Management
- Financial Management and Controls
- Fundraising Practices
- Disclosure and Transparency
- Public Image

Can all these indicators measure the same thing (a general assessment of 'good governance')?

Normative concept





GOOD GOVERNANCE
DESIGNED TO CONTROL THE
BEHAVIOUR OF SPORT
ORGANISATIONS



GOOD GOVERNANCE
POSITIVELY CORRELATED TO
GREATER EFFECTIVENESS/RESULTS



THREE PROBLEMS

- ✓ SPORT ORGANISATIONS HAVE MULTIPLE MANDATES;
- ✓ SPORT ORGANISATIONS HAVE DIFFERENT CAPACITIES;
- ✓ THERE ARE DIFFERENT TYPES OF SPORT ORGANISATION'S CULTURES: CLAN, ADHOCRACY, MARKET, AND HIERARCHY (QUINN, 1983)

Problems with good governance in sport

Sport England

More people from every background regularly and meaningfully engaging in sport and physical activity

Inactive people becoming active

More resilient habits

More positive attitudes among young people

More diverse volunteers

Improved progression and inclusion in talent development

A more productive, sustainable and responsible sport sector

A more demand-led sport sector that welcomes everyone

Improved governance

Improved financial efficiency

Increased and more diverse revenue generation

Increased diversity in leadership

A diverse and productive workforce

OUR CONTRIBUTION TO THE GOVERNMENT'S FIVE OUTCOMES

PHYSICAL WELLBEING

MENTAL WELLBEING

INDIVIDUAL DEVELOPMENT

SOCIAL & COMMUNITY DEVELOPMENT

ECONOMIC DEVELOPMENT



Sport Singapore

The Vision 2030 Recommendations

Opportunities

- 22 Develop Super Sports Clubs
- 23 Establish a Sports Pathways Committee
- 24 Encourage New Forms of Recreation as Sport
- 24 Form Corporate Leagues
- 25 Develop a Seniors Fitness Ecosystem
- 27 Promote Unified Sports

Access

- 28 Enhance the Sports Events Strategy
- 29 Enhance Sports Spectatorship and Viewership
- 30 Enhance Affinity with Team Singapore
- 31 Develop and Implement a New Sports Facilities Master Plan
- 33 Create a SportCares Movement and Philanthropic Foundation
- 34 Enhance Technology to Promote Sporting Awareness and Lifestyle

Capabilities

- 35 Develop a Sports Volunteer Framework
- 36 Extend the Impact of the Singapore Sports Institute
- 38 Establish a Coaching Academy
- 39 Create a 'Leadership and Character Development through Sports' Curriculum
- 40 Integrate Academic and Sporting Curriculum
- 40 Create an Academy for Sports Professionals
- 41 Develop Professional Services in the Sports Industry
- 42 Explore a Sustainable Resourcing Model for Sporting Singapore

Sport Organisations have Multiple Mandates

The link between Governance and effectiveness

The objectives of the Code of Governance are:

- Making charities **more effective**

**Corporate
Governance**

- Effectiveness = profit
- CEO quits when profits fall
- Simple measurement

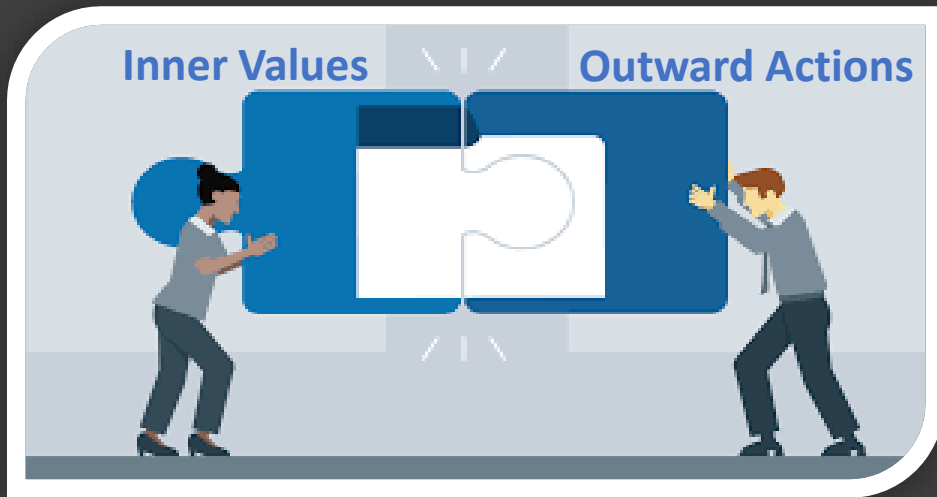
**Sport
organisations
governance**

- Effectiveness = ?
- More participants, medals, sponsors, women & disabled people playing sport, better facilities & access to sport
- Complex measurement – 18 stakeholders



Governing Sport with

Integrity



Personal



Organisational



Processual



Protecting or Undermining the Integrity of Sport: The McLaren Report



Even if you think you are doing the right thing, you must not do the right thing with the wrong process because right is also enshrined in the process.
The ends cannot justify the means

Terms of reference	Standards used	Main conclusion
<ol style="list-style-type: none">1. There has been manipulation of the doping control process during the Sochi Games;2. Identify the modus operandi and those involved in such manipulation.3. Identify any athlete that might have benefited from those alleged manipulations to conceal positive doping tests.4. Identify if this Modus Operandi was also happening within Moscow Laboratory outside the period of the Sochi Games.5. Determine other evidence or information held by Grigory Rodchenkov.	To lead this investigation to ensure an unbiased and independent examination of the evidence and from which all stakeholders could have confidence in the reporting of careful, thorough and balanced assessment of proven facts' (p. 5). Furthermore, the IP declared that '... this Report contains evidence that the IP considers to be established beyond a reasonable doubt	The Moscow Laboratory operated, for the protection of doped Russian athletes, within a State-dictated failsafe system' (McLaren, 2016, p. 1).

**Violated
IOC/WADA
historic political
neutrality stance**

**Used questionable
methodology for
gathering evidence**

**WADA exposed own
inadequacy by allowing
athletes to use banned
substances**

感謝