



## **Sport Integrity**

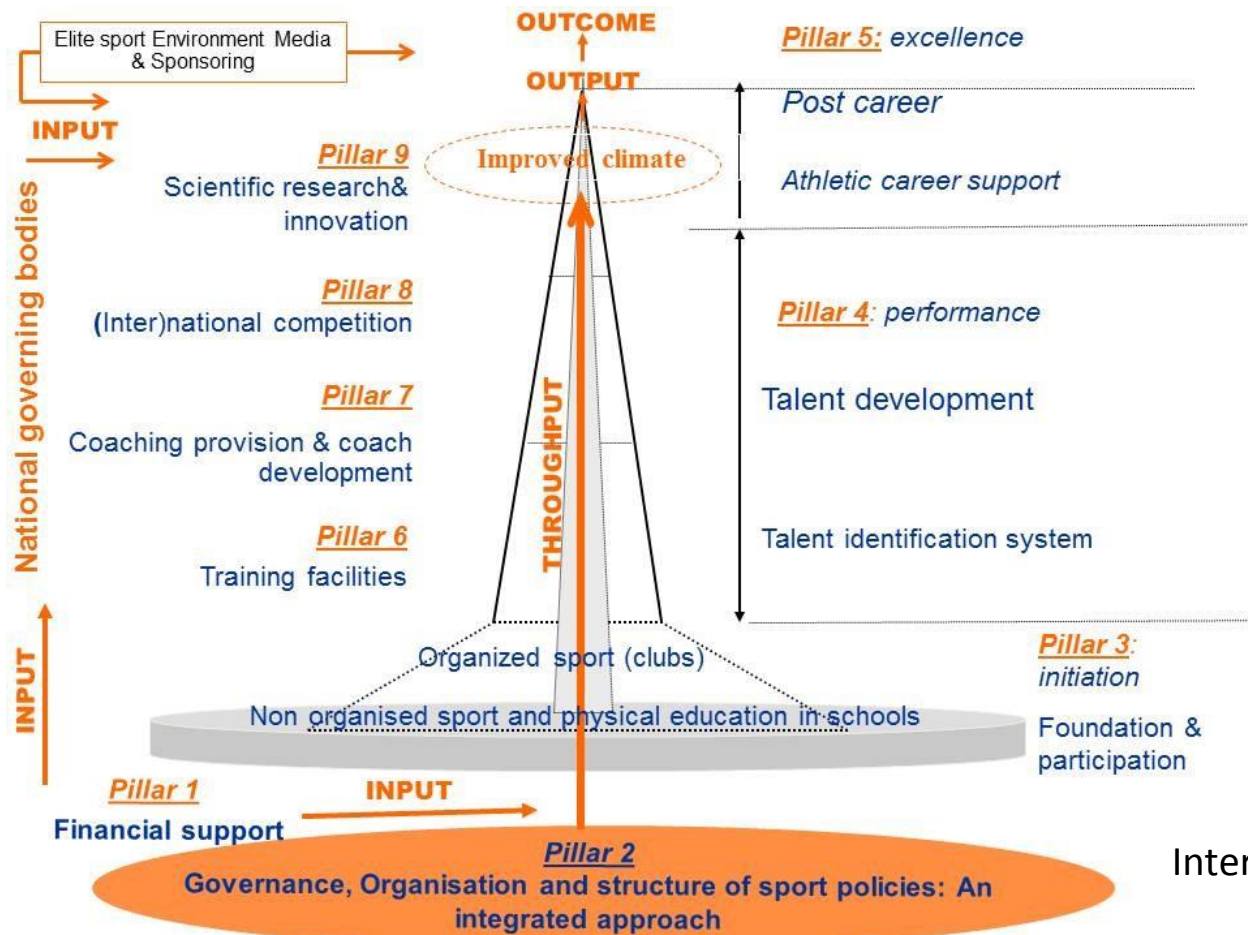
# **Leading and Governing Sport Development – A Singapore Perspective**

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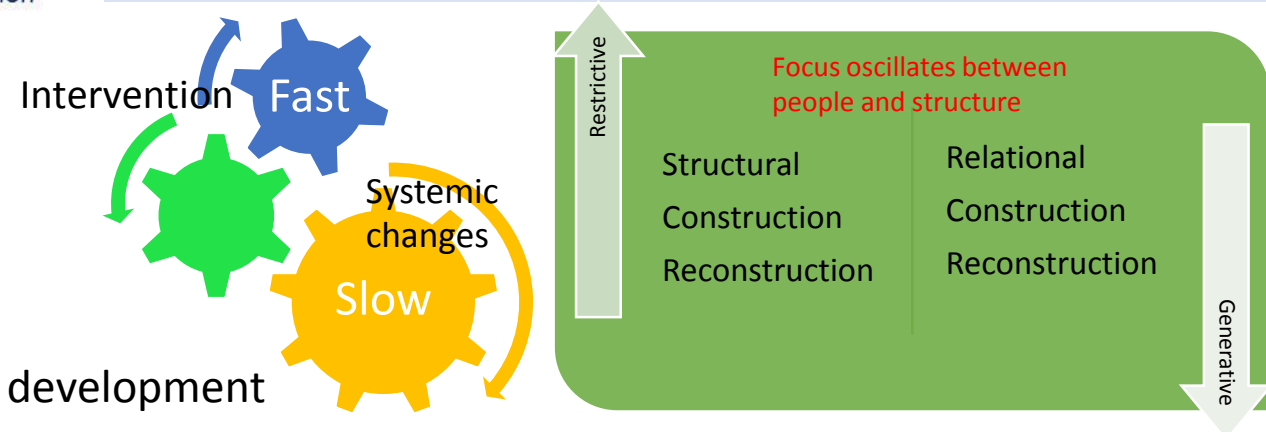
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# Leading and Governing Sport Development



- Public Agencies**
- SportSG / SSI / ActiveSG / NYSI
  - People's Association
  - Sport School / MOE Schools / IHL
- SNOC and SNPC**
- National Sports Associations**
- Registered as Society comprising clubs
  - Sole Governing body
  - Decide on prioritisation
  - Monopoly
  - Has some coercive power
  - Sanctioning authority



Source: SPLISS

Singapore Govt invest more than \$70M annually for sport development

# Influencing Organisational Climate to Safeguarding Integrity

Leading and governing sports....is like Team Sports

- Strategy and Skills
- Coordination
- Communications
- Teamwork – when someone falls short, teammates help
- Fortifies each other
- Work ethics

“but over and above these things is CULTURE”

“CULTURE trumps strategy”  
- Ric Charlesworth



“This is no cure against bad behavior especially by an individual”

Dan Ariely:

“Dishonesty is almost always caused by Conflict of Interest”

- But we may not be fully aware of our COI
- Overlook inherent bias and incentives
- Everyone cheats a little
- Cheating is contagious – doing what everyone is
- Slippery slopes

Vision and Core Values

# Institutionalisation of Sport Integrity

**Basis / Origin**

Strengthen the Mandate so that authority is exercised with endorsement from the community

**Process**

Codify the decision-making processes to enhance transparency and minimise misunderstanding

**Outcome**

Establish the check and balance system for accountability so as to deter and safeguard the organisation

## Strengthen Mandate

- Is the leadership representative of the community;
- are all stakeholders' voices heard?
- Is power and authority sufficiently distributed
- Education and training

## Codify Processes

- Transparency
- Communication with stakeholders (athletes, clubs, coaches, officials)
- Role Clarity between Board (elected officials) and Management (full-time staff)
- Manage the discourse and debate in order to decide

## Establish Accountability

- Code of conduct for accountability
- Investigative effort
- Enforce consequence on those accountable

“What the law is just, men abide by the regulations  
When the law is unjust, regulations abide by the men”