



SPORT 4
GOOD GOVERNANCE

Good practices: Good Governance in Sport

The case of Belgium

“Charte de bonne gouvernance pour les fédérations sportives”

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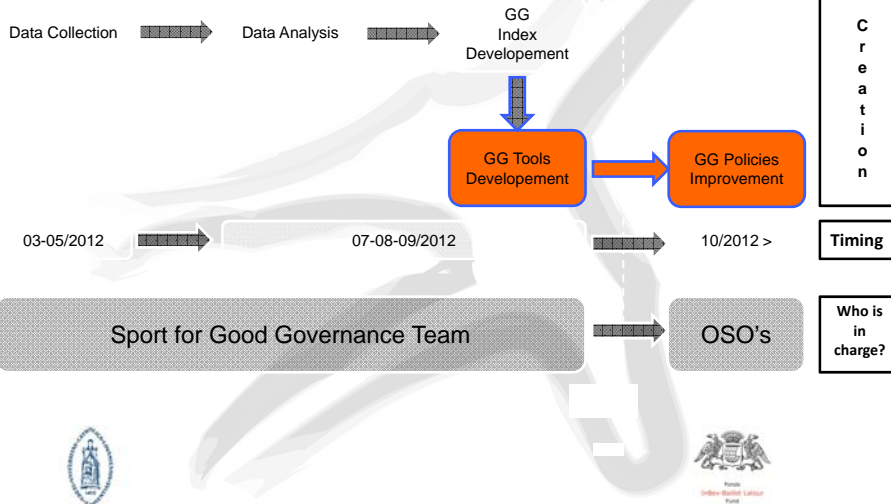
Structure of this presentation

- **Context** of S4GG
- **Context** of good governance of SGB's **in Belgium**
- Good governance of SGB's, **why did we deal** with the topic in Belgium?
- Good governance of SGB's, **how did we deal** with the topic in Belgium?
- Good governance of SGB's in Belgium: **outcomes, monitoring and evaluation**

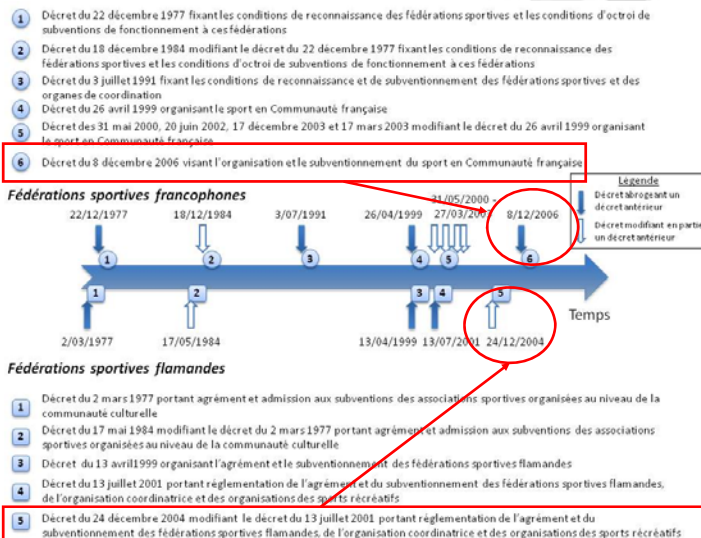




Context of S4GG



Context in BE 1/2





Context in BE 2/2

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COMMUNAUTE FRANÇAISE DE BELGIQUE
WALLONIE | BRUXELLES

CABINET DU MINISTRE DE LA FONCTION PUBLIQUE ET DES SPORTS

Charte de bonne gouvernance pour les instances dirigeantes
des fédérations ou associations sportives reconnues de la
Communauté française

*The good governance charter for managers of recognised sport federations
In the French speaking Community of Belgium*

Effective since 2007



Why 1/2

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- Sport has become an **economical activity**
- Sport federations are **legal entities**
- Sport federations face « **amateur** » and « **professional** » sport
- Sport federations face **juridical procedures** related to
 - Human resources management
 - Financial and fiscal management
 - Sporting rules versus legal rules
- Sport in Europe, as an economical activity, has to respect the rules of **free movement** of persons, goods and ideas, of **free competition** in an proportionate way





Why 2/2

- An organisation that is a legal entity and as such in charge of an economical activity with the responsibility of employees and members should **act in accordance with a set of good governance principles**
- A sport governing body is **different** from a normal business oriented company
- Therefore **good governance principles for sport governing bodies** should be **specific**



How 1/7

In application of **the decree of December 2006 related to the recognition and financing of sport governing bodies** in the French speaking Community of Belgium

A **set of specific** (sport governing bodies oriented) **good governance principles** under the form of a Charter

Sport governing bodies **to show that they act accordingly to the Charter**

In case of **violation** of the Charter's rules, possible **sanctions**



How 2/7

Overall Good Governance principles

For profit
organisations

Specific G Gov
principles

Sport Governing
Bodies

Specific G Gov
principles

Non for profit
organisations

Specific G Gov
principles



How 3/7

Sport Governing Bodies Specific Good Governance principles

**1. General principles of good governance for
SGB**

**2. Internal and external auditing (control) rules
for the SGB**

**3. Tools for enhancing the governance of the
SGB**



How 4/7

1. General principles of good governance for SGB

1. Board composition
2. Board's decisions
3. Board members ethics
4. Executive board versus board and competencies
5. (Sport) Members inclusion in the board
6. Statutes and internal rules
7. Strategic role of the board versus managerial role of the CEO

How 5/7

2. Internal and external auditing (control) rules for the SGB 1/2

1. Strategy
 - The board acts at strategic level with strict procedures
 - Commissions of the board (standing or adhoc) have a clear « job » description
2. Finances
 - Control tools
 - Expenses in line with revenues
 - Strategy of risks management
 - Annual auditing of finances

How 6/7

2. Internal and external auditing (control) rules for the SGB 2/2

3. Delegation of power and competencies in accordance with clear rules
4. Signature
 - Double signature
 - Delegation of signature in accordance with clear rules
5. Conflict of interest
 - Rules
 - Declaration



How 7/7

3. Tools for enhancing the governance of the SGB

1. Vision and mission statement
2. Description of functions and competencies
3. Management scoreboard
4. Risk management of activities
5. Conformity with legal and juridical aspects
6. External auditors
7. Job description of key functions





Outcomes

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- Good governance principles help SGB to enhance the level of their management
- Good governance principles help the board and the management with references for their operations
- Good governance principles help the board and the management to comply with the requests of their funding stakeholders (state, local communities, ...)
- A strong and applicable set of good governance principles opens the way to a labellisation procedure and the valorisation of well driven SGB



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Thanks for you attention

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