

A close-up photograph of a hand moving a dark chess piece on a blue and white checkered board. Other chess pieces are visible in the background, some in focus and some blurred. The lighting is soft, and the overall tone is professional and strategic.

GOOD GOVERNANCE

Facilitated by:

Francois Strydom- Chair Ethics/Disciplinary Committee

Sonja Johnson- PDC Chair and Chair of the Arbitration Panel



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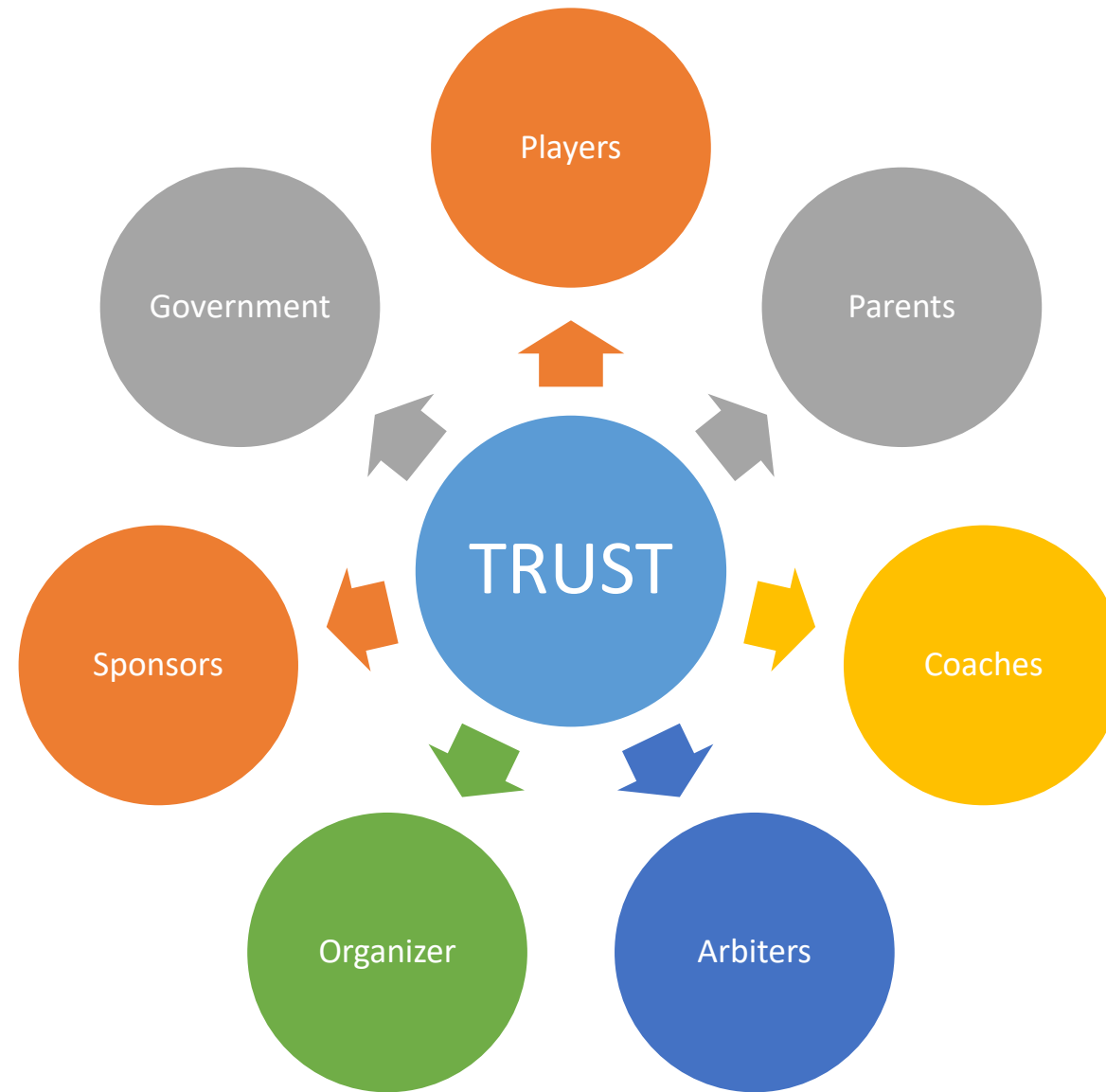


«**Sport governance** is the exercise of power and authority in sports organizations, including policy making, to determine the organizational mission, membership, eligibility, and regulatory power, within the organization's appropriate local, national or international scope”.

“Governance and policy in sport organizations”, Mary A. Hums and Joanne C. MacLean, Routledge, 2018.

¿Why is it important?





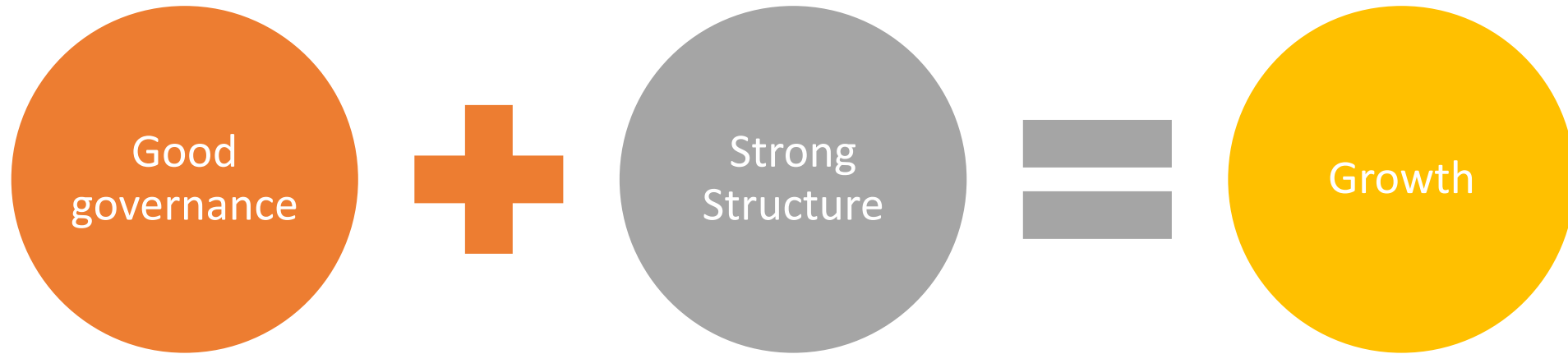


Example:

The organisation ensures the participation of athletes, referees, coaches, volunteers and employees in its policy processes.

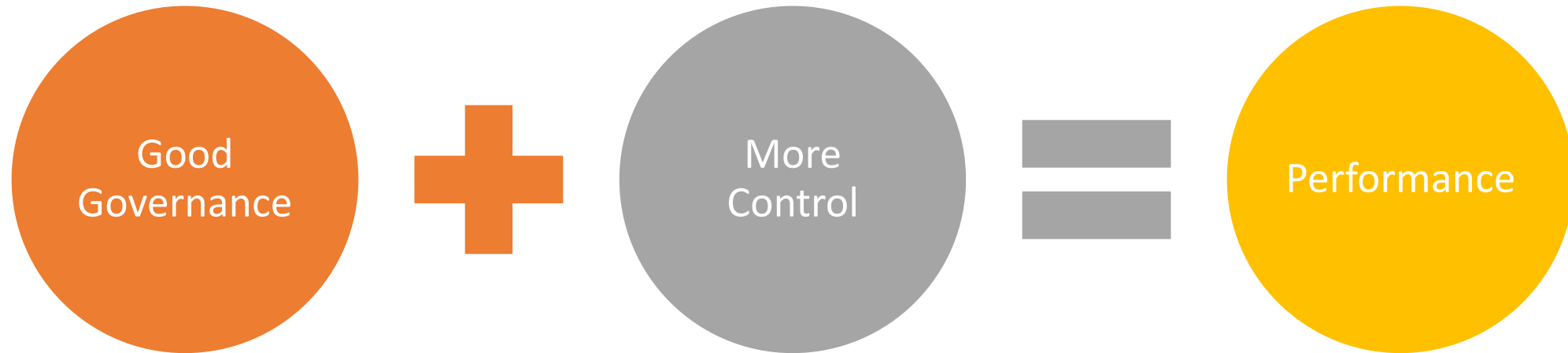
Participatory processes enhance the effectiveness and the legitimacy of policies. Through their inclusion in the policy process, the collaborators provide specialized knowledge and they come to see policies as their own, so that they are more likely to comply.





Example: Gender equality policy contributes to fairness and thus, to legitimacy. It also contributes to diversity, which has a positive impact on performance.





Example: The board annually evaluates its own composition and performance. A self-assessment allows the board to gain insight into its own functioning by openly discussing areas for improvement.





IOC principles of Good Governance of international sports associations





1. Vision, mission and strategy



SWOT

SMART

KPI



2. ***Democratic processes*** concern rules and norms inherent to a democratic grammar of conduct... In particular, they refer to participation in policy processes by those who are affected by the policy... Democratic processes increase the accountability and effectiveness of organisations”.

“Sports governance observer 2015” playthegame.org, p. 38



3. Highest level of competence, integrity and ethical levels.





4. **Transparency** pertains the “degree of openness in conveying information”... It is widely regarded as a panacea for good governance and failures of governance are often linked to a lack of transparency... Transparency allows external actors to monitor the workings of an organisation and therefore decrease the likelihood of opportunistic behaviour.”.

5. “**Solidarity** refers to expressing responsibility towards internal and external stakeholders. This involves practices relating to contributing to a better society and a cleaner environment by integrating social and environmental concerns in operations and interactions with stakeholders.”





6. Commitment, participation and care of athletes.





7. Harmonious relationships with governments without losing autonomy.

- Cooperation, coordination and consultation.
- Organisations must abide by the laws of each respective jurisdiction.



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Democratic Processes



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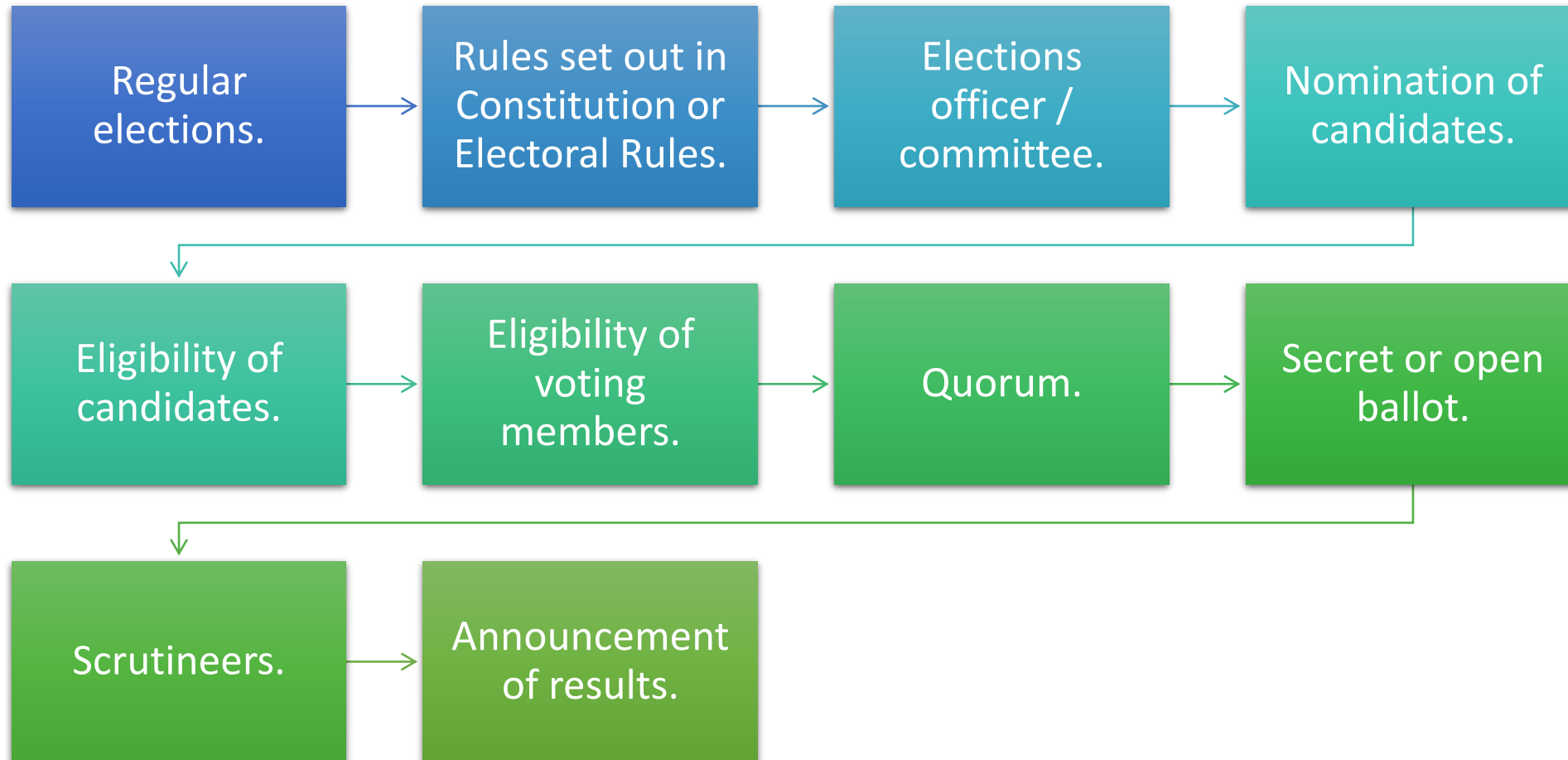


MEANING & IMPORTANCE

- *Democracy is based on the idea that everyone should have equal rights and be allowed to participate in making important decisions.*
- *A democratic process characterizes a system of government that is “**of, by and for**” the people.*
- ❖ ***Of the people** - the federation management is comprised of *regular* people when people are allowed to run for office.*
- ❖ ***By the people** - the federation management is elected by the people when people are allowed to elect suitable candidates.*
- ❖ ***For the people** - the sole purpose of federation management is to act in ways that benefit the chess public.*



ELECTION PROCESS IN NATIONAL FEDERATIONS





DECISION-MAKING PROCESS



CONSULT THE
MEMBERS



CONSULT THE
EXPERTS



CONSULT THE
PLAYERS

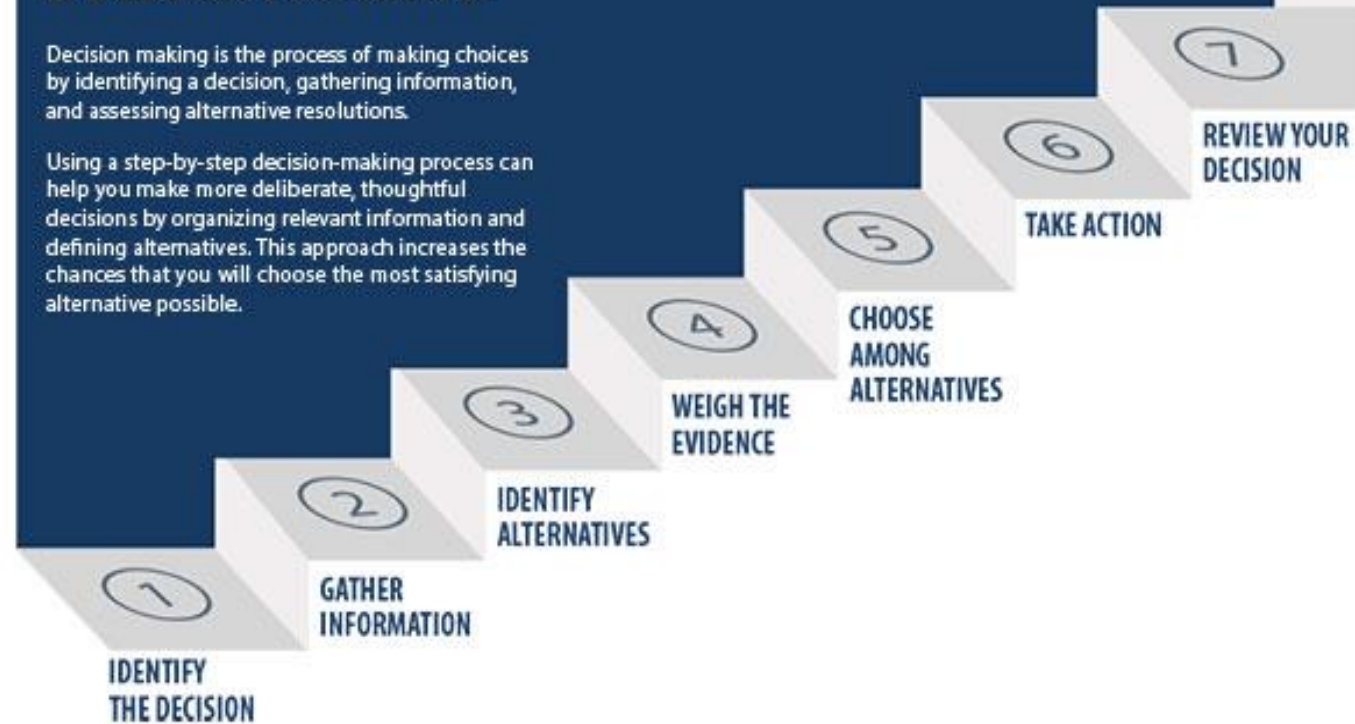


DECISION-MAKING PROCESS

7 STEPS TO EFFECTIVE DECISION MAKING

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible.





DECISION-MAKING PROCESS

Your voice matters ...

- COMMISSIONS & COMMITTEES.
- MANAGEMENT BOARD.
- GENERAL ASSEMBLY / CONGRESS.
- WEBSITES, FACEBOOK GROUPS & WHATSAPP GROUPS.

Internal Control



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MEANING & IMPORTANCE

- A system of internal controls protects your organisation from financial, strategic and reputational risks.
- Internal controls are the policies and procedures that an organisation puts into place in order to protect its assets, ensure its accounting data is correct, maximize the efficiency of its operation and promote an atmosphere of compliance among its workers.
- There are three main types of internal controls: **detective, preventative and corrective.**



RISKS.

SOME TYPES OF RISKS:

- ❖ Imbalance of Power.
- ❖ Abuses of Power.
- ❖ Unethical conduct.

In FIDE risk addressed by independent elected commissions:

- Verification Commission.
- Ethics & Disciplinary Commission.
- Constitutional Commission.



SEPARATION OF POWERS.

RULES, PROCEDURES & PROTOCOLS.

CONFLICT OF INTEREST.

NO PERSONAL BENEFIT.

CARE, SKILL & DILIGENCE.



Internal Control- Ethics

THE PRINCIPLE OF LEGALITY

(NULLUM CRIMEN SINE LEGE)

- ❖ OFFENCES MUST EXIST AND BE CLEARLY DEFINED.
- ❖ SANCTIONS MUST WELL DEFINED AND PREDICTABLE.
- ❖ RULES CANNOT BE USED TO PENALISE SITUATIONS NOT INTENDED FOR.
- ❖ DUTY ALONE NOT ENOUGH, BREACH MUST ATTRACT A SANCTION.

AN EXAMPLE IN PRACTICE:

- Play in Zonals champs without selection or federation's approval.
- Federation imposed 2 year ban on offending players.
- No code of ethics, no known offences and sanctions.
- Sanction held arbitrary and disproportionate.



Internal Control- Ethics

CODE OF ETHICS

- Human dignity.
- Integrity.
- Confidentiality.
- Non-discrimination.
- Non-violence.
- Conflict of Interest.
- Etc.

DISCIPLINARY CODE

- Specific Offences.
- Sanctions.
- Provisional measures.
- Appeals.



Internal Control- Ethics

GRIEVANCES CODE

- Hierarchy of complaints – follow the channels.
- Procedures.
- Forms of redress.

PROCEDURAL RULES

- Natural justice.
- No person may be the judge in his own case.
- Right to be heard (*audi alteram partem*).
- Reasonable time periods.
- Reasons for decision.



RECOMMENDATION

Organisations should complete a Good Governance Checklist to identify areas for improvement in their governance framework.

Some checklists are at:

https://www.ais.sa.edu.au/wp-content/uploads/Pages/Leadership_Institute/Governance/Good-Governance-Checklist.pdf

<https://www.pinterest.com/pin/550916966904239058/>

playthegame.org



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«Global governance cannot be limited to the crafting of instruments related to the promotion of democracy. A key component must be the creation of fair and equitable rules to enhance the development prospects of developing countries.”.

Kamla Persad-Bissessar, Politician and Lawyer.



Mere good governance is not enough; it has to be pro-people and pro-active. Good governance is putting people at the center of development process.

— Narendra Modi —

AZ QUOTES

A close-up photograph of a hand moving a dark chess piece on a wooden chessboard. The board has alternating light and dark squares. Other chess pieces are visible in the background, some in focus and some blurred. The overall tone is professional and strategic.

THANK YOU



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