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***One step back two steps forward: remodelling CISM governance in
broad spectrum***

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Dedication

To my little “pimpolhos”, Angelina, Mateus and Miguel, even though physically distant, remain close inside my heart.

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Abstract

The CISM, founded February 18th 1948, following the end of the Second World War, is an official sports organisation that decided to constitute for this purpose as an international non-profit association, established in Belgium. This proposal followed CISM Green Paper 2.0 (S.O.7.2. Good Governance and Best Practices) and its objective was to benchmark the governance of the state-of-the-art sports organizations (IOC and FISU), regarding the principles of Transparency & control mechanisms and Sports development & solidarity in order to enhance CISM's. The research had a qualitative approach and the data collection technique/method was the case study. The methods applied were interview and survey. In order to benchmark IOC and FISU, semi-structured interviews were conducted in the respective offices, in Lausanne-Switzerland. Additionally, a questionnaire based on the Recommended Key Governance Principles and Basic Indicators of ASOIF and in its Third IF Governance Self-Assessment Questionnaire (2019-20) and in GAISF Governance Questionnaire, with 17 questions (11 about Transparency & control mechanisms and 6 Sports development & solidarity), was sent to CISM authorities (Chiefs of Delegation to CISM, members of the Board of Directors-BoD and Presidents of CISM Sports Committees-PCSC). The population was composed by 108 active Delegations, 16 BoD members and 25 PCSC. The sample size was calculated, considering the Confidence Level 95% and the Margin of Error 10% , and, according to this, the number of responses should have be at least 59. It was received 48 responses from CISM Delegations, 13 from the BoD members and 22 PCSC. One questionnaire was excluded and in total 82 were tabulated. The frequency distribution was presented with the number of incidences, as individual frequencies, and the percentage of each case, as individual relative frequencies. The information from the benchmarked sports organizations and from the questionnaires permitted the elaboration of 10 Fundamental Points to enhance CISM governance, as follows: 1- CISM Authoritative Documents – to update and give visibility; 2- CISM Secretariat organizational structure – to comprehensive remodel; 3- CISM Vision, mission, values and strategic objectives – to disclose CISM Green Paper; 4- CISM elected officials and staff – to publicize the background and duties; 5- CISM reports and GA documents – to improve process and disclosure; 6- CISM Finances – to ameliorate the transparency; 7- CISM Sports policy - to balance and establish a 4-year cycle calendar; 8- CISM Sports policy – to better define the sports categories; 9- CISM Programs – to update and put into force; and 10- CISM Educational, Legacy and Social Programs – to the role of ACISM.

Keywords: Governance, Transparency, Control, Sports, Solidarity, CISM, IOC, FISU

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“It’s only after you’ve stepped outside your comfort zone that you begin to change, grow, and transform.” — Roy T. Bennett

Introduction

In a holistic sense, this research deals with the governance and management of an international multi-sports organization named *Conseil International du Sport Militaire* (CISM). It seeks to respond and suggest, in an inclusive manner and in broad spectrum, strategic actions for reflection, restructuring and adoption, turning its processes more effective, clearer and better planned.

This proposal is straightly following CISM Green Paper 2.0, that is the guidance and directive document that leads the institution. It is supported by the *S.O.7: Ensure sustainability and development of CISM*, and more specifically:

- S.O.7.2. Good Governance and Best Practices

- ***Perform an audit of CISM structures and adapt if needed***
- ***Review, simplify and optimize the CISM internal regulations and functioning***

MEMOS Programme, besides other approaches, is understood as the opportunity for development of different areas in the field of the administration in the highest level of a sport organization. The expectation during the redaction of this research project is to improve and implement better practices based on the state-of-the-art¹ of organizations considered as models in the international sports scenario.

This project is result of a personal desire and many questions that emerged after being deployed to a 3-year mission working as Deputy of CISM Sports Director, Manager of CISM Sports Committees and Manager of the *Académie du CISM* (ACISM), in Brussels-Belgium.

The author has a long period relation with the institution, more than 15 years, and undoubtedly developing feelings of admiration and deep respect for its history and activities. Firstly, coaching Brazilian Modern Pentathlon team in World Military Championships, in 2005, and after it, being a speaker in International Symposia, refereeing, coaching and organizing competitions, are the examples of the path traveled before finally reaching CISM Headquarters.

Naturally, the vision from outside is quite different from the inside and the will to turn its governance as close as possible to the main sports organization in the world is the motivation to accomplish this task. At an initial moment, the proposal was to identify the strategic issues, ratified from stakeholders. Secondly, the aim is to get the information from equated organization and finally to propose recommendations based on tools and scientific analysis.

Contextual background

The CISM is an official sports organisation that decided to constitute for this purpose as an international non-profit association which was established in Belgium by Royal Decree signed on 9 January 1989 by H.M. the King of Belgium (CISM, 2016), registered in the *Moniteur Belge* under the enterprise number 438.340.723.

It was founded February 18th 1948, following the end of the Second World War (*Conseil des Sport des Forces Alliées*, 1946), and it is one of the largest multi-disciplinary organizations in the world, that promote sport activities and physical education for the Armed Forces of its 140 member countries,

¹ the best available, the latest and most sophisticated or advanced stage (according to Thesaurus Dictionary).

from the four corners of the globe.

The concept is that soldiers, who may previously have met on the battlefield, now meet in friendship on the sports playing field. In this way, CISM is the sole organization able to bring together militaries from all nations to share experiences in competitions, instead of in the combat zones. This is in accordance with the philosophy, which was set in CISM's mission statement, signed by all member countries.

Its ultimate goal is to contribute to the world peace by uniting Armed Forces (officially recognised by the United Nations) through sports, who's ideal is encapsulated in the very symbolic motto "Friendship Through Sport" (Massarini, 1973).

In this way, the institution organizes annually the so-called World Military Championships (WMC) of 25 different sports disciplines, besides other continental and regional competitions. Additionally, it has as major events the CISM World Games (Summer and Winter), that like the Olympic Games happens every four years; World Cadet Games, to youngsters every two years (similar concept to Youth Olympic Games), and CISM World Football Cup, following FIFA World Cup model, all these events with about several thousand participants including Olympic medalists and world champions.

Additionally, CISM also provides clinics, technical assistance and solidarity actions to and between members, contributing to the establishment of a peaceful society gathering military people from four continents (Africa, Americas, Asia and Europe) in the true spirit of sportsmanship. In order to achieve these goals, CISM also organizes scientific, medical and sports symposia and seminars.

Following this general presentation of CISM activities, structure and personnel, it is essential to establish as a statement that CISM should be understood as the International Olympic Committee (IOC) for military sports events, the CISM Sports Committees (25 sports) as the International Sports Federations and CISM Delegations as the National Olympic Committees (NOC), exactly like is presented in IOC webpage about the three main constituents of the Olympic Movement – "IOC", the International Sports Federations ("IFs") and the National Olympic Committees ("NOCs").

Problem

In its more than 70 years of existence, CISM grew in quantity of members, sports, competitions and events in general, that on one hand, can show the prosperity of the institution, although on the other, may affect the lack of prioritization and generate the dichotomy between diversification and generalization.

CISM welcomes and tries to implement any initiative aimed at promoting better governance in sport, however some key aspects should be taken in consideration. The military sports are part of complex environment, where, currently, are managed by the CISM Secretariat. As a first example of a particular situation, CISM Secretariat has a hybrid structure, based on voluntarism and professionalism, comprised by military personnel, detached temporarily by the Delegations, and permanent hired civilian employees. Additionally, CISM Sports Committees, composed by their Presidents and members (all volunteers), have the responsibility to protect the interests of all matters of their sports while taking into account the views of all its stakeholders (authorities in general, CISM Delegations, athletes, event organisers etc.) with a very important task to provide annually the WMC. Another huge challenge is to CISM Delegations, that are the contributors and the host nations of CISM events.

CISM is a recognized organisation by IOC (Multi-Sports Organizations and Events / Sport for All)² and is an Associate Member of Global Association of International Sports Federations (GAISF)³ and is sensible to all efforts promoted by the IOC and its Basic Principles of Good Governance and by the Governance

² IOC website – <https://www.olympic.org/ioc-governance-affiliate-organisations>, retrieved March 21, 2020.

³ GAISF website – <https://gaisf.sport/members/#associated>, retrieved March 21, 2020.

Task Force from the Association of Summer Olympic International Federations (ASOIF), fully considering the listed items Transparency, Integrity, Democracy, Development & Solidarity and Check and Balances/Control Mechanisms in its governance.

However, before this research, as part of CISM's self-evaluation and identification of potentialities, surveys and reports were applied to different stakeholders (Chiefs of Delegation, Presidents of CISM Sports Committees, staff personnel, besides others) and even though it was not specifically about CISM governance, it could be identified some strategic issues that impact this field. It has raised questions about some topics of good governance and due the limited time of this research, the choice was to consider Transparency & control mechanisms and Sports development & solidarity, as an enhancement opportunity. Therefore, these items will be deeper developed in the upcoming parts of this document.

In this way, the observation and experience analysis of similar multi-sports organization in the same level is a possibility to acquire the knowledge in order to propose options and solutions to the strategic issues. In order to propose an investigation, the following problem was formulated:

To what extent can CISM governance be enhanced based on the state-of-the-art of sports organizations?

Due to the scope, definitions and characteristics, this study will consider the IOC, as a not-for-profit independent international organization, committed to building a better world through sport (IOC, 2019) and the International University Sports Federation (*Fédération Internationale du Sport Universitaire* – FISU) that is responsible for the organization and governance of worldwide sports competitions for student-athletes, as the reference organizations to have their governance benchmarked.

Objective

To identify and detail the actions to be taken to answer the research problem, the general objective, which determines the main purpose of the investigation, and specific objectives, which describe the logical path taken to solve the problem, were outlined.

It is presented as objective: to benchmark the governance of the state-of-the-art of sports organizations, regarding the principles of Transparency & control mechanisms and Sports development & solidarity in order to enhance CISM's.

With the aim to enable the achievement of the general objective of the study, the following specific objectives were formulated, which allowed the logical chain of the descriptive reasoning presented in this research:

- a. Study the governance of IOC and FISU;
- b. Analyze the governance in CISM (Transparency & control mechanisms and Sports development & solidarity), based on the self-assessment of CISM authorities; and
- c. Benchmark IOC and FISU in order to enhance CISM's governance.

PART 1 – Theoretical Framework

Chapter 1 – Literature review

This part involves the development of the topics that underpin the research, directly linked to the problem and the objective, to obtain subsidies and aiming to define more clearly the various aspects to be surveyed in the continuity of the investigation.

In the continuation of this theme, to discuss such points in order to address the most relevant theoretical bases for the present study, this section will be divided into the following topics: Governance, Governance in organisations, Governance and management in sports and Governance in CISM.

1.1 Governance

Historically, the Greek verb *kubernân* (piloting a ship or tank) was first used metaphorically by Plato to refer to governing men. He gave birth to the Latin verb *gubernare*, which had the same meaning and which, through its derivatives, including *gubernantia*, itself spawned many terms in several languages.

Bevir (2012, pp.1) states that governance has relation with the entire process of governing, in different levels or structures, even carried out by a government, market or network; whether it's by a family, tribe or informal organization, or territory and even through laws, norms, power, language. He adds that as an abstract theoretical concept, it refers to all processes of social organization and social coordination. On the other hand, its concrete and empirical use is related to the change of organizational practices within corporations, public sector and global order.

Governance is the expression widely used to call matters relating to the control power and direction of a company, or even governing capacity in the international context or of a nation (Bergamini Junior, 2005).

Santos (1997, pp. 342) attests that the concept of governance is not limited, to the management and administrative aspects a State, nor to the effective functioning of the State apparatus. Thus, governance would refer to "standards of articulation and cooperation between social and political actors and institutional arrangements that coordinate and regulate transactions within and across the borders of the economic system", including there "not only the traditional mechanisms for aggregating and articulating interests, such as political parties and pressure groups such as informal social networks (in suppliers, families, managers), hierarchies and associations of various types".

Additionally, governance is understood as a broader phenomenon than government. In this way it covers government institutions, but also implies informal, non-governmental mechanisms that make people and organizations within their area of activity to have determined conduct, to meet their needs and to respond to demands (Rosenau, 2000, pp. 15-16).

Offe (2009) in his article Governance: An "Empty Signifier"? proposes some reflections about the concept of governance concerning its syntactic structure, semantics and pragmatics of the concept, discussing its relation and the logics of market and state.

Accordingly, to the World Bank (1992) governance is the exercise of authority, control, administration, government power. It would be the way in which power is exercised in the administration of the social and economic resources of a country aimed at development, also implying the ability of governments to plan, formulate and implement policies and fulfil functions. Diniz (1995, pp. 400) reinforces that this expression, in this sense, arises from reflections conducted mainly by the above-mentioned economic institution, with a view to deepening knowledge of the conditions that guarantee an efficient state. In this way, the government capacity would not be evaluated only by the results of government policies, but also by the way in which the government exercises its power.

To the United Nations (UN), as quoted in the document developed by UN System Task Team on the post-2015 UN development agenda, “governance refers to the exercise of political and administrative authority at all levels to manage a country’s affairs”, including mechanisms, processes and institutions, in where citizens and groups articulate interests, exercise legal rights, meet obligations and mediate their differences.

1.2 Governance in organisations

Also known as corporate governance, it is understood by Shailer (2004) as the collection of mechanisms, process and relations by which corporations are controlled and operated.

The *Instituto Brasileiro de Governança Corporativa* (Brazilian Institute of Corporate Governance, 2019) informs that corporate governance is the system that allows shareholders or quota holders to strategic government of their company and the effective monitoring of the executive board. As tools that guarantee control of ownership over management there are the Board of Directors, the Independent Audit and the Fiscal Council. Good corporate governance practices are intended to increase the value of society, facilitate its access to capital and contribute to its continuity.

Lethbridge (1997) says that a corporate governance system is composed of the set of institutes, regulations and cultural conventions, which governs the relationships between corporate administrations and shareholders or other groups to which the administrations, in accordance with the type of model, must be accountable.

To Marques (2007) it can be described as the mechanisms or principles governing the decision-making process within an undertaking, as set of rules designed to minimize the agency's problems. She adds explaining that the central objective of corporate governance systems is not to intervene in organizations, but on the contrary, it intends to balance the competitiveness and productivity of the company with the responsible and transparent management of the company. In addition, Ronit & Schneider (1999) highlight the importance of private organizations in the governance at international and global levels, in addition to states and markets.

Lin (2011) complements with the idea that governance structures and principles identify the distribution of rights and responsibilities among different participants in the corporation and include the rules and procedures for making decisions in corporate affairs. In this way, the governance in organisations is needed because of the eventual conflicts of interests between stakeholders, initially between shareholders and upper management or among shareholders (Goergen, 2012). In the same way, Bergamini Junior (2005) conducted a research with the aim to demonstrate the importance of an adequate internal control system as an instrument of governance, with the examination of the relationship between risk management themes, internal controls and corporate governance.

The Corporate Governance Committee has disclosed The 2020 Belgian Code on Corporate Governance. It is based on 10 principles that can be largely used by different kind of organizations. Some can be highlighted: “Principle 1. The company shall make an explicit choice regarding its governance structure and clearly communicate it; Principle 9. The company shall have a rigorous and transparent procedure for evaluating its governance regime; and Principle 10. The company shall publicly report on the application of the code”.

1.3 Governance and management in sports

Hums, Maclean & Zintz (2011) presented the definition of Governance, in broad spectrum, as the exercise of the authority. They add, regarding the governance in sport, documents and organizational structures, that organizations are subdivided in functional unities that have different levels of power

and variable responsibility. To the authors the sports organizations have generally documents that define its structure of governance.

Therefore, to accomplish this and all tasks of an organization, governance is interpreted as the work that the elected Board or Committee does to plan the activities and to monitor and report on the progress of those plans.

In this study, the Basic Universal Principles of Good Governance of the Olympic and Sports Movement (IOC, 2008) are considered as the state of the art in this subject and a template to be followed, it can also contribute to CISM's governance.

The topics from the above-mentioned document that justify its implementation and that should be quoted in this motion are: 1. VISION, MISSION AND STRATEGY, item 1.3 Strategy: *The strategy of sporting organisations should be elaborated at the highest level of the organisation*; 2. STRUCTURES, REGULATIONS AND DEMOCRATIC PROCESS, items 2.1 Structures: *The stakeholders of the organisation encompass all members who make up the organisation as well as all external entities who are involved and have a link, relation with or interest in the organization*; 2.2 Clear Regulations: *Clear regulations allow understanding, predictability and facilitate good governance*; 2.3 Governing bodies: *The tasks and responsibilities of the governing bodies should be clearly defined in the applicable regulations and should be adapted and reviewed as necessary*; 5. SOLIDARITY AND DEVELOPMENT, item 5.2 Equity: *The opportunity to organise large sports events should be open*; and 5.3 Development: *The expansion of sports facilities in developing countries should be promoted*.

The good governance is a concern in different sports field. For instance, Sports Governance Observer is a benchmarking tool to strengthen transparency and democracy in sport. It is focused on four key areas of governance: Transparency & public communication, Democratic Processes, Checks & Balances and Solidarity. In the 2018 report, the organization followed the *Fédération Internationale de Football Association* (FIFA), *Fédération Internationale de Natation* (FINA), International Association of Athletics Federations (IAAF), International Handball Federation (IHF) and International Tennis Federation (ITF). Their findings showed that the level of good governance varies significantly across the surveyed federations (Geeraert, 2018). In the latest edition (Alm, 2019), further six international Olympic federations have been reviewed on the basis of the same methodology, namely the *Fédération Equestre Internationale* (FEI), International Gymnastics Federation (FIG), International Ski Federation (FIS), *Fédération Internationale de Volleyball* (FIVB), International Biathlon Union (IBU), and International Ice Hockey Federation (IIHF).

In addition, another publishing about this subject are The Principles of Good Governance for Sport and Recreation, designed to provide any type and size of organisation with a practical and user-friendly model to implement best practice (Sport and Recreation Alliance, 2019). The main principles are: Integrity, Organization's Vision and Mission, Leadership and Role of the Board, Board Structure, Controls and Compliance, Accountability and Transparency, Engaging with the Sport and Recreation Landscape. Reinforcing the main aspects, the ASOIF (2016) recommends Transparency, Integrity, Democracy, Sports Development & Solidarity and Control Mechanisms to be included by International Federation's statutes, rules and regulations through simple and easily measurable indicators as appropriate to the particular circumstances. Some of these principles will be considered in this research.

1.4 Governance in CISM (general information)

According to CISM Regulations (2019) the documents governing CISM activities are the Statutes which establish the legal and institutional foundation of CISM, the Regulations which codifies CISM policy and sets the rules concerning the development of the principal activities, the Sport Regulations governing CISM sports, the CISM strategic and annual business plans, and the world calendar.

The CISM authorities are also listed in the same document (CISM, 2019) and it is explained that they are elected by the General Assembly, Continental Assemblies (held in the frame of a General Assembly) or appointed by the Board of Directors or their government to represent CISM, their continent, their nation or a sport.

In this ways, CISM permanent authorities are:

- President: Officer elected by the General Assembly who presides over the Congress, the General Assembly and meetings of the Board of Directors and carries out responsibilities in accordance with the CISM Statutes and Regulations.
- Secretary General: Officer elected by the General Assembly who ensures the implementation of the decisions of the General Assembly and the Board of Directors, manages the General Secretariat and implements the CISM budget approved by the General Assembly.
- Vice Presidents: Officer representing one continent, voted in by the active nations belonging to his continent who serves on the Board of Directors.
- Members of the Board of Directors: nineteen members, elected and granted powers by the General Assembly to decide all measures relating to management and administration of CISM within the limits of its Statutes and Regulations.
- Treasurer General: Officer elected by the General Assembly who is responsible for the financial management of CISM.
- Chiefs of Delegation: Officer appointed head of his delegation by the responsible authorities of his nation and empowered to make decisions on behalf of those authorities.
- President of CISM Sport Committees (PCSC): Officer who manages and develops the corresponding sport (admitted as CISM World Level sport).
- Representative of the Presidents of CISM Sport Committees (PCSC-R): Official representative of the PCSCs in the Board of Directors.
- Presidents of Commission: established by the Board of Directors, working in a designated area of CISM activity. Currently the commissions in CISM are: 1) Regulations Commission; 2) Strategy Commission; 3) Finance Commission; 4) Appeal Commission; 5) Discipline Commission; 6) Sports Commission; 7) TUE Committee; 8) Sports Science Commission; and 9) Contract Review Board⁴.

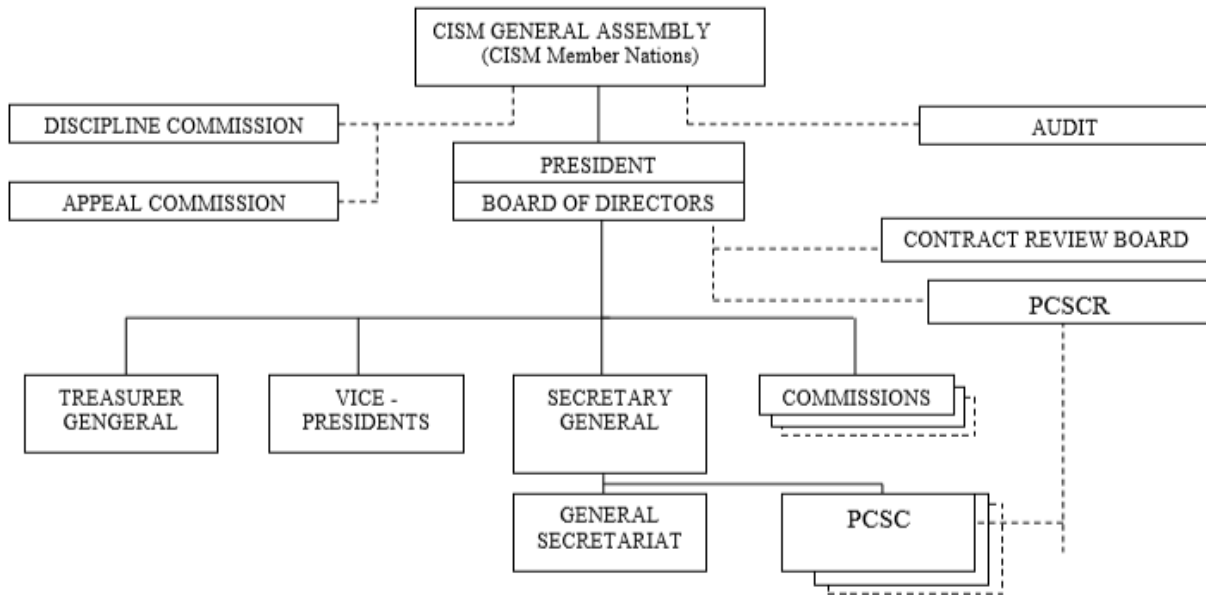
In this scope, it is important to highlight that the General Assembly is considered the supreme authority of CISM, composed of the Delegations of member nations (140), President of CISM, Members of the Board of Directors (19), Secretary General and personnel of the SG appointed by the Secretary General, Treasurer General, PCSC and PCSC-R (25), Presidents and appointed members of Commissions, guests and observers.

CISM Statutes (2016) highlights, in Article 12, CISM governing bodies, that shall be those holding governance functions (General Assembly; Board of Directors; President; Vice-Presidents and Emergency Board). Additionally, it informs that the Secretary General and the Treasurer General are part of the management bodies.

This structure can be well understood in the Figure 1, below:

⁴ CISM website – <https://www.milsport.one/cism/commissions>, retrieved February 18 2020.

Figure 1: CISM organizational structure



B. The main directional and managerial bodies and officers of CISM are:

Bodies:

1. General Assembly,
2. Board of Directors,
3. General Secretariat,
4. Delegations
5. CISM Sport Committees
6. Commissions
7. Contract Review Board

Officers:

1. President,
2. Vice-Presidents,
3. Secretary General,
4. Members of BoD
5. Treasurer General,
6. Chiefs of Delegations,
7. Presidents of CISM Sport Committees
8. PCSC Representative
9. Presidents of Commissions

Source: CISM (2019).

The CISM's central pillar is the CISM Headquarters (General Secretariat) located in Brussels and composed by a staff comprising of civilian employees and officers detached from the CISM member nations. The CISM Headquarters is the permanent and executive body, placed under the management and leadership of CISM Secretary General.

Its main activities are on the one hand to supervise, coordinate, regulate and sometimes initiate all CISM activities all over the world and on the other hand to ensure the appropriate preparation, execution and follow-up of all decisions taken by the Board of Directors and General Assembly.

The CISM Headquarters is also responsible for the CISM communication means (Yearbooks, website, newsletters etc.) and endeavours to ensure the right contact between the CISM Delegations and CISM authorities.

Chapter 2 – Methodology

This topic, as part of the current study, aims to address all the intricacies that permeate the investigation and resolution of the objectives already outlined in the scope of this project. To this end, the necessary procedures for determining the intrinsic steps to its development will be addressed, namely: the variables and their conceptual, operational definition and the instruments for the data analysis. In order to achieve the purpose, this section is divided in Formal Object of Study and Research Design.

2.1 Formal Object of Study

In raising the problem that the study proposes to solve, the independent variable is the “State-of-the-art of sports organization governance”, since its effective influenced by the dependent variable, namely “CISM governance”.

The study variables are qualitative in nature, as their domains are represented by performance mode in each sports organization. Its operational definition can be checked below:

Table 1: Variables operational definition

Variables	Dimension	Indicators	Measurement
State-of-the-art of sports organizations' (IOC and FISU) governance X CISM governance	Transparency & control mechanisms	Statutes, rules and regulations	Interview IOC and FISU Question 1.1
		Organizational structure	Interview IOC and FISU Question 1.2
		Vision, mission, values and strategic objectives	Interview IOC and FISU Question 1.3
		Details of elected officials and staff	Question 1.4
		Annual activity and main events reports	Interview IOC and FISU Question 1.5
		Annual financial reports	Interview IOC and FISU Question 1.6
		Allowances and financial benefits	Question 1.7
		General Assembly agenda and documents	Question 1.8
		Internal audit committee	Interview IOC and FISU Question 1.9
		Accounting control mechanisms and external financial audit	Interview IOC and FISU Question 1.10

State-of-the-art of sports organizations' (IOC and FISU) governance X CISM governance		Policies and process of internal control	Interview IOC and FISU Question 1.11
	Sports development & solidarity	Policy to allocation of resources for sports development	Interview IOC and FISU Question 2.1
		Sports policy – CISM Sports Calendar	Question 2.2
		Sports policy – CISM Sports Categories	Question 2.3
		CISM programs (Solidarity Fund, World Sports Development Program Fund and Host Nation Incentive Program)	Question 2.4
		Education programmes and assistance	Interview IOC and FISU Question 2.5
		Legacy programmes to assist communities	Interview IOC and FISU Question 2.6
	Existence of social responsibility policy and participation programmes	Interview IOC and FISU	

2.2 Research Design

This proposed research has a qualitative approach. According to Creswell (1994) a qualitative study is defined as an inquiry process of understanding a social or human problem, based on building a complex, holistic picture, formed with words, reporting detailed views of informants, and conducted in a natural setting. Denzin & Lincoln (2005) comment that this often occurs through "case study, personal experience, introspection, life story, interview, artifacts, and cultural texts and productions, along with observational, historical, interactional, and visual texts." To Flick (2009) qualitative research is not based on a unified theoretical and methodological concept. Various theoretical approaches and their methods characterize the discussions and the research practice.

The data collection technique/method is the case study, that is a mixed method of research where it can bring together several small pieces of data to create a picture. The main purpose is to understand why activities and issues happen in a context, in order to explain the situation (Robinson, 2019). Case studies use multi-methods to build up a complete picture in-depth, comprehensive information; emphasizes the importance of looking at variables in the natural setting in which they are found; uses subjective information and participant observation to describe the context, of natural setting, of the variables under consideration, as well as the interaction of different variables in context.

Additionally, it is used to follow a theory which specifies a particular set of outcomes in some particular situation, to study some characteristics of a rare or extreme situation and also to study a situation or

organization that is unique in some way and has rarely been studied. According to this, it is appropriate to study the situation and organization of institutions, represented in this study by IOC and FISU, that are considered unique and the state-of-the-art in sports management, in the highest level and with the best practices.

In this way, firstly prior to this study, in order to self-analyze CISM and identify eventual strategic issues that should require attention, a survey with sports objective was presented to CISM Delegations, in the frame of the 74th CISM General Assembly and Congress, Ho Chi Minh City-Viet Nam, from April 22nd to 30th 2019 (Appendix 1), that marked out the informal beginning of this research. In the same opportunity, during the meeting with the PCSC (as a focus group) a discussion about related subject was performed. The findings suggested some sensitive points that based the subsequent development of this study.

In the continuation, the methods applied were survey and interview. Check & Schutt (2012) propose that a survey research is defined as "the collection of information from a sample of individuals through their responses to questions". They add that this type of research allows for a variety of methods to recruit participants, collect data, and utilize various methods of instrumentation. Survey research can use quantitative research strategies (e.g., using questionnaires with numerically rated items), qualitative research strategies (e.g., using open-ended questions), or both strategies (i.e., mixed methods).

In order to study the state-of-the-art of sports organisations' governance, a semi-structured interview was conducted at IOC (Château de Vidy, 1007 Lausanne, Switzerland), on March 4th, with Mr Jérôme Poivey, Head of Institutional Relations and Governance – NOC Relations Department, and with Mrs Pâquerette Girard-Zappelli, IOC Chief Ethics and Compliance Office; and at FISU (Quartier UNIL-Centre Bâtiment Synathlon CH-1015 Lausanne – Switzerland), on March 3rd, with Mr Eric Saintrond, FISU Secretary General/CEO (Appendix 2).

Additionally, a self-assessment questionnaire, based on the Recommended Key Governance Principles and Basic Indicators of ASOIF and in its Third IF Governance Self-Assessment Questionnaire (2019-20), as well as in GAISF Governance Questionnaire, with 17 questions (11 about Transparency & control mechanisms and 6 Sports development & solidarity), was sent on April 3rd to CISM authorities. Additionally, a reminder message was sent by e-mail to all non-respondents on April 22nd (Appendices 3 to 5). They were divided in three groups, according to the function: Chiefs of Delegation (140), member of the Board of Directors (20) and PCSC (25)⁵.

The procedures for the tabulation and presentation of the questionnaire results (number of incidences and the percentage of each case) were carried out through double-entry tables, presenting the frequency distribution. Thus, in the tabulation and exposure of the results, individual frequencies (*if*) and individual relative frequencies (*irf*) were defined, which correspond to the absolute number and the corresponding percentage. The integral comments/evidence from CISM authorities were post in the Appendix 6, and the illustrative ones besides the results.

Finally, the three case studies were presented and analyzed. The main objective was to enhance CISM governance by benchmarking IOC and FISU. Benchmark is a way of discovering what is the best performance being achieved – whether in a particular company, by a competitor or by an entirely different industry. The information can then be used to identify gaps in an organization's processes in order to achieve a competitive advantage, to understand best practice and provides a possible solution; time and costs efficient (Robinson, 2019).

Therefore, in the Chapter 4, in a practical way to apply the findings in order to enhance CISM governance, 10 Fundamental Points were drawn up and presented in its content.

⁵ The questionnaire was sent in English to all authorities and additionally in English and French to CISM Delegations.

PART 2 – Case studies and Recommendations

Chapter 3 – Case studies

3.1 IOC governance

On March 4th from 10:30 to 11:00 am, at the headquarters of IOC (Château de Vidy, 1007 Lausanne, Switzerland) an interview was conducted with Mr Jérôme Poivey, Head of Institutional Relations and Governance – NOC Relations Department. In the sequence, a second interview was carried out, from 11:00 am to 12:00 pm, with Mrs Pâquerette Girard-Zappelli, IOC Chief Ethics and Compliance Office.

A semi-structured interview was planned, however the activity was conducted with flexibility in order to present and understand the particularities of the IOC.

For both interviewed, the purpose of the research was explained with a brief presentation of contextual background, problem and objectives to benchmark their institution, as state-of-the-art in the field of international sports organisation.

3.1.1 Transparency & control mechanisms

The IOC is described as “a not-for-profit independent international organisation that is committed to building a better world through sport. Created on 23 June 1894, just under two years before the first Olympic Games of the modern era in April 1896, the IOC is the supreme authority of the Olympic Movement”⁶.

The three main constituents of the Olympic Movement are the IOC, the IFs and the NOCs and it is stated in the Olympic Charter that “The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values.” (Olympic Charter, Chapter 1, Rule 1.1)

Beginning with the **Organizational structure including staff, elected officials, committees’ structures and other relevant decision-making groups (specific functions and main tasks)** it was explained by Mr Jérôme Poivey that IOC membership is composed by up to 70 individual members, that are elected by the General Assembly, up to 15 representatives of NOCs, up to 15 representatives of IFs and up to 15 athletes representatives. He, personally, is working with the NOC to assure that their governance is in line with the IOC expectations. He also highlighted that IOC organized the first seminar about Autonomy and Good Governance in 2006, involving all IFs. It was followed in 2008, by the establishment of the reference document – The Basic Principles of Good Governance for the Olympic Movement, in order to have it applied by all sports organizations belonging to the Olympic Movement (starting with the IOC, IFs, NOCs, even National Federations and all organizations recognized by IOC). Additionally, he mentioned the Olympic Agenda 2020 (IOC, 2014), that has as one recommendation to ensure that these basic principles would be implemented by all component of the Olympic Movement, as follows:

“Recommendation 27 – Comply with basic principles of good governance

All organisations belonging to the Olympic Movement to accept and comply with the Basic Universal Principles of Good Governance of the Olympic and Sports Movement (“PGG”). 1. Such compliance to be monitored and evaluated. Supporting tools and processes can be provided by the IOC in order to help organisations become compliant with the principles of good governance, if necessary. 2. Organisations to be responsible for running self-evaluation on a regular basis. The IOC to be regularly

⁶ IOC website – <https://www.olympic.org/about-ioc-olympic-movement> (The International Olympic Committee), retrieved March 16 2020.

informed of the results of the organisations' self-evaluations. In the event of missing such information, the IOC to request such an evaluation at its discretion. 3. The "PGG" to be updated periodically, emphasizing the necessity for transparency, integrity and opposition to any form of corruption."

About the administration of the IOC, Mrs Pâquerette Girard-Zappelli explained that the staff is composed by almost 800 people. It is placed under the responsibility of the Director General who, under the authority of the President, runs it with the assistance of the directors, as below⁷:

- 1) Executive Office of the President
- 2) Office of the Director General
- 3) Office of the Deputy Director General (for Relations with the Olympic Movement)
- 4) Olympic Games Department
- 5) Department for Corporate Development, Brand and Sustainability
- 6) Finance Department
- 7) Sports Department
- 8) Technology and Information Department
- 9) Strategic Communications Department
- 10) IOC Television & Marketing Services SA
- 11) Legal Affairs Department
- 12) Medical and Scientific Department
- 13) Olympic Foundation for Culture and Heritage
- 14) Olympic Solidarity
- 15) Olympic Broadcasting Services SA
- 16) Olympic Channel Services SA
- 17) Spokesman's Services
- 18) Ethics and Compliance
- 19) Internal audit

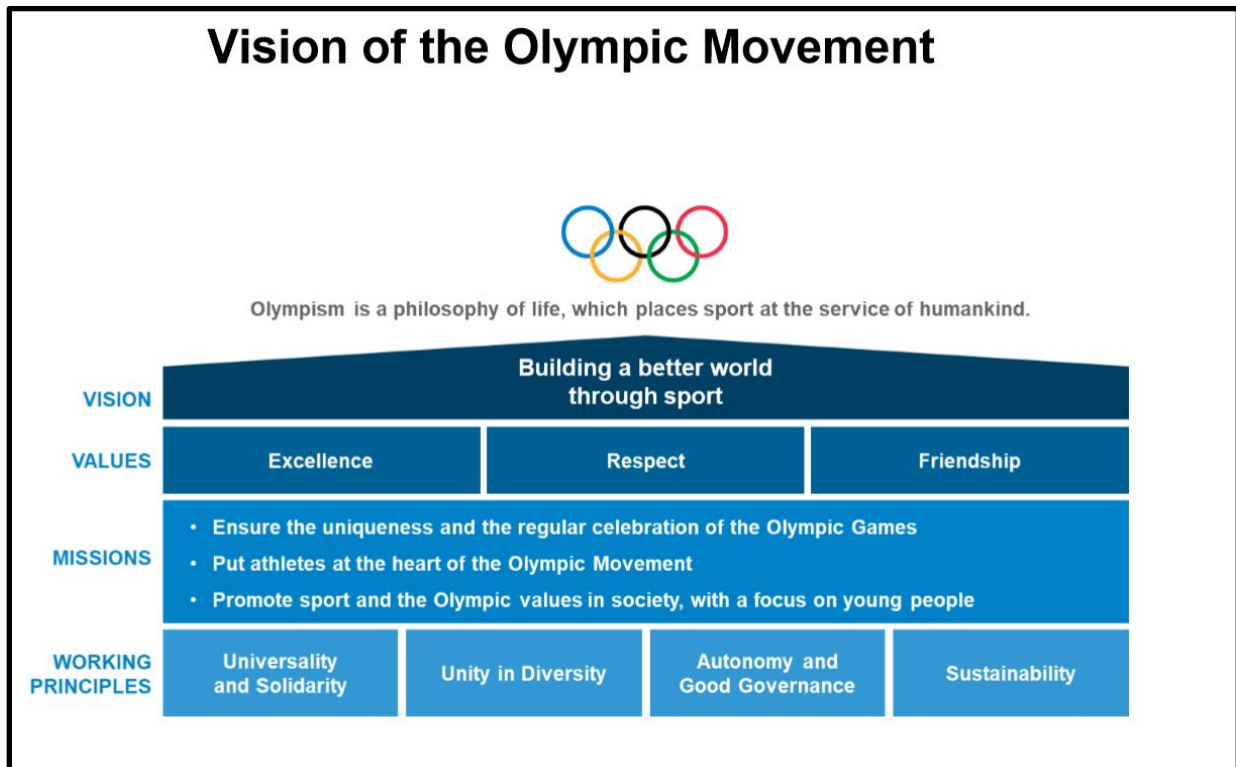
Specifically, about the core of IOC (sports activities) it was informed that on the 80's there was only the Olympic Games Department covering the sports, in closer contact with the IFs and NOCs (responsible to send the Delegations to Games).

Nowadays, there is a triple structure that work collaboratively to cover these tasks. Firstly, the Olympic Games Department oversees the process for evaluation to host the Games and all management to ensure that its organization is according to the contract and exigencies signed with the Organising Committees for the Olympic Games (OCOGs). Secondly, NOC Relations Department is responsible to make sure that the Delegations are well prepared for the Games and to control and supervise NOCs' daily life (statutes, financial support, budget). Finally, the Sports Department, in the frame of the Games is responsible to cooperate with the IF, ensuring that the OCOGs will be effectively deliver the sport. Outside Games' period this Department is manages the evolution of sports, related to the recruitment of new sports, specifically for the perspective of the integration for the future games (Olympic Program Commission). Further, the Sports Department also supports the athletes in different moments and situations (at the time of Games and between the Games times in the different topics

⁷ IOC website – <https://www.olympic.org/about-ioc-olympic-movement> (structure), retrieved March 16 2020.

that IOC is covering) and deals with the Athletes Commission that is elected during the Olympic Games. Regarding IOC's (Olympic Movement) **Vision, mission, values and strategic objectives**, it is described in the website⁸, as detailed in the Figure hereunder:

Figure 2: Olympic Movement



Source: IOC (2020).

The very know Olympic motto is made up of three Latin words Citius – Altius – Fortius (Faster – Higher – Stronger) to encourage athletes to give their best during competition.

About the **Annual activity report, including institutional information and main events reports (sports categories, bidding process and continental balance in organization and participation)** it was explained that to recruit sports to the Olympic Games, the IF should be recognized by the IOC and GAISF is the association that support the sport to be selected.

3.1.2 Sports development & solidarity

In this topic, about the **Existence of social responsibility policy and participation programmes targeting hard to reach areas** in the Social development through sport⁹ the IOC cooperates with partners, including numerous United Nations agencies, as well as international governmental and nongovernmental institutions, on projects which use sport as a tool for development and advance the Sustainable Development Goals (SDGs). NOCs also support these activities locally through their sports expertise and networks. Several IF have also developed initiatives in this field.

⁸ IOC website – <https://www.olympic.org/about-ioc-olympic-movement> (Organisation), retrieved March 16 2020.

⁹ IOC website – <https://www.olympic.org/development-through-sport>, retrieved March 16 2020.

Additionally, through the Sport for Hope Programme, the IOC is, with the cooperation of its Olympic Movement stakeholders and the local governments, is currently developing sports centers in hard to reach areas like *Centre Sport pour l'espoir*, in Haiti (2014), and Olympic Youth Development Centre, in Zambia (2010). Establishing Sport for Hope Centres in developing countries, the programme aims to provide young people and local communities positive sports development opportunities, offer state-of-the-art training facilities to the National Federations and to the athletes of the country, and spread the Olympic values of excellence, friendship and respect.

In the scope of **Education programmes and assistance to coaches, judges, referees and athletes** it was noticed that the IOC has various programs with different approaches.

The Olympic Values Education Programme (OVEP)¹⁰ is described as series of free and accessible teaching resources, communicating the benefit of sport and physical activity through an understanding of Olympism and its impact on individual health, enjoyment, and social interaction, when are encouraged to experience values-based learning and to assume the responsibilities of good citizenship (excellence, respect and friendship). The initiatives have already taken place 21 times in Australia (a.s.p.i.r.e. – Attitude, Sportsmanship, Pride, Individual responsibility, Respect, Express yourself – School Network), Burundi (2005 Olympic and Sports Education Project), Canada (Canadian Olympic School Program), Cyprus (Olympic House Guided Tour), Dominique (Olympic values and culture: summer camp), Estonia (School Olympic Games), France (Olympic Youth Camp), Great Britain (Education pack & Games specific packs), Guatemala (Cine Forum), New Zealand (Olympism Resources), Poland (Contest of the Olympic Stories by the Name of Jan Parandowski), Seychelles (Olympic clubs), Singapore (Conferences in the framework of the Young Team Singapore Ambassador Programme), Slovenia (Promoting the values of sport and Olympism – Fair Play School), Tadjikistan (Introduction of a Programme on Olympism into Tadjikistan's Educational System), Turkey (Sports, culture and Olympic Education programme), Ukraine ("Olympic Sport' Connoisseurs" Quiz) and with WADA (Teacher's Tool Kit).

The IOC has a specific department that is responsible for solidarity activities and programs. It is informed that the Olympic Solidarity offers global assistance to NOCs, especially those with the greatest need, through targeted programmes, structured supervision and personalised advice. The support provided by "Olympic Solidarity is designed to increase the effectiveness and transparency of NOCs' management and activities and is funded according to universal principles of good governance. Recognising the diversity of the Olympic Movement, Olympic Solidarity offers NOCs flexibility in how they use their funds in order to better meet their individual needs". It is divided in World Programmes, Continental Programmes and IOC Subsidies for Participation in Olympic Games. They cover the objectives of the NOCs, which are mainly to improve their functioning and organisational ability; to create or develop efficient structures; to organise training courses at various levels; and to profit from the technical and financial resources available, which in turn will benefit their athletes.

3.2 FISU governance

On March 3rd 10:00 am, at the headquarters of FISU (Quartier UNIL-Centre Bâtiment Synathlon CH-1015 Lausanne – Switzerland) a semi-structured interview was conducted with Mr Eric Saintrond, Secretary General/CEO of FISU.

The activity took around 2 hours, it was composed, by a brief presentation of contextual background, problem and objectives, followed by the explanation about the principles of good governance to be studied and object of benchmark. From FISU, an illustrated and clear presentation "The International University Sports Federation – FISU – A General Overview" was performed.

¹⁰ IOC website – <https://www.olympic.org/olympic-values-and-education-program>, retrieved March 16 2020.

3.2.1 Transparency & control mechanisms

Regarding the first topic of the interview, that is about **Organizational structure including staff, elected officials, committees' structures and other relevant decision-making groups (specific functions and main tasks)**, initially it was found some basic similarities between FISU and CISM, like the General Assembly. It was explained that the National Federations are very diverse, because some of them are more or less independent non-profit organisations, universities, other a department of the ministry of sports or education, some a department of the NOC and their funds are coming from sometimes from the ministries (sports or education), or from universities, NOC etc.

Figure 3: FISU Organisation



Source: FISU (2020).

Every 4 years there are elections for the Executive Committee (members of the Board), that is composed by 23 people. The 5 Continental Associations (CUSFs) are associated members that are also seated at the table but as observers (no vote).

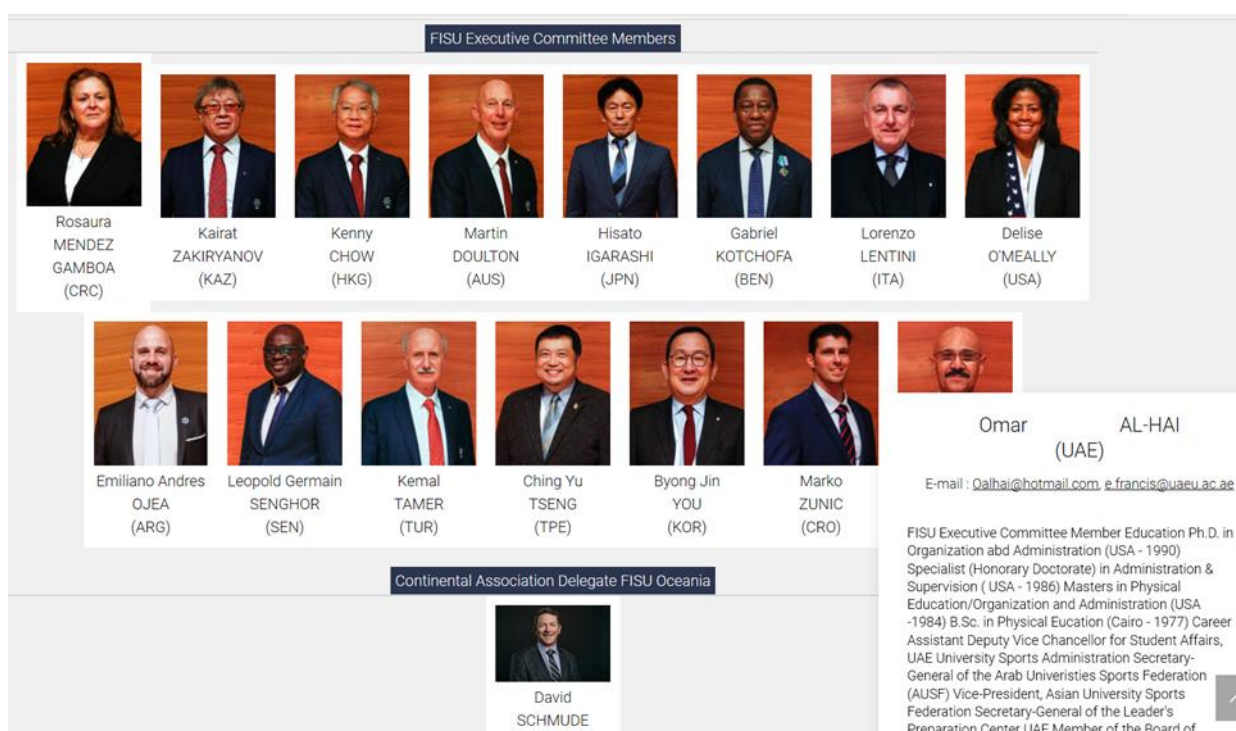
On 2007, the General Assembly approved that the Secretary General of FISU would be, not anymore, an elected position, but a normal employee of FISU, being also the CEO, with the aim to keep administration and guaranteeing the stability.

FISU has 15 Committees, with 200 members that work under the supervision of the staff: 1) Summer Universiade International Technical Committee; 2) Winter Universiade International Technical Committee; 3) World University Championships International Technical Committee; 4) Summer Universiade Supervision Committee; 5) Winter Universiade Supervision Committee; 6) Sports Management Committee; 7) Education Committee; 8) International Medical Committee; 9) International Control Committee; 10) Media and Communication Committee; 11) Committee For The Development Of University Sport; 12) Finance Committee; 13) Legal Committee; 14) Gender Equality

Committee; and 15) Student Committee¹¹. Specifically, about the Sports Management Committee it includes the Secretary General/CEO, the Director of the Games, Director of Championship and the Director General and basically all members are working at FISU headquarters (staff of the Sport Department).

The biographical information of FISU officials and is clearly informed is the tab “Governance & Structure” where is highlighted that “One of FISU’s core values is integrity. FISU follows the principles of honesty, transparency, fair play, equality and inclusion. FISU’s organisational structure, administration and activities reflect these aspects of good governance. FISU believes when an organisation is governed with a high ethical standard, it promotes confidence among all stakeholders and leads to better decision making and accountability”¹². In the print screen below, there is an example of FISU Executive Committee Members and the respective details:

Figure 4: FISU Executive Committee Members (Structure & Governance tab of website)



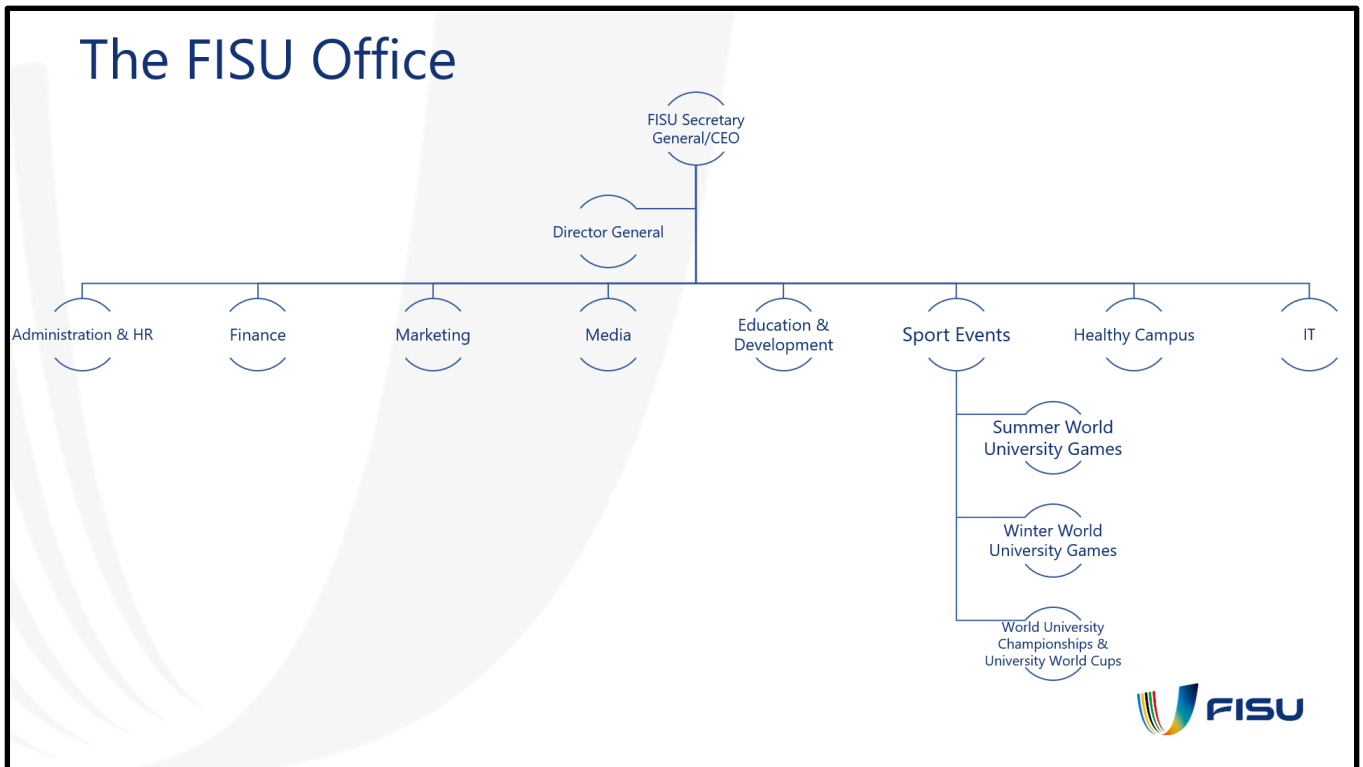
Source: FISU (2020).

FISU’s staff is currently composed by 42 employees. It was commented that in 2007, when Mr Eric Saintrond started as Secretary General this number was significantly lower 17. The office is divided in 8 departments, that are detailed in the Figure below:

¹¹ FISU website – <https://www.fisu.net/about-fisu/governance-structure/committees>, retrieved 18 March 2020.

¹² FISU website – <https://www.fisu.net/about-fisu/governance-structure>, retrieved 18 March 2020.

Figure 5: FISU Office organizational structure



Source: FISU (2020).

The departments were explained one by one, regarding the responsibilities, functions and personnel:

- 1) Administration & HR is composed by 10 people, including the Secretary General/CEO and the Director General. The additional positions are: SG’s Office Manager, Assistant to the SG, Assistant to the FISU President, Travel Manager, Travel Consultant, HR Manager, Procurement & Logistics Manager and Receptionist.
- 2) Finance Department has 4 employees, a Director, Finance Manager, External Accountant and Junior Finance & Administration Assistant.
- 3) Marketing Department (2 people and 1 intern) is led by a Director and followed by a Marketing & Branding Manager and Marketing Intern.
- 4) Media Department has 5 employees, 1 intern and 2 consultants: Head of Media, Media & Communication Manager, Digital Media Coordinator, Publication & Graphic Design Coordinator, Media Assistant, Media Intern, Head of TV Distribution (consultant) and Head of TV Production (consultant).
- 5) Education & Development Department 4 people can be found – Director, Development & NUSF Relations Manager, Education Manager and Education & Development Assistant.
- 6) Sports Events, the Summer World University Games Department is composed by 3 individuals plus 1 intern – Director Summer World University Games, Deputy Director Summer World University Games, Coordinator Summer World University Games and Intern Summer World University Games. In the Winter World University Games Department, 5 people can be found: Director Winter World University Games, Event Manager Winter World University Games, Sport Manager Winter World University Games, Sport Coordinator Winter World University Games and Assistant Winter World University Games. Finally, in the World University Championships & University World Cups

Department, it was mentioned the a Director is missing and it is currently structured with 4 employees and 1 intern - Event Manager World University Championships, Event Manager University World Cups, Coordinator World University Championships & University World Cups, Assistant World University Championships & University World Cups and Intern WUC/UWC.

7) Healthy Campus Department, that is a new project, has 2 people – the Director Healthy Campus and relations with Universities and his Assistant.

8) IT Department is composed by 3 employees, an IT Manager, an Application Manager and an IT Consultant.

It was highlighted that Administration & HR are separated of Finances, and that in fact it is one structure inside Administration. Each department is led by a director. Exceptions are in Administration, where the Director General is responsible for all supervision of this area and in the Sports Events, where there are 3 Directors for the different sports activities (Summer World University Games, Winter World University Games and World University Championship & University World Cups), justified due to the size of the events.

Regarding **Vision, mission, values and strategic objectives**, they are clearly disclosed in FISU's website¹³ as:

- "Vision: A world where the leaders of society are positively influenced by their university sport experience.
- Mission: To provide opportunity for all students to participate in physical activity, while acting for their health and wellbeing and thereby helping them become tomorrow's leaders.
- Values: Excellence – In mind, in body and lifestyle. A passion for excellence in sport education; Teamwork – Utilise individual capabilities in coordinated effort to develop and promote the university sports movement; Innovation – Embrace new event formats and cutting edge technology to enhance entertainment value; Joy of Sport – Create excitement across student-athlete sport events and a global fan base; Integrity – All that FISU does is honest, transparent, and promotes fair play. Athletes deserve the highest levels of integrity and ethics from those working in sport.
- Motto: Today's stars, tomorrow's leaders." (FISU, 2018)

About the **Annual activity report, including institutional information and main events reports (sports categories, bidding process and continental balance in organization and participation)** it was explained that FISU organizes the Summer and Winter World University Games every two years in a different city, the World Championships every even-numbered year (filling the gap in the international university sports calendar between two World University Games seasons), the University World Cup 3x3 (Basketball) and University World Cup Football. About the organization of the Summer Games it was informed that the program is composed by 15 compulsory sports (Archery, Artistic Gymnastics, Athletics, Badminton, Basketball, Diving, Fencing, Judo, Rhythmic Gymnastics, Swimming, Table Tennis, Taekwondo, Tennis, Volleyball and Water Polo) and 3 optional (from the Championships program), that can be added by the host city, in order to have a popular sport as part of the event. If a sport (optional) is selected more than 3 times in a row by the organizing committee, it becomes automatically part of Games program. The Winter Games are made by 9 sports (Alpine Skiing, Biathlon, Cross-Country Skiing, Curling, Figure Skating, Freestyle Skiing, Ice Hockey, Short Track Speed Skating and Snowboard).

The bidding process to host a Championship includes a visit of the candidate with sports federation at FISU HQ to present a bidding book, make a presentation and answer questions, usually 3 or 4 years in advance. The Guidelines for submitting a candidature to organise a FISU World University

¹³ FISU website – https://www.fisu.net/about-fisu/fisu_today, retrieved March 18 2020.

Championship is available online¹⁴.

FISU manages 59 sports disciplines and has 16 Recognised Sports that are those identified and admitted as being of interest to the University Sports Movement. Every 2 years a survey is conducted among the national federations and they have to list the sports in a ranking, deciding the ones that should be in the program. If there is a lack of 3 or 4 years without candidates to host a sport (unsuccessful) it is removed from the Championships program.

Regarding **Policies and processes for internal control (existence)** it was explained, as an example, their totally transparent procedure about external missions. There is a software in where the Missions Form are filled (date, place and purpose) in with four levels of approval and that could be checked by anyone. Initially it should be approved by the Director of the Department, followed by the Secretary General/CEO, the Finance Director (that also approves the daily allowance) and the final approval of the trip, in a fast process.

Additionally, in relation to the **Accounting control mechanisms and external financial audit (existence)**, it was stressed the existence of a Procurement & Logistics Manager that is part of the Administration Department - accountable to the Secretary General/CEO (outside Finance Department). This person is responsible for the contracts, to select goods, provide services and buy products and is out of the process of payment. FISU also has accounting company that support them and audit company (KPMG International Cooperative) the check annually.

3.2.2 Sports development & solidarity

Regarding the **Clear policy in place to determine transparent allocation of resources in declared development objectives (information about development projects)** and the **Existence of social responsibility policy and participation programmes targeting hard to reach areas** it was asked about the categorization of the countries and the solidarity activities to support emerging nations. It was explained that it is based on the *per capita* (USD 2,000) and revenues to have a ranking of the economic situation. It was added that the situation of the National Federation is also considered. There is the Solidarity Fund in the Summer World University Games and it is offered 2 tickets and accommodations to athletes and 1 to official. In the Championships and Winter Games there is no formal similar actions. It was informed that, in the continental level, FISU finances projects to the 5 Continental Associations. Firstly, it is towards the Administration, to ensure that there is staff, as well projects for competitions and for the selection of teams to the World Cups.

About **Education programmes and assistance to coaches, judges, referees and athletes** a new project, in the frame of the Summer World University Games, is planned to offer special training camps to the athletes and coaches from Africa (possibly in European countries), one month or two weeks before the event, and after it, they would depart together to the Games creating a team activity between the countries.

Moreover, it was informed that FISU Education activities¹⁵ encourage the study and enhancement of University Sport through education. It consists of a wide range of different events, informed as below:

- The FISU World Forum – academic sessions with cultural, educational and sporting activities, it is a powerful communication platform for the various university sport communities. It is held every 2 years (even numbered), with innovative formats (plenary, workshops, seminars, sport, culture) and as a platform for exchange and sharing best practices.
- The FISU World Conference (Innovation – Education – Sport) – creates a platform for presenting

¹⁴ FISU website – https://www.fisu.net/medias/fichiers/2022_FISU_WUC_Bidding_Guidelines1.pdf, retrieved March 18 2020.

¹⁵ FISU website – <https://www.fisu.net/education/about-fisu-education>, retrieved March 18 2020.

scientific papers on University Sport, thereby stimulating research on this topic. It is held every 2 years (during Winter World University Games), in relation with local universities and emphasis on Innovation in Sport.

- The FISU World Conference (for Student Development) – it is held every 2 years (during Summer World University Games), in relation with local universities and Emphasis on Legacy and Student Development through Sport.

- The FISU Volunteer Leaders Academy – creates a volunteering community around the world that could share the best global practices in volunteer projects in all kinds of sports events. It is held every year in Kazan-Russia, each Member Association sends one participant (all fees covered by the academy), and the main subjects are Education, Networking, Sport & Project Management.

- The FISU Student Ambassadors Programme – the role of the FISU Students Ambassadors includes acknowledging the importance of University Sports as a tool for promoting peace, cohesion and unity, to spread the word about FISU and further encourage all students to be actively involved in sports and volunteering activities while simultaneously promoting gender equality and tolerance. It is a worldwide network of young volunteers also related to the FISU Volunteer Leaders Academy.

- The International Day of University Sport – aims at creating links between universities and their local communities focused around sport, physical activity and healthy living and was officially proclaimed by the United Nations Education, Science and Culture Organisation (UNESCO), every 20 September.

- The FISU Transfer of Knowledge programmes – large programme dedicated to FISU Events Organising Committees. It is a follow up from planning to debriefing, including activities ahead (Observer programme during the FISU events) and after the events. The cooperation includes documents, seminars and workshops from the previous organizer to the future one.

Another project that goes through the social responsibility of FISU, that will be launched in September 2020, is called FISU Healthy Campus. It has an approach beyond the 40.000 student athletes (2 year of sports events) but can reach around 200.000.000 students that are not in the national team. Currently, 7 universities are selected to start this project in Argentina, Australia, China, Italy, Russia, South Africa and Switzerland. The aim is to support a healthy lifestyle & create awareness among students, strengthen universities commitment & investment in health, share knowledge within the same campus and exchange globally, create a digital platform to work with Universities and students, promote and disseminate good practices, bring FISU closer to the Universities and students and acknowledge universities' efforts to improve the quality of life ("FISU Healthy Campus" Label).

Regarding the **Legacy programmes to assist communities in which events are hosted** it was detailed that all project follows the interested of the region or city of development and that FISU is very flexible, and sometimes building new structures, other rebuild, renovate or refurbish.

3.3 CISM governance

Although CISM has 140 Delegations, five countries have no e-mail contact and were excluded. The questionnaire was sent to 135 countries, but the expectation was to receive from the ones with membership status "active", number 108 on April 3rd. The BoD members are 19 (excluding CISM President), but currently there are 3 vacancies, turning it in 16 officials and the PCSC are 25, totalizing 149 possible respondents (population).

The sample size was calculated¹⁶, considering the Confidence Level 95% (probability that the sample accurately reflects the attitudes of the population) and the Margin of Error 10% (range that the

¹⁶ Survey Monkey website – <https://www.surveymonkey.com/mp/sample-size-calculator/>, retrieved April 6 2020.

population’s responses may deviate from the sample). According to this standard, the number of responses should have be **at least 59**.

From CISM Delegations **48** responses were received. **13** members of the BoD contributed with this research and, finally, **22** PCSC gave the feedback, totalizing 83 questionnaires back. One was excluded, due to misunderstanding in fulfilling the answers. In total **82 questionnaires were tabulated**. Very relevant information represented by the Evidence/Comment, that are the opinions of each respondent is integrally presented in the Appendix 6, by question and group.

As previously informed in the Methodology, the procedures for the tabulation and presentation of the questionnaire outcomes (number of incidences as individual frequencies - *if* and the percentage of each case, as individual relative frequencies - *irf*) are structured in double-entry tables (Group and Scores), presenting the frequency distribution.

3.3.1 Transparency & control mechanisms

Regarding the **Question 1.1 Statutes, rules and regulations**, the table shows the responses by group and the total combining the answers.

Table 2: Statutes, rules and regulations

Group \ Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	0	0	0	0	0	0	0	0
1 – Partially fulfilled	2	4,255	0	0	1	4,545	3	3,659
2 – Fulfilled	12	25,53	3	23,08	5	22,73	20	24,39
3 – Well-fulfilled	23	48,94	8	61,54	10	45,45	41	50
4 – Totally fulfilled	10	21,28	2	15,38	6	27,27	18	21,95
Σ	47	57%	13	16%	22	27%	82	100%

The majority concentrate the perceptions that CISM has **full publication, easy to find on CISM website (50%)**. However, it is interesting to stress some comments that informed that *“CISM statutes, rules and regulations are published in English only”* and *“the latest version of the Regulations is available, no Statutes or Rules, if available not easy to find”* and *“Rules and regulations are available on CISM website, but not easy to find at the first glance (under “Downloads”), there are no previous versions available, in order to compare changes”*, revealing that it is a field of improvement.

The results of **Question 1.2 Explanation of CISM organisational structure including, elected officials, staff, Commissions and Committees structures and other relevant decision-making groups** are detailed as follows:

Table 3: Organisational structure (elected officials, staff, Commissions and Committees)

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	0	0	0	0	0	0	0	0
1 – Partially fulfilled	5	10,64	3	23,08	3	13,64	11	13,41
2 – Fulfilled	5	10,64	0	0	1	4,545	6	7,317
3 – Well-fulfilled	19	40,43	8	61,54	8	36,36	35	42,68
4 – Totally fulfilled	18	38,3	2	15,38	10	45,45	30	36,59
Σ	47	57%	13	16%	22	27%	82	100%

CISM Authorities have the opinion that the **organisation structure is published on CISM website with some information on how the structure works**, according to **42,68%** of the sample. The main concerns are that *“there are photos and some basic information on elected officials and commissions on CISM website, but there are no structures and explanations that would explain how the system works and decisions are made”*. Additionally, it is stated that *“the hierarchical levels are not totally clear on the website”* and *“difficult to understand because there are just some texts - no organization chart is published”*, showing that some changes are required.

Information about the **Question 1.3 CISM Vision, mission, values and strategic objectives** is available in the sequence:

Table 4: Vision, mission, values and strategic objectives

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	2	4,255	0	0	0	0	2	2,439
1 – Partially fulfilled	14	29,79	5	38,46	4	18,18	23	28,05
2 – Fulfilled	6	12,77	2	15,38	4	18,18	12	14,63
3 – Well-fulfilled	14	29,79	4	30,77	11	50	29	35,37
4 – Totally fulfilled	11	23,4	2	15,38	3	13,64	16	19,51
Σ	47	57%	13	16%	22	27%	82	100%

About this topic, this feedback is diffuse. **35,37%** have the impression that there is **full publication, easy to find on CISM website**. On the other hand, **28,05%** understand that there is just **some information published on CISM website**. In fact, to these ones *“on CISM website under the title Vision and Mission there is a leaflet on 10 top benefits of CISM participation, which is not what one would expect there. If you continue reading, and go on to the history chapter, you could find some information and maybe make your own conclusions on values and objectives of CISM”* and that *“... this is far from any form of a vision or mission. <https://www.milsport.one/cism/vision-and-mission>”*.

The answers to the **Question 1.4 Details of elected CISM officials and staff with biographical info** are explored in the next table:

Table 5: Details of elected CISM officials and staff with biographical info

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	7	14,89	2	15,38	1	4,545	10	12,2
1 – Partially fulfilled	23	48,94	6	46,15	8	36,36	37	45,12
2 – Fulfilled	1	2,128	0	0	2	9,091	3	3,659
3 – Well-fulfilled	8	17,02	5	38,46	6	27,27	19	23,17
4 – Totally fulfilled	8	17,02	0	0	5	22,73	13	15,85
Σ	47	57%	13	16%	22	27%	82	100%

Considering CISM as an institution interested in the principles of good governance, the respondents (**45,12%**) understood that this topic is being just partially fulfilled having **some information about elected officials and staff available on CISM website**, showing a lack of transparency. An interesting concern is that *“it is not possible to check the background of people who works for CISM”*, followed by comments like *“it is very difficult to find details on the official CISM officers on the official CISM website. It is only during elections that often, in my opinion, unless I am mistaken, we have certain information on elected officers and staff with biographical information”* and *“...it would be good for each elected official to provide the headquarters with complete information for publication on the site”*.

The **Question 1.5 CISM annual activity report, including institutional information, and main events reports** presented as follows:

Table 6: CISM annual activity report, including institutional information and main events reports

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	2	4,255	0	0	0	0	2	2,439
1 – Partially fulfilled	5	10,64	2	15,38	4	18,18	11	13,41
2 – Fulfilled	11	23,4	4	30,77	3	13,64	18	21,95
3 – Well-fulfilled	12	25,53	3	23,08	12	54,55	27	32,93
4 – Totally fulfilled	17	36,17	4	30,77	3	13,64	24	29,27
Σ	47	57%	13	16%	22	27%	82	100%

Regarding this topic, the **32,93%** of the sample agrees that it is well-fulfilled with **news published regularly and multiple years of annual reports, easy to find on CISM website**.

However, some comments should be highlighted like the opinion that *“currently, there are annual reports posted and news under: <https://www.milспорт.one/publications> However, these annual reports are incomplete in my opinion. They do not transparently highlight finances, active member nations status, report on anti-doping violations. For anti-doping, you find clear links to anti-doping information. For CISM, you find it under <https://www.milспорт.one/events/anti-doping>. This is not an event, it is a policy and part of the governance policy”* and *“... detailed and full versions of results book for all sports all those years could not be found. This was not the case lot of years ago. CISM should consider to improve and establish a all-over database, from which all members and internal commissions or committees could easily find what they need”*. These and others should be considered as items for development.

The transparency of CISM finances is explored in some questions. The answers of **1.6 CISM annual financial reports following external audit** are detailed below:

Table 7: CISM annual reports following external audit

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	18	38,3	5	38,46	8	36,36	31	37,8
1 – Partially fulfilled	12	25,53	4	30,77	6	27,27	22	26,83
2 – Fulfilled	5	10,64	0	0	4	18,18	9	10,98
3 – Well-fulfilled	5	10,64	3	23,08	2	9,091	10	12,2
4 – Totally fulfilled	7	14,89	1	7,692	2	9,091	10	12,2
Σ	47	57%	13	16%	22	27%	82	100%

This item **was not found** by the majority (**37,8%**) or just **some financial information published on CISM website (26,83%)**. One of the comments reveals that *“Financial evidence and transparency are the main problem we have nowadays”*. There are some concerns and expectations, informed *“this should have its own tab with all Financial reports easy to find, this does not meet the modern standard of transparency expected from an international organization”* and *“I am not aware if all financial data are disclosed clearly. I noted that the topic is addressed in the report of the General Assembly, but I cannot say that it is broad and unrestricted. There are documents, on user access, about financial meetings, but no figures appear. In the financial tab, the last report is from 2018”*. In this way, according to the respondents it is a point of fragility in the transparency of CISM governance.

Following financial issues, the **Question 1.7 Allowances and financial benefits of CISM staff** is showed hereunder:

Table 8: Allowances and financial benefits of CISM Staff

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	27	57,45	11	84,62	12	54,55	50	60,98
1 – Partially fulfilled	10	21,28	1	7,692	4	18,18	15	18,29
2 – Fulfilled	6	12,77	0	0	3	13,64	9	10,98
3 – Well-fulfilled	0	0	0	0	2	9,091	2	2,439
4 – Totally fulfilled	4	8,511	1	7,692	1	4,545	6	7,317
Σ	47	57%	13	16%	22	27%	82	100%

Following the same rationale, the majority (**60,98%**) understands that there is **no** information disclosed about. The BoD groups has the higher rate in this topic (**84,62%**) that did not have this topic fulfilled. There are some explanations about as the Belgian law to prevent the disclosure of information as/ *“cannot be published on the website. This is not allowed by Belgian Law, publishing it would cause legal problems”*. But in the other hand, another understanding is *“for transparency reasons, allowances and financial benefits of CISM staff must be shown with accuracy and in case that Belgian law prohibits the notification of the payroll, the exact provision of the law governing the concealment of the data should*

be clearly stated” and that causes the impression that there is *“no transparency. Only SG, TG and Financial commission have the information”*.

The next table shows the results of **Question 1.8 CISM General Assembly & Congress agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda.**

Table 9: CISM General Assembly and Congress agenda

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	4	8,511	3	23,08	3	13,64	10	12,2
1 – Partially fulfilled	13	27,66	1	7,692	10	45,45	24	29,27
2 – Fulfilled	5	10,64	2	15,38	1	4,545	8	9,756
3 – Well-fulfilled	13	27,66	4	30,77	5	22,73	22	26,83
4 – Totally fulfilled	12	25,53	3	23,08	3	13,64	18	21,95
Σ	47	57%	13	16%	22	27%	82	100%

The opinions about this topic are very dispersed. To **29,27%** there is the understanding that it is partially fulfilled with **some information published on CISM General Assembly & Congress** and almost the same amount (**26,83%**) understands that there are **full details published with minutes, easy to find on CISM website**. Basically, for the first, *“could not find any documents on the website regarding the preparation of the GA and Congress, or the minutes afterwards. These documents are distributed by e mail (not all documents!). Only general information and descriptions can be found about previous GA and Congresses, without topics, decisions, documents”*, probably because they *“have received information through email by CISM Vice President, but not through online (website). It will be better if we can get this information such as agenda and minutes earlier”* and *“... those preparatory documents and minutes never published, but always be sent to individual mail box, which also does most of the works”*, what turns the follow up actions difficult besides the history that is lost.

Back to CISM finances the **Question 1.9 Information about the establishment of an internal audit committee that is independent from the CISM decision-making body** is disclosed hereunder:

Table 10: Internal audit committee

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	22	46,81	8	61,54	10	45,45	40	48,78
1 – Partially fulfilled	4	8,511	3	23,08	1	4,545	8	9,756
2 – Fulfilled	9	19,15	1	7,692	6	27,27	16	19,51
3 – Well-fulfilled	4	8,511	1	7,692	4	18,18	9	10,98
4 – Totally fulfilled	8	17,02	0	0	1	4,545	9	10,98
Σ	47	57%	13	16%	22	27%	82	100%

Once again, regarding this topic the greater part (**48,78%**) have **no** information about the internal audit. The BoD is the group with the higher rate (**61,54%**) that understands that this null. The main

concerns are about the existence of this internal audit and the work of the Finance Commission. These are some evidences: *“I only know that this exists based on my participation at the General Assembly, but there is no clear published information on the CISM Website”, “as part of the BoD, I was partly aware of the concerning info. But I’m afraid most of member countries don’t know”, “this is not required and would serve no useful purpose. The Finance Commission, the TG, and the independent auditors provide over-sight” and “an independent internal audit committee should be established for administrative and financial operations”*. It could be noticed that this is an undefined issue.

In what concerns the **Question 1.10 Information about adopting an accounting control mechanisms and external financial audit** the feedback is detailed in the next table:

Table 11: Accounting control mechanisms and external financial audit

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	22	46,81	4	30,77	10	45,45	36	43,9
1 – Partially fulfilled	3	6,383	4	30,77	2	9,091	9	10,98
2 – Fulfilled	10	21,28	2	15,38	7	31,82	19	23,17
3 – Well-fulfilled	6	12,77	2	15,38	2	9,091	10	12,2
4 – Totally fulfilled	6	12,77	1	7,692	1	4,545	8	9,756
Σ	47	57%	13	16%	22	27%	82	100%

In the same way, the preponderance of the sample (**43,9%**) signaled that there **no** information about any kind of control mechanisms and external financial audit.

Some respondents found this topic in CISM Regulations – *“as stipulated in Article 5.8 of the CISM regulations, the annual audit of the CISM accounts is carried out by an independent Belgian audit company, the results of which are published only on the CISM intranet site”*, others know what happens *“each year CISM HQ obtains the services of a commercial and independent auditing firm that provides a professional audit in compliance with all Belgian laws. The results are reported and provided to the GA”* and *“this is no information to be displayed on the website. However, it is accessible through other means, website of the BELGISCH STAATSBLAD”*, but at least for almost half of the sample the impressions are *“no information but this mechanism is necessary”*, *“I am not aware of this action”* etc.

Regarding the principles of Transparency & control mechanisms the last question was **1.11 Information about adopting policies and processes for internal control**, that is exposed hereunder.

Table 12: Policies and process for internal control

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	17	36,17	4	30,77	8	36,36	29	35,37
1 – Partially fulfilled	9	19,15	4	30,77	3	13,64	16	19,51
2 – Fulfilled	7	14,89	4	30,77	3	13,64	14	17,07
3 – Well-fulfilled	10	21,28	1	7,692	7	31,82	18	21,95
4 – Totally fulfilled	4	8,511	0	0	1	4,545	5	6,098
Σ	47	57%	13	16%	22	27%	82	100%

The predominant answer was that it is not fulfilled at all (**35,37%**). Some of the respondents associated this topic to the Emergency Board – *“Article 2.20 of the CISM regulations: Emergency Board”* and *“no information on internal control processes. All urgent questions are dealt with by an emergency committee set up (Article 2.6 of the CISM- EMERGENCY BOARD- regulations)”*, but in fact, this testimony clarifies about what really had happened: *“the previously approved strategic plan in 2013 indicated the need for internal controls, but the CISM General Secretariat abandoned the strategic plan and there have been some variations briefed since. But no solid plan is in effect that is published, and actions are taken on”*.

3.3.2 Sports development & solidarity

The impressions of the respondents about the **Question 2.1 Clear policy in place to determine transparent allocation of resources in declared development objectives** are informed as follows.

Table 13: Policy to allocation of resources in declared development objectives

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	12	25,53	1	7,692	2	9,091	15	18,29
1 – Partially fulfilled	8	17,02	3	23,08	7	31,82	18	21,95
2 – Fulfilled	14	29,79	7	53,85	5	22,73	26	31,71
3 – Well-fulfilled	8	17,02	2	15,38	7	31,82	17	20,73
4 – Totally fulfilled	5	10,64	0	0	1	4,545	6	7,317
Σ	47	57%	13	16%	22	27%	82	100%

According to the sample **31,71%** understand that this topic is fulfilled with the existence of a policy that is **defined, transparent process to determine allocation of resources in development objectives**. Some concerns are that *“we know funds are utilized for travel to the MWG and the host nation incentive program. However, without a strategic plan to tie spending to goals and objectives, any expenditure is considered random”* and *“the plan is discussed during the BoD and GA, but the info does not really reach other stakeholder in details as CoD, athletes, coaches, delegates and PCSC. Also, when something changes, poor info are shared with these group of people. Only BoD has access in due time. Sometimes even the BoD doesn’t know some decisions taken by the CISM GS”*, as examples about this topic that request attention for development.

The **Question 2.2 Sports policy – information and efficiency of CISM Sports Calendar (CISM Regulations Article 7.17)** is detailed in the next table.

Table 14: Sports policy – CISM Sports Calendar

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	5	10,64	0	0	0	0	5	6,098
1 – Partially fulfilled	3	6,383	1	7,692	1	4,545	5	6,098
2 – Fulfilled	15	31,91	4	30,77	7	31,82	26	31,71
3 – Well-fulfilled	17	36,17	5	38,46	11	50	33	40,24
4 – Totally fulfilled	7	14,89	3	23,08	3	13,64	13	15,85
Σ	47	57%	13	16%	22	27%	82	100%

About CISM Sports Calendar, the predominant answer (**40,24%**) was **defined in the Calendar and partially efficient process of sports development strategy, with objectives, balance between continents/countries and bidding process with the participation of some personnel**. Some remarks that should have been taken in consideration are that *“the sports calendar is efficient through the voluntarism of the CISM member country”*; additionally, *“there is no clear strategy published by the CISM-SG in obtaining host nations. This appears to be left up to the PCSC’s to find the hosts and then persuade the host nation to submit their application to CISM HQ. The BoD should be reviewing the host candidates per the regulations. However, this does not appear to happen based the minutes of these meetings”* and that *“Delegations have some general information on sports development strategy. We are not aware that the items E and F on article 7.17 are in place. We have the first contact with the calendar during the GA and Congress, only then we can see which sports do not have organizers, and we are asked to consider candidacies”*. These statements show that the CISM Sports Policy also requires a good refinement.

The **Question 2.3 Sports policy – information and efficiency of CISM Sports Categories (CISM Regulations Article 7.11)** and its respective answers is presented in the table below.

Table 15: Sports policy – CISM Sports Categories

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	4	8,511	0	0	0	0	4	4,878
1 – Partially fulfilled	4	8,511	0	0	1	4,545	5	6,098
2 – Fulfilled	7	14,89	2	15,38	8	36,36	17	20,73
3 – Well-fulfilled	21	44,68	9	69,23	10	45,45	40	48,78
4 – Totally fulfilled	11	23,4	2	15,38	3	13,64	16	19,51
Σ	47	57%	13	16%	22	27%	82	100%

Regarding CISM Sports Categories, the preponderant answer of the respondents (**48,78%**) was **defined and partially efficient process of Sports Categories with development objectives**. However, CISM should be aware of *“...some confusion as to who should own this strategy. The Sports Commission reviews each sport and provides recommendations to the BoD for review. However, there also appears to be input from CISM HQ. This should be clarified. However, since there is not a clearly defined strategic plan, there is no strategy for this action”* and also because for some it is considered *“partially effective because the regulations are not fully adhered to and in recent years the new additional task of disabled*

sports is imposed. The process how to become Cat 1 sport was discussed at last PCSC meeting in Doha, it needs to be implemented and strictly followed though". There is also a claim about the military sports, that is what makes CISM unique and it is not regulated: *"there is process, however CISM should try to highlight purely military sports"*.

The result of **Question 2.4 Information and efficiency of CISM programs (Solidarity Fund, World Sports Development Program Fund and Host Nation Incentive Program)** is informed in the sequence.

Table 16: CISM programs – Solidarity Fund, World Sports Development Program Fund and Host Nation Incentive Program

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	6	12,77	1	7,692	1	4,545	8	9,756
1 – Partially fulfilled	9	19,15	2	15,38	5	22,73	16	19,51
2 – Fulfilled	13	27,66	4	30,77	7	31,82	24	29,27
3 – Well-fulfilled	14	29,79	5	38,46	7	31,82	26	31,71
4 – Totally fulfilled	5	10,64	1	7,692	2	9,091	8	9,756
Σ	47	57%	13	16%	22	27%	82	100%

Regarding CISM programs, the answers were balanced (**29,27% and 31,71%**) as **defined, and partially efficient (or inefficient) process for allocating resources in development objectives, all info published**. There is a lack of understanding and clear information from the side of CISM authorities, like in this statement: *"this is the first I heard about the World Sports Development Program Fund. Is this the Regional Sports Development Centers? Without a business plan, allocations to these resources are random and personality driven. The Strategic Plan is a five-year process that incorporates annual business plans. There has not been a solid annual business plan since 2013"*. In addition, *"information is not published. This vision regarding the publication of our activities and process is a general view, I mean that we have to review completely CISM system about these aspects"* and *"as stated in Article 5.7 of the CISM regulations, the sport development process is well defined, but the CISM actions (such as financial support, improvement of sports conditions and training of coaches and officials technical...) are not mentioned on the official CISM website"*, giving the clear impression that there is a significant difference between what is sometimes written to clear and proactive actions.

About the **Question 2.5 Education programmes and assistance to coaches, judges, referees and athletes** the details are showed below.

Table 17: Education programmes and assistance to coaches, judges, referees and athletes

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	13	27,66	2	15,38	5	22,73	20	24,39
1 – Partially fulfilled	17	36,17	4	30,77	9	40,91	30	36,59
2 – Fulfilled	8	17,02	4	30,77	2	9,091	14	17,07
3 – Well-fulfilled	4	8,511	3	23,08	3	13,64	10	12,2
4 – Totally fulfilled	5	10,64	0	0	3	13,64	8	9,756
Σ	47	57%	13	16%	22	27%	82	100%

This topic is partially fulfilled, with **at least some educational support for coaches, judges, referees and athletes**, according to **36,59%** of the respondents. This is directly related to CISM Regional Development Centers (RDC), whose main comments are: *“it is published on the CISM website under the “CISM Development Center” tab that the CISM has 2 regional development centers (Kenya, Brazil) but there are no details on how it works”, “I know there are few educational programmes such an RDC in CISM. RDC is processing in only Kenya (Africa RCD) and Brazil (America RDC). CISM Academy is not processing”, “technical assistance and RDCs activities are limited and sometimes ineffective” and “this doesn’t exist within CISM with sustainable results. The supported nations are unable to report and provide sustainable results in favor of military athletes, coaches and so on, because they don’t attend CISM events out of Africa. On the other hand, there are initiatives made by the nations bilaterally that CISM GS doesn’t know or don’t publish in the website”,* showing the lack of development in this field.

The last inquiry, **Question 2.6 Legacy programmes to assist communities in which events are hosted (CISM Military World Games, World Military Championships etc.)** is to be presented as follows.

Table 18: Legacy programmes to assist communities in which events are hosted

Group Scores	Delegations		BoD		PCSC		Combined	
	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>	<i>if</i>	<i>irf</i>
0 – Not fulfilled at all	10	21,28	4	30,77	6	27,27	20	24,39
1 – Partially fulfilled	12	25,53	5	38,46	4	18,18	21	25,61
2 – Fulfilled	7	14,89	2	15,38	3	13,64	12	14,63
3 – Well-fulfilled	12	25,53	1	7,692	5	22,73	18	21,95
4 – Totally fulfilled	6	12,77	1	7,692	4	18,18	11	13,41
Σ	47	57%	13	16%	22	27%	82	100%

Regarding this topic, the answers are mostly concentrated in not fulfilled at all (**24,39%**) and **some support for communities which host events in their legacy planning (25,61%)**. For some respondents *“this absolutely not rule of CISM”* but for others it happens without a programme as *“during the WMG the host countries plan the legacy for their countries but it is a policy of host country not from CISM (ex. After WMG in Rio 2011, the Brazilian Armed Forces received many sports facilities and housing for lower rank militaryes)”* and in addition *“not communities but armed forces are hosting. The knowledge about details in hosting is within CSC and hosts are supported with detailed checklists, core staff and contacts to nations with essential personnel or equipment”* (in fact when written community in the question, the idea was to have a broad concept).

And regarding transmission of knowledge also as a legacy, there is an interesting remark about the last CISM major event: *“considering 7th CWG, there is the feel strong needs to establish legacy program or database to support the next organizers. But SUMOC didn’t get too much from CISM at some technical or detailed level. No official documents. However most of supports were coming from the experts of CSC and CISM HQ, mainly by their own individual experience. CISM should have some standards, models, rules to offer guidance”*. These data and statements also give the idea that CISM can work better and in-depth in this field, as it will be proposed in the upcoming Fundamental Points.

Chapter 4 – Fundamental Points and Discussions

Based on the benchmarked institutions as well as fully analyzing the evidence/comment presented by the respondents, as the most important finding and practical application of this research, 10 Fundamental Points to improve CISM governance are presented, followed by the discussions in where the reasons and suggestions of implementation are detailed.

4.1 Fundamental Point 1:

CISM Authoritative Documents – to update and give visibility

Action	Lead	Resources	Timescales	Critical success factors
Review and update CISM Authoritative Documents	Board of Directors (Regulations and Strategy Commissions)	Time	May 2021 (CISM General Assembly)	Clear definition of the project chart, goals, roles, and impacts
Recreate and develop CISM Strategic and Annual Business Plans		Translation expenses		Teamwork between Regulations Commission, Strategy Commission and Administration & Development Department
Translate to CISM official languages				
Present to Board of Directors and get endorsement	Secretary General	Travel expenses		
Present to the GA and get agreement to implement				
Reorganize documents location in CISM website				Efficient disclosure by Public Affairs Department

Discussion: Based on the comments of **Questions 1.1 and 1.11** and benchmarking IOC and FISU, the first makes available a large amount of documents in News > Reference Documents (<https://www.olympic.org/documents>) and the general information about their organization can be found in “who we are” (<https://www.olympic.org/about-ioc-olympic-movement>).

FISU offers public information about hosting events, and its main documents are in the Extranet.

In CISM, according to the Article 1.2 Authoritative Documents (CISM, 2019), the documents governing CISM activities are the Statutes, the Regulations, the Sport Regulations, the CISM strategic and annual business plans and the world calendar. CISM Statutes latest version is 2016 (published at the *Moniteur Belge*), but Regulations is more recent and there is a few different terminology. CISM Strategic and Annual Business Plans latest versions were 2013 (effective) and 2017 (draft) and not into force. As consequence there are no policies and processes for internal control, besides all required directive policies.

CISM Statutes and Regulations are posted in CISM Extranet (member access) - Miscellaneous of CISM Official Documents (<http://members.milспорт.one/cism-official-documents/miscellaneous>) and this address is not so visible. According to Article 36 of CISM Statutes (2016), CISM official languages are English, French, Spanish and Arabic and the Statutes and the CISM Regulations should be printed in these languages, however, currently, Regulations are available only in English version and Statutes in English and French.

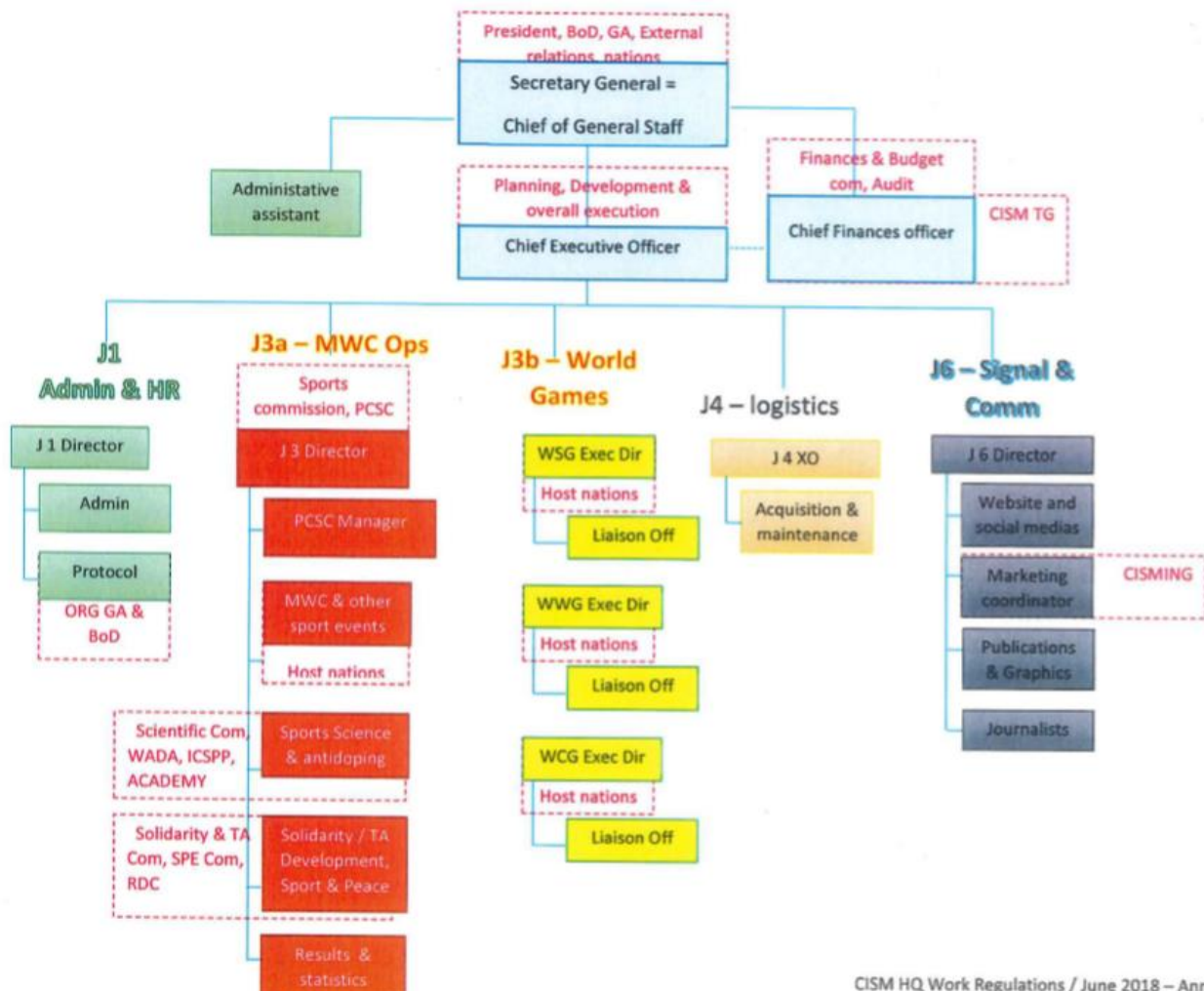
4.2 Fundamental Point 2:

CISM Secretariat organizational structure – to comprehensive remodel

Action	Lead	Resources	Timescales	Critical success factors
Analyze the state-of-the-art sports institutions	Secretary General	Time Knowledge	March 2021	Commitment of CISM staff Integration and adaptation to the new structure
Tailor to CISM circumstances				
Present the proposal to CISM Secretariat				
Implement changes				

Discussion: based on the **Question 1.2** and on the benchmark, it is presented this proposal. Initially, there is no chart (organigram) of the General Secretariat available in the internet, but functions and pictures. This structure is the permanent office (administrative and executive organ) that provides continuity to CISM (CISM, 2018). It is managed by the Secretary General and is comprised of military personnel, detached from the Delegations at their country's expenses, and civilian employees, paid from the CISM budget (CISM, 2019). The Figure 5 shows CISM Secretariat structure, adopted in 2018.

Figure 6: CISM General Secretariat organizational structure 2018



Source: CISM (2018).

CISM HQ Work Regulations / June 2018 – Annex 1

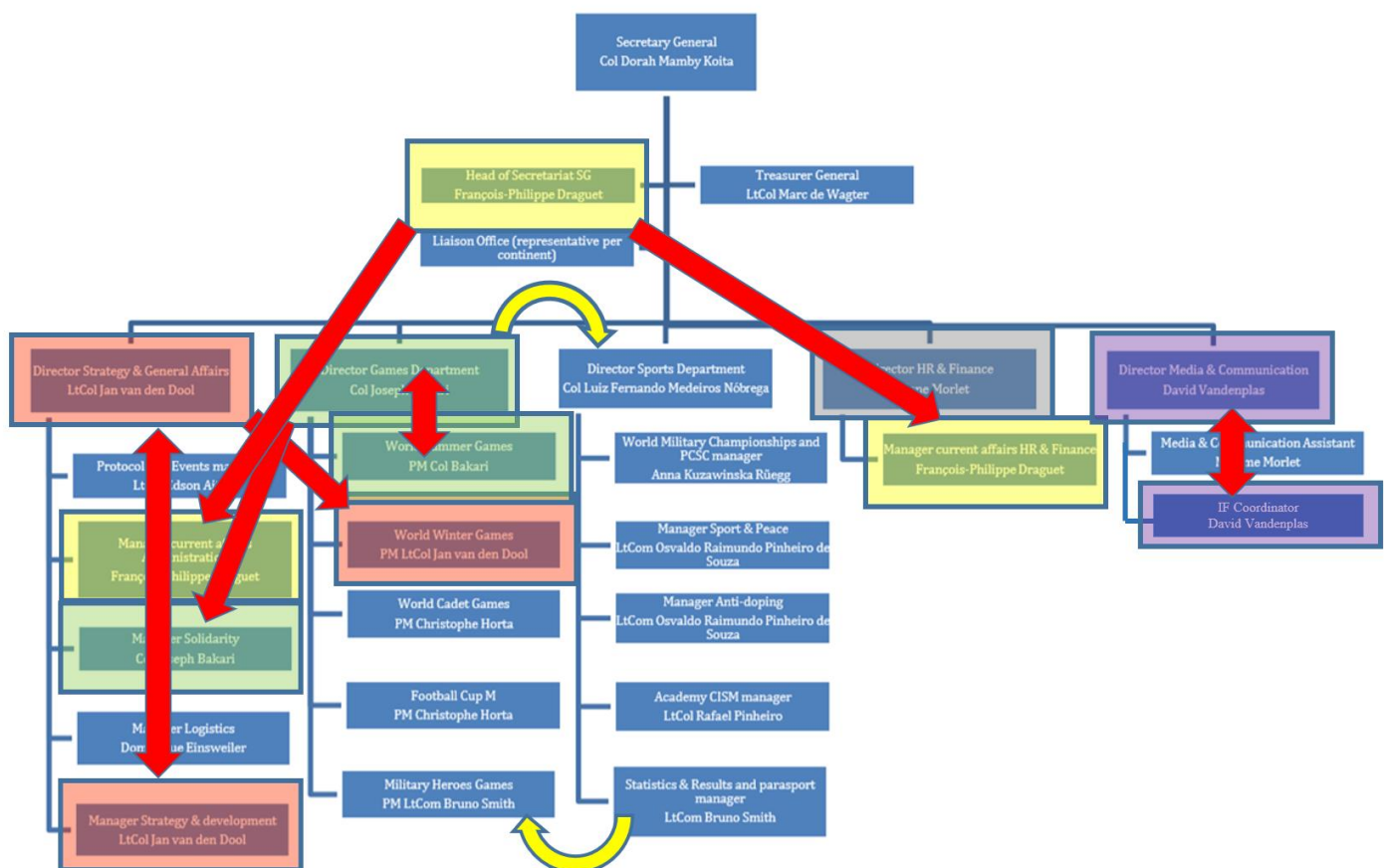
Due to its hybrid composition (deployed military and contracted civilians) there is significant flexibility and change of functions as well as the creation and the extinction of positions without detailed studies and functionality evaluation.

About CISM Secretariat structure 2018, the main remarks are:

- shared leadership: there was the co-existence of a Secretary General and a CEO.
- accumulation of positions: the CEO was also J1 Director of Administration and Human Resources (in green), leading the Protocol Manager; and J3b World Games - Summer, Winter and Cadet Games (in yellow), working with one permanent assistant and eventually with liaison officers from the host countries (concentrating the management, sports, human resources and also with an active participation in finances).
- unclear definition of responsibilities: the J3a – MWC Ops (Military World Championship Operations – in fact CISM Sport Department) is responsible to manage sports in CISM. However, during the Military World Games (every two years alternately, Summer and Winter – plus the Cadet Games) the responsibility and role was transferred to J3b World Games.

In the late November 2019, CISM faced the need to restructure the Secretariat, sharing duties in order to develop its governance¹⁷. It suffered an additional update in February 2020.

Figure 7: CISM General Secretariat organizational structure 2019 (with staff considerations)



Source: CISM (2019).

¹⁷ CISM website – <https://www.milsport.one/cism/cism-staff>, retrieved April 27 2020.

Initially, about the main changes in structure were:

- 1) The Administration & HR tuned into Strategy and General Affairs Department (management functions were internally changed)
- 2) Strategy and General Affairs received Solidarity management from the Sports Department
- 3) Strategy and General Affairs absorbed Logistics
- 4) World Games became Games Department
- 5) Games Department received the Football Cup management from Sports Department
- 6) MWC Ops became Sports Department
- 7) Sport Department left Football Cup management, Solidarity management and the relationship with the IFs
- 8) Chief Finances Officer turned into HR & Finance Department, receiving HR from the ancient Administration & HR
- 9) Administrative Assistant became the Head of Secretariat
- 10) Signal and Communication was renamed to Media & Communication
- 11) International Federations Coordinator was created, receiving the task previously in charge of the Sports Department

However, if analysed the employees' duties, it can be understood that CISM Secretariat created a complex crossed-over relation between the Departments (arrows and coloured boxes in the previous figure), turning its management confusing. In this way, the main concerns are:

- accumulation and crossed-over positions: probably, due to the lack of personnel, some Directors also have positions inside their own Departments. This happens in the Strategy & General Affairs Department, Games Department and in Media & Communication Department, where they are Strategy & Development Manager, World Summer Games Project Manager and IF Coordinator, respectively. It can be observed that the Head of the Secretariat (previously Administrative Assistant) received additional posts as Manager Current Affairs Administration and Manager Current Affairs HR & Finance. Regarding crossed-over positions, the Director of Strategy & General Affairs is the World Winter Games Project Manager, in the Games Department, and the Games Department Director also performs the function of Solidarity Manager, in the Strategy & General Affairs Department.

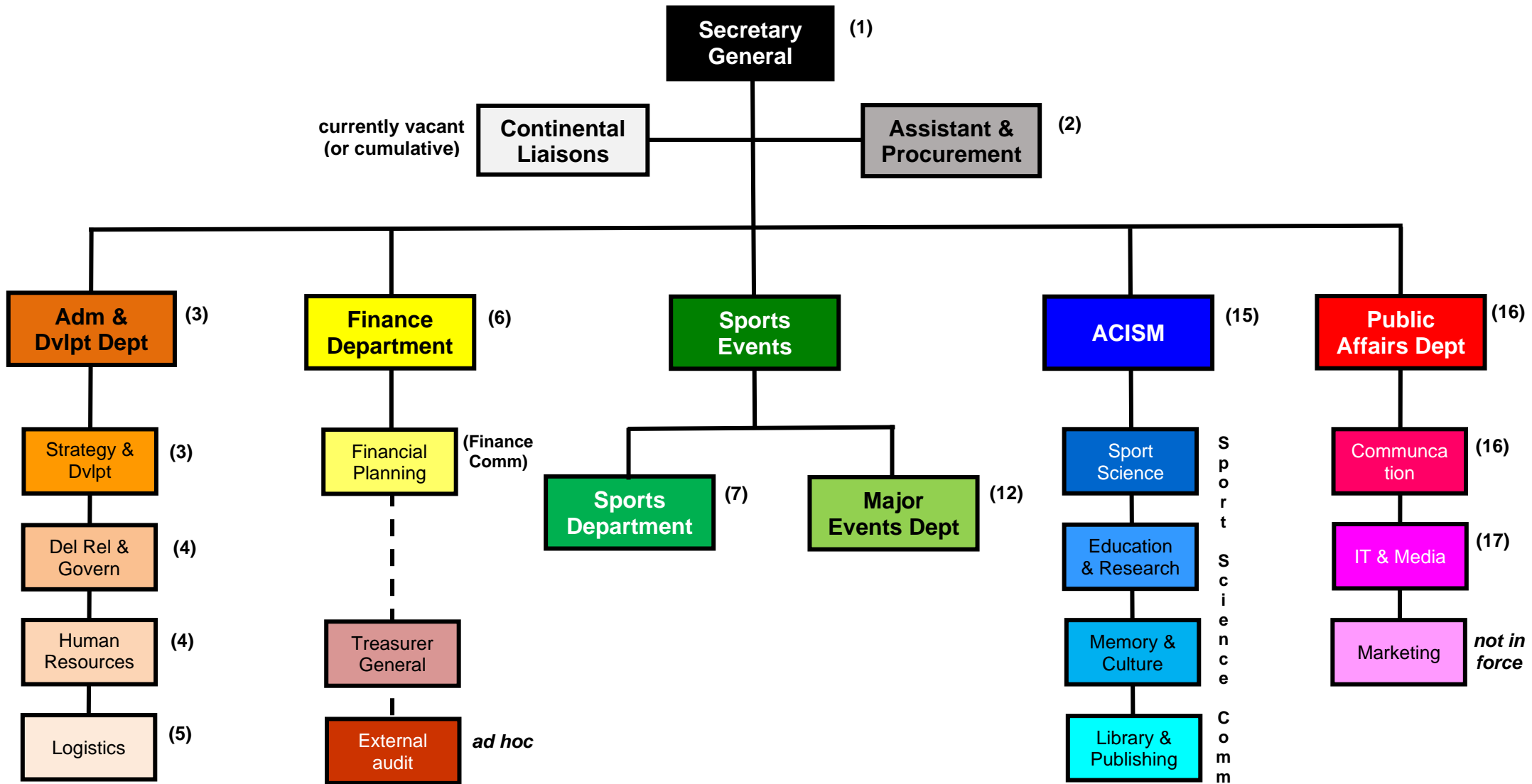
- military hierarchy and seniority: CISM is a non-profit organization (not a regular military base) and should define how to face the distribution of its staff, based on experience (biography and CV) or on military hierarchy and seniority (considered as basic pillars of the Armed Forces all over the world). This situation is happening in the case that a lower rank officer has a higher position than a senior one.

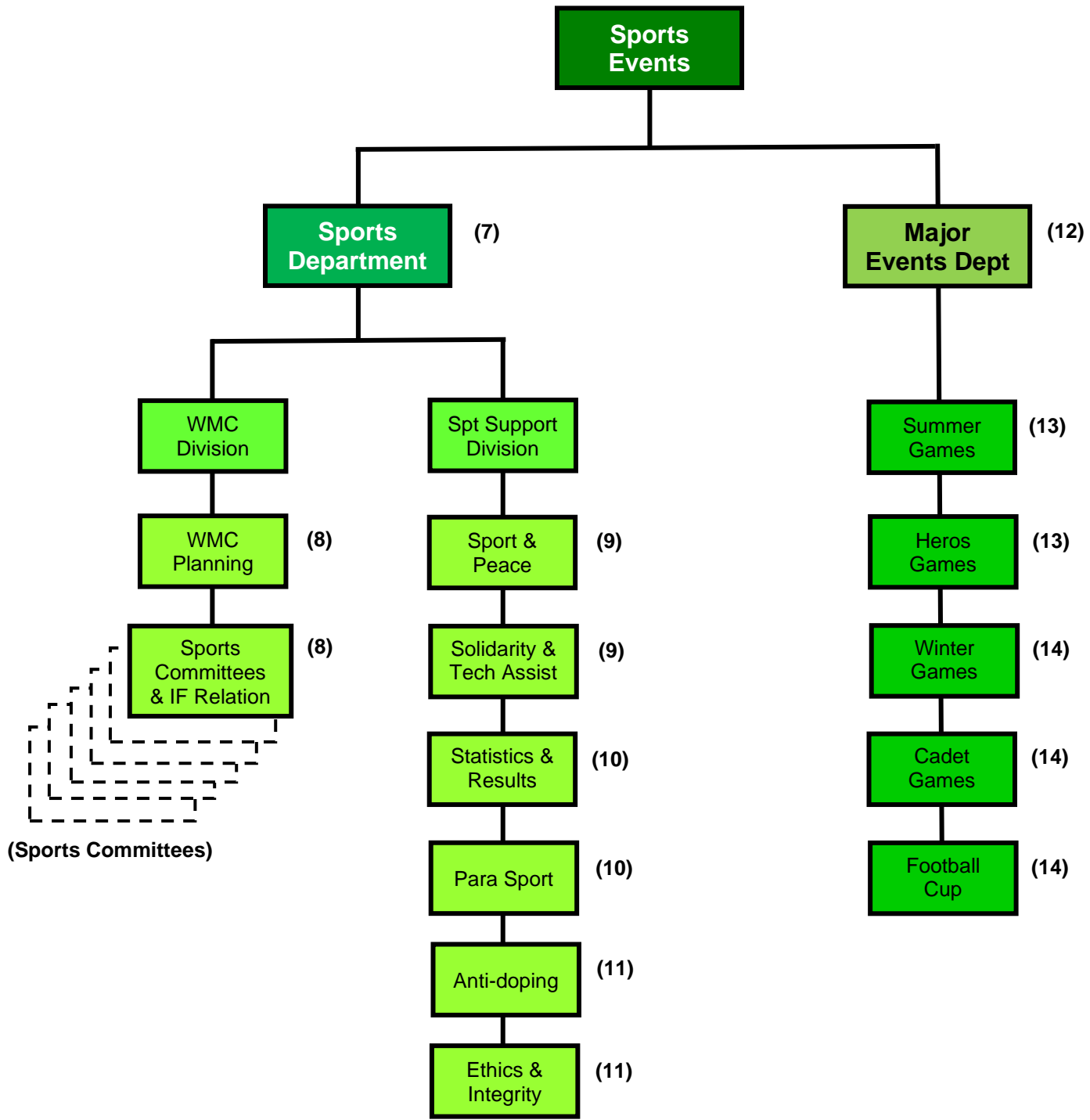
- modification and creation of new posts: in between the two charts showed before, a post of Director of Planning and Development was created, but it was extinguished, few months later. The numbers 1 to 11 in the upper part of this page reinforce it.

- superposition of structures and tasks: due to the principle of Segregation of Duties it is not recommended to have the same person managing Finances and Human Resources (personnel and payment). In the sports field, there is no clear distinction about the tasks of Sports Department (responsible for the annually World Military Championships and for the Sports Committees) and Games Department (in charge of the major events – Summer, Winter, Cadet, Heroes Games and Football Cup) turning the relations between these structures sometimes not totally cooperative and an unclear chain of relations with organizing committees, functional areas, PCSC etc.

In order to propose an organizational and comprehensive structure, avoiding the listed inconsistencies, it is suggested the chart, based on the benchmarked institutions and adapted to CISM idiosyncrasies. Each function explanation will follow in the next sheets.

Figure 8: Proposal of CISM General Secretariat organizational structure based on the benchmarked institutions





Each number represents a single person. This is a proposal for 17 employees, that is a feasible and real amount of CISM staff, with no cross-over inter-Departments and minor intra-Department accumulation. According to the increasement of personnel, the eventual accumulated duties can be distributed to the additional staff.

Table 19: Justification of the proposal by structure or function

Nr	Structure or function		Benchmark from	Justification
	Proposal	Current		
2	Assistant & Procurement	Head of CISM Secretariat	FISU	FISU has in the Administration Department the "Procurement & Logistics Manager", that is led by the SG. A single employee, close to the Secretary General, can be responsible for the acquisitions, outside the Finance Department, as well as all SG's business needs.
3	Administration & Development Department	Strategy & Current Affairs Department	IOC and FISU	In FISU the correspondent structure is the "Administration and HR Department". In IOC, the administration is split and there is the "Department for Corporate Development...". Currently, in CISM, HR is in Finances Department, not following the Principle of Separation of Duties. The proposal of this department is to concentrate the management of CISM HQ, HR, plan strategies for development, establish the relationship with the Delegations and control HR processes.
4	Delegations Relation & Governance Manager	Protocol & Events Manager	IOC	IOC has a department devoted to the relationship with the NOCs, including governance issues. This manager will have the previous tasks and formally responsible for the institutional activities and to guide Delegations' governance.
4	Human Resources Manager	Manager current affairs HR finances	FISU	In FISU, following the Principle of Separation of Duties, HR is inside "Administration Department", not in Finances. Regarding, the amount of personnel in CISM this function can be cumulative to the previous one.
6	Finance Department	HR & Finances Department	IOC and FISU	In both organizations, "Finance Department" is clearly a single Department. According to the previous explanation, it is recommendable to be a structure that does not combine hiring and paying processes.
7 and 12	Sports Events (Sports Department & Major Events Department)	Sports Department & Games Department	IOC and FISU	In IOC, there are the "Olympic Games Department", "Sports Department" and "NOC Relations Department". FISU has the "Sports Events" structure that combines: Summer World University Games, Winter World University Games and World University Championships & University World Cups Departments. In CISM, to make clear that it is a shared responsibility regarding sports matters, FISU vocabulary can adopted keeping the structure that more or less already exists but making clear the shared responsibility, during CISM WMC and CISM major events.
8	World Military Championship Division (WMC Planning Manager and	World Military Championship & PCSC Manager and International	FISU	In FISU all sports duties and relations are inside the Sports Events. Each kind of event (Summer World University Games, Winter World University Games and World University Championships & University World Cups) has the Director, Coordinator and Event manager.

	Sports Committees Manager & International Federations Relations)	Federations Coordinator		In CISM, preferentially with an assistant, it would be desirable to have in the same structure the person that manages the Sports Committees, plans the World Military Championships, and establishes regular contact with the IF, through the PCSC.
9 to 11	Sports Support Division	Manager Sport & Peace Manager Anti-Doping Academy CISM Statistics & Results Parasport Manager	Internal adjustment	In order to keep the same system of organization composed by divisions, the previously mentioned would be specifically devoted to the execution of sports tasks (World Military Championship Division) and this additional responsible to provide the support and accessory activities to its consecution. The CISM Academy, understood as the scientific and pedagogical study center of CISM, does not have reason to be part of the Sports Department (it will be detailed in the respective topic).
9	Solidarity & Technical Assistance Manager	Manager Solidarity	Internal adjustment	In CISM organization 2018, this management was part of the Sports Department, being transferred to Strategy & Current Affairs Department in the current. As it is related to the participation in sports events and to the support of knowledge and technical courses it is understood to be part of the Sport Support Division of Sports Department.
11	Ethics & Integrity Manager	-	Internal adjustment	This would be a new management, create to fulfil the recent task to be the Single Point of Contact (SPOC) between CISM and IOC (Olympic Movement Unit on the Prevention of the Manipulation of Competitions).
12	Major Events Department	Games Department	Internal adjustment	It is a matter of nomenclature, as the "Games Department" is also in charge of the "Football Cup" that additionally to Summer, Winter, Cadet and Heros Games is a major events, it would be coherent to rename this Department.
15	ACISM Dean	Academy CISM Manager	IOC and FISU	Both, IOC and FISU have this structure outside sport. In IOC there is the "Medical and Scientific Department", additionally, also in Lausanne, beside the Olympic Museum, there is the "Olympic Studies Centre" and, in Greece, the "Olympic Academy". In FISU it is represented by the "Education and Development Department". There is no specific reason to have ACISM inside the Sports Department and it should be independent, composed by a representative at CISM HQ and fully supported by the Sport Science Commission.
17	Public Affairs Department	Media & Communication Department	IOC and FISU	In both, IOC and FISU, this structure is represented by 3 departments. In IOC it is "Technology and Information Department", "Strategic Communications Department" and "IOC Television & Marketing Services SA" and in FISU, "IT Department", "Media Department" and "Marketing" Department. The idea is to clearly combine these tasks of institutional communication and IT, reminding that CISM still does not have an active marketing structure.

4.3 Fundamental Point 3:

CISM Vision, mission, values and strategic objectives – to disclose CISM Green Paper

Action	Lead	Resources	Timescales	Critical success factors
Identify examples of good practice in the benchmarked institutions Disclose content of the CISM Green Paper in CISM website	Board of Directors (Strategic Commission)	Time	Feb 2021	Endorsement of the BoD Execution by Public Affairs Department Commitment of CISM Delegations and CISM Family

Discussion: based on the **Question 1.3** and on the benchmarked institutions, it is interesting to remind the IOC clear reveals the vision, values and mission of the Olympic Movement, as well FISU.

As many respondents noticed, in CISM website there is the topic “Vision and Mission” (<https://www.milsport.one/cism/vision-and-mission>), however what is informed there is “The Top-10 benefits of CISM participation”. The CISM vision, mission values and strategic objectives are written in Green Paper that currently, for any reason is not in public domain.

Figure 9: CISM Green Paper

GREEN PAPER



CISM MISSION, VISION, MOTTO, VALUES AND STRATEGIC OBJECTIVES

CISM Mission: “Endorsing Friendship amongst soldiers, CISM is the worldwide International Military Sport Organization devoted to bringing together Armed Forces personnel from all Nations through sports activities, thus enabling the physical training, military readiness and education for the Armed Forces”

CISM Vision: “CISM is the world leading military sports organization enhancing mutual respect, solidarity and promoting Peace through its various activities”

CISM Motto: “Friendship through Sport”

CISM Values: Solidarity, Friendship, Cohesion, Respect, Equality, Integrity and Overcoming

In connection with the Fundamental Point 1 the strategic objectives should be developed in order to integrate a Strategic and Annual Business Plans.

4.4 Fundamental Point 4:

CISM elected officials and staff – to publicize the background and duties

Action	Lead	Resources	Timescales	Critical success factors
Identify examples of good practice in the benchmarked institutions Update biographical data Publish CISM elected officials and staff résumé in CISM website Post the correspondent summary of job profile/duty in CISM website	Secretary General	Time	Apr 2021	Support of CISM elected officials and staff Integration and execution by Public Affairs Department

Discussion: based on the **Question 1.4** and on IOC and FISU practices, it was noticed a lack of transparency about the publicity of the background of CISM personnel. Additionally, it can be an interesting tool to disclose the duties of the staff and attract manpower from CISM Delegations to replace the detached staff, when finishing the term.

IOC informs the detailed list of its members (<https://www.olympic.org/ioc-members-list>) and FISU has it in a very organized and transparent way as showed in the page 24.

4.5 Fundamental Point 5:

CISM reports and GA documents – to improve process and disclosure

Action	Lead	Resources	Timescales	Critical success factors
Audit CISM website Implement a process of storage and disclosure of the GA documents (preparatory files and minutes) Improve the content of CISM Reports and Yearbook	Secretary General	Time	Apr 2021 (prior to GA) Jan 2022 (report 2021)	Integration and execution by Public Affairs Department

Discussion: based on the **Questions 1.5 and 1.8** and on the benchmarked institutions, it was noticed that the last four CISM General Assembly and Congress data is in CISM Extranet website, as part of the tab CISM OFFICIAL DOCUMENTS. The document Minutes, since 2016, is available, as well as the presentations, but no preparatory files, probably because they have been sent only by e-mail. Many structures of CISM, but specially CISM Delegations have frequent function turnover of Chiefs of Delegation and Delegates. In this way, to avoid missing information in these changes and in order to facilitate the continuity and the transmission of knowledge it is recommended to have a tab with the content of all preparatory information, allowing the checking and the comparison between the years.

It was stressed that CISM reports are incomplete, without information about finances, active member nations status, report on anti-doping violations, neither full versions of results book and no seek-function to make easier and visible. This information must be considered to a proper content and post of CISM reports and Yearbook, according to the stakeholders.

4.6 Fundamental Point 6:

CISM Finances – to ameliorate the transparency

Action	Lead	Resources	Timescales	Critical success factors
Publish CISM Balance Sheets – Management and Development (preceding, current and following fiscal year)	Board of Directors	Time	Apr 2021	Support of Finance Commission and Finance Director
Post allowances and financial benefits of CISM staff	Treasurer General	Audit expenses		Integration and execution by Public Affairs Department
Invite an annual Internal Audit Committee from a Delegation to CISM		Travel expenses		Commitment of CISM Delegations
Post CISM Finance Commission report				
Post the external audit report by certified independent Belgian Audit Company				
Amend CISM Regulations				
Act according to the Belgian law				

Discussion: based on the **Questions 1.6, 1.7, 1.9, 1.10, 2.1** and on the benchmarked institutions, it was noticed a lack of transparency in CISM finances. As informed by the respondents, in CISM Extranet there is the tab Finances, in where it can be found the Finances Commission Minutes 2016 to 2018 and the Call for 74th GA Finance Commission meeting (uploaded on 04/03/2019). These documents do not contain any numeric data and cannot be analysed.

In CISM Regulations, Article 5.4 CISM BUDGETING PROCESS AND FINANCIAL REPORTING, letter D, it is written that *“Budget planning proposals and financial reports shall allow the Board of Directors and General Assembly to simultaneously study the balance sheet of the preceding fiscal year and the budget planned for the following year”*, but it is not available in other moment than the General Assembly. In fact, with the confidentiality that it should be required it is desirable to have access to the Balance Sheet anytime.

Following the eventual restrictions of the Belgian law, it would be advisable and transparent to post a file in CISM Extranet, spreading the activities that CISM staff is attending and the respective allowance/benefit.

There is no prevision of an internal audit committee independent from the CISM decision-making body, but it could be offered annually to a Delegation to CISM, that would highlight a transparent process of budget allocation (an amendment in CISM would be necessary).

According to the Article 5.2 CISM FINANCE COMMISSION, this body should *“5. Present reports to the General Assembly as decided by the Board of Directors”*. These reports (not only meeting minutes) could be published in CISM Extranet website.

The Article 5.8 AUDITS informs that *“A. An annual Audit of CISM accounts is performed by a certified independent Belgian Audit Company upon demand by the CISM Secretary General”*. However, it was noticed that this information is not well known, as there is no report available.

4.7 Fundamental Point 7:

CISM Sports policy - to balance and establish a 4-year cycle calendar

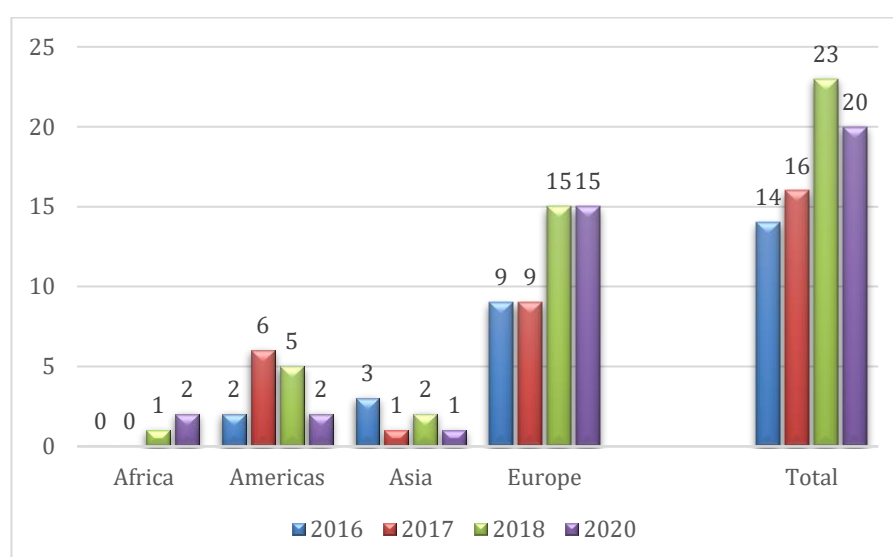
Action	Lead	Resources	Timescales	Critical success factors
Establish a clear process for hosting an event and drawing up a calendar, defining responsibilities and fixing continental percentage Present to the Board of Directors and get endorsement Present to GA and get agreement to implement Amend CISM Regulations (Article 7.17)	Board of Directors (Sports and Regulations Commissions)	Time	Apr 2021	Commitment of Board and members Proactiveness of CISM Vice-Presidents, PCSC and Delegations

Discussion: based on the **Question 2.2** and on the benchmarked institutions, it was noticed that both, IOC and FISU, have clear bidding processes for hosting an event. The Olympic Games, in the case of IOC, has higher level and magnitude and for these reasons is not object of direct comparison. FISU organizes World Championships every even-numbered year and the guidelines are available online.

As it was attested by the respondents that CISM has no strategy for continental development, neither vision to enhance CISM Delegations. Additionally, the process is totally random, based on the voluntarism of a Delegation making CISM calendar very unbalanced.

In order to illustrate this issue, it is suggested the analysis of the WMC host continents during the last CISM World Summer Games cycle, that comprehends the years 2016-2018 and the projection 2020 (2019 is skipped, because of the 7th CISM World Games, in Wuhan-China). The bar chart hereunder shows the amount and distribution of WMC by continent/year.

Figure 10: Distribution of WMC 2016-2018 and 2020 by continents



Source: the author.

This can be better understood analyzing the table in the sequence, that in the same way details the distribution of WMC by continent/year, crossing with the amount and percentage.

Table 20: World Military Championships (years 2016-2018 and 2020)

Year Continent (countries)	2016		2017		2018		2020* ⁵		Total		
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	OC
Africa (47)* ¹	0	0	0	0	1* ⁴	4,35	2	10	3	4,11	0,06
Americas (19)* ²	2	14,29	6	37,50	5	21,74	2	10	15	20,55	0,79
Asia (32)* ³	3	21,43	1	6,25	2	8,70	1	5	7	9,59	0,21
Europe (42)	9	64,29	9	56,25	15	65,22	15	75	48	65,75	1,14
Σ	14	100	16	100	23	100	20	100	73	100	-

*1 Comoros started the membership in 2017 and Mozambique in 2019

*2 Guyana started the membership in 2019

*3 Turkmenistan and Nepal started the membership in 2018

*4 cancelled, useful for study purpose

*5 planning for 2020, useful for study purpose, but highly impacted by Sars2-Covid

* OC – Organizing Country Ratio (WMC in the period/number of Delegations)

In this cycle, the European Delegations to CISM (32 countries) were the main organizers (understandable for economic aspects and sports tradition). The percentage oscillated from 56,25% to the impressive 75% in 2020. In these 4 years the continent were responsible for 65,75% of WMC and according to the OC Ratio 1,14, more than one championship per country.

Asia held the last two CISM Military World Games in Mungyeong-Korea, in 2015, and in Wuhan-China, in 2019. However, this continent that has 32 Delegations contributed with less than 10% as organizers of WMC in period.

The Americas are the continent with the lower amount of Delegations (19). In the period, the percentage of organization was very unbalanced, alternating from 37,50% to 5% and it was responsible for 20,55% of the competitions in an overall analysis. Its OC Ratio is 0,79, a bit less than one WMC per country.

Africa is the largest continent in amount of Delegations in CISM, in total 47. In the timeline, from the 73 WMC planned, they oversaw 3, representing 4,11% of sports events. Socioeconomic conditions should be taken in consideration, however it is very unbalanced and there is no strategy for sports development in that area.

Therefore, regarding sports strategy in what concerns the frequency of organization, bidding process, continental distribution and planning and drawing up WMC calendar, it is understood that CISM is not formulating the adequate process that reflects the lack effectiveness as explained.

Currently, the process listed in the Article 7.17 informs that an active CISM member nation may apply for hosting a world military championship by sending a letter signed by the Chief of Delegation to the Secretary General not later than **10 months** prior to the start of the WMC and the Delegations may only propose dates for world championships that have been agreed on by the Secretary General following advice of the concerned PCSC. In this way, basically two stakeholders (Chief of Delegation and PCSC) are involved in this process that has a short timescale.

In order to fix the continental distribution and to expand the role of stakeholders in this process, supported by the Vice-Presidents and Sports Commission, it is proposed the amendment of CISM Regulations (Article 7.17), as follows, illustrated in the figure 11:

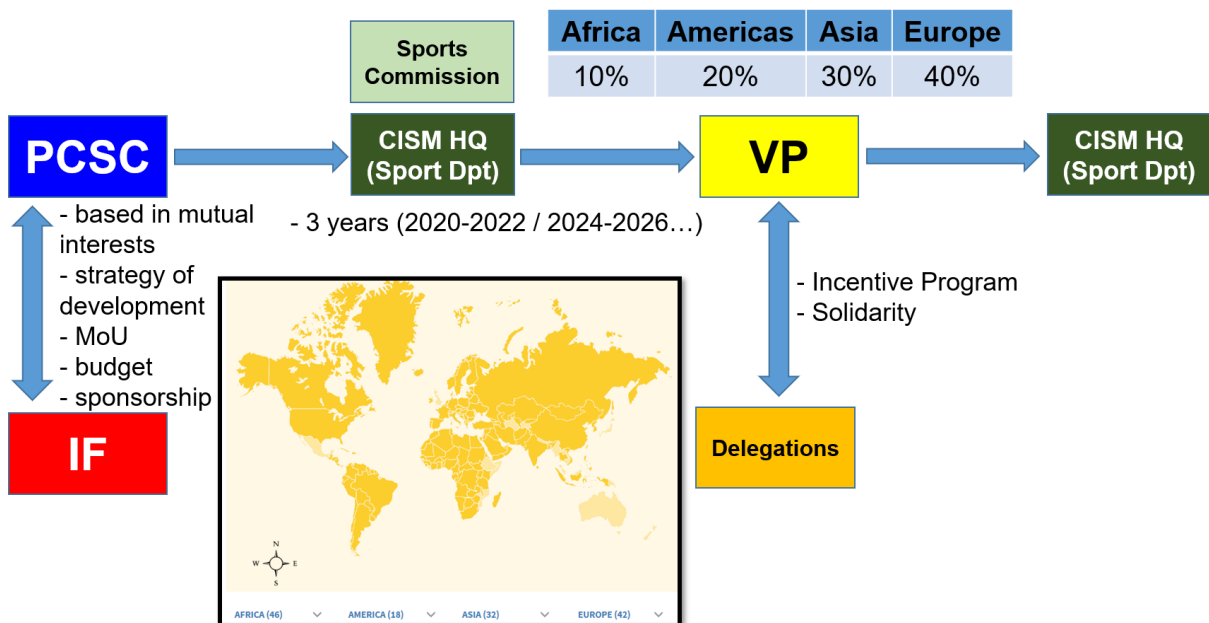
Proposal: Article 7.17. CALENDARS - DRAWING UP

D. Procedures for hosting a CISM World Military Championship:

1. The planning for hosting a CISM World Military Championship will follow a 4-year cycle, based on the year (Y) of the CISM Military World Games (summer).
2. The CISM World Military Championship should be geographically distributed following the amount of CISM Member Nations per continent and their situation of activity – considering the current the proportion: Africa (10%), Americas (20%), Asia (30%) and Europe (40%). These numbers can be reviewed in each cycle.
3. In the first Annual Meeting between CISM General Secretariat and the Presidents of CISM Sports Committees in Y-1, the PCSC should present to CISM HQ their intention (per continent) of potential hosts to the cycle Y+1 to Y+3, based on the eventual relation with the respectively International Federation, strategy of sports development, sponsorship, budget, Programs etc.
4. CISM HQ, supported by CISM Sports Commission, in the first Board of Directors Meeting in Y-1, will share the tasks of geographical host distribution Y+1 to Y+3 to the CISM Vice-Presidents.
5. During the Continental Meetings on Y-1 and Y the VP shall define the host nations by sport and eventually share any inconvenience or difficulty in the first Board of Directors Meeting on Y, in order to balance or arrange the distribution.
6. In the CISM General Assembly and Congress on Y, the CISM Vice-Presidents should present the proposal of sports calendar of their continents Y+1 to Y+3, delivering the official “CISM Application form for hosting a MWC” (Annex 23 of the CISM Regulations).

G. The final calendar Y+1 to Y+3 is discussed and approved by the Board of Directors, during its second statutory meeting and then presented for information to the General Assembly.

Figure 11: World Military Championship application procedure



Source: the author

4.8 Fundamental Point 8:

CISM Sports policy – to better define the sports categories

Action	Lead	Resources	Timescales	Critical success factors
Establish the types of CISM sports and clear process for upgrading a sport to the World Level in CISM program Present to the Board of Directors and get endorsement Present to GA and get agreement to implement Amend CISM Regulations (Article 7.11)	Board of Directors (Sports and Regulations Commissions)	Time	Apr 2021	Commitment of Board and members Proactiveness of CISM Vice-Presidents, PCSC and Delegations

Discussion: based on the **Question 2.3** and on the benchmarked institutions, it was informed that in IOC, to recruit sports to the Olympic Games, the IF should be recognized and GAISF is the association that support the sport to be selected. In FISU, every 2 years a survey is conducted among the national federations and they should list the sports in a ranking, deciding the ones that will be in the program.

During the Board of Directors Meeting 2020-1, it was approved the new version of the Article 7.11 of CISM Regulations, regarding the sport upgrade to the World Level. The article shows some inconsistencies in its redaction referring the World Level sports as “cat.1 sport”, terminology that is not part of CISM Regulations, and creating a model of competition continental or invitational/open level, named “Challenge” that does not exist in CISM Regulations (according to the Article 7.2. SPORT COMPETITIONS the levels of CISM sports competitions are: A. World Games / World Championships, B. Continental Games / Continental Championships, C. Regional championships / Tournaments, D. Bilateral competitions).

Additionally, it determines the participation of no less than 12 countries from minimum 2 continents for men and no less than 8 countries from minimum 2 continents for women, but right after this exigency for 2 years, the requirement changes to the minimum participation of eight 8 nations for men and/or four 4 for women from at least 2 continents. In addition, the sport/discipline must conduct 2 World level championships within the 4-year cycle (including MWG).

It is noticed that the definition of the types of sports in CISM are still missing, only categorized in team and individual sports. Additionally, for the upgrade of a new sport to the World Level, it would be interesting to have the General Assembly endorsement by voting, with the feasibility analysed by each Delegations to CISM, that could bring the commitment from those that approved the process continuity, with clear actions to host and participate in competitions.

In order to have a clear process, identifying the categories and types of sports in CISM, it is suggested a new revision in the same article as follows, and illustrate in the figure 11:

Proposal: Article 7.11 SPORTS CATEGORIES AND TYPE

B. The list of World level sports includes different types of CISM sports: CISM Military Sports (Aeronautical Pentathlon, Military Pentathlon and Naval Pentathlon), Military Operational Sports, Combat Sports, Individual Sports and Team Sports. The list will be controlled by CISM HQ and disclosed in CISM website, reviewed on a 4-year cycle, based on the year (Y) of the Military World Games (summer). World level sports will have a CISM Sport Committee and PCSC. The CISM Military Sports will have permanent status of World level sports.

E. New sports may be added at World level, by the proposal of a Vice-President and voted by the CISM General Assembly (Delegations), following the chronogram and procedures listed hereunder:

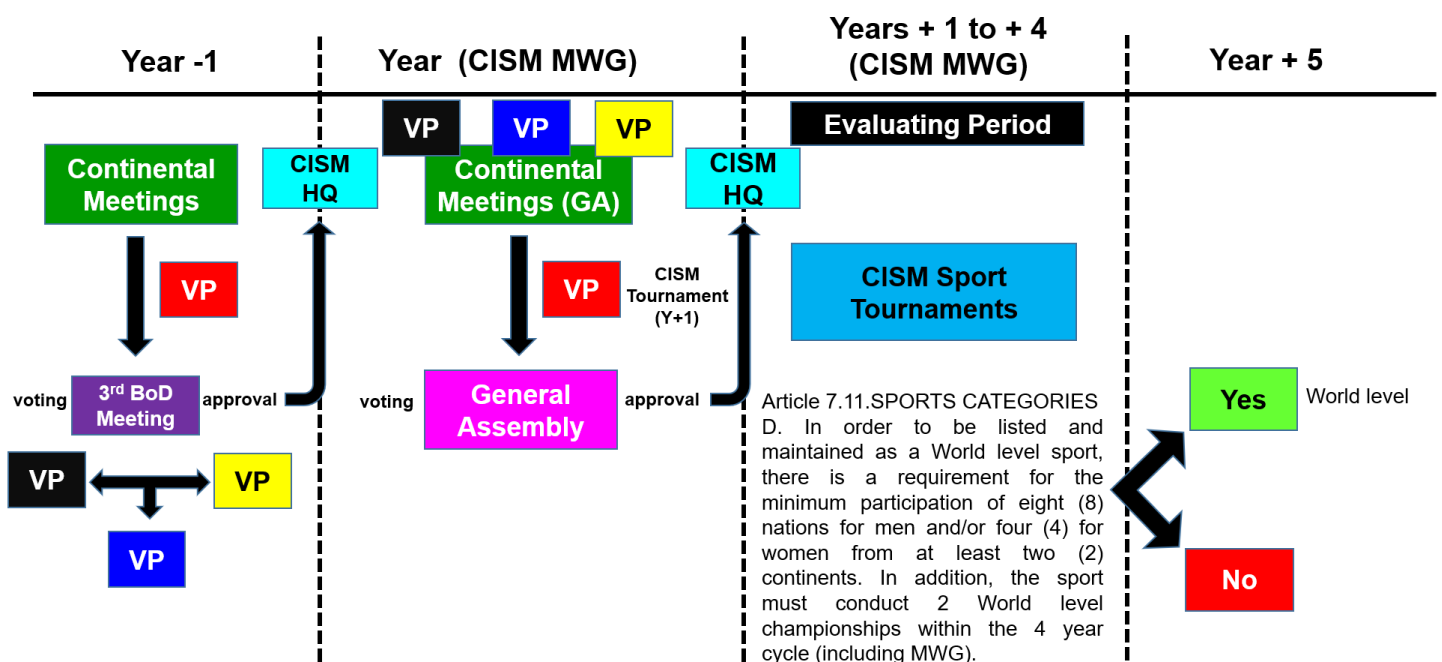
- Y-1: in the last Board of Directors Meeting, the VP interested in adding a new sport should present the proposal, demonstrating the sport development and ability through previously hosting continental/regional championships or tournaments. The Board of Directors should vote to the continuity of the process and, if approved, it will be documented and controlled by CISM HQ.

- Y: in the Continental Meetings, prior to CISM General Assembly, the VP should disclose the proposal to the Delegations of their continents. In CISM General Assembly, the VP that proposed the new sport should present a host nation to an eventual CISM Tournament in Y+1. CISM Delegations should vote to the beginning of an evaluation period of 4 years (Y+1 to Y+4, including the next CISM Military World Games), and, if approved, it will be documented and controlled by CISM HQ.

- Y+1 to Y+4: evaluation period of the sport in order to match the requirements listed in the letter D (participants and continental representativeness).

- Y+5: if the sport was able to follow the criteria above mentioned, it will be included in CISM sports program at the World level.

Figure 11: World level sports process



Source: the author.

4.9 Fundamental Point 9:

CISM Programs – to update and put into force

Action	Lead	Resources	Timescales	Critical success factors
Evaluate the efficiency of CISM Solidarity Fund and World Sports Development Program Fund Amend CISM Regulations including the Host Nation Incentive Program and increase its amount in CISM budget	Board of Directors (Sports and Regulations Commission)	Time	Apr 2021	Commitment of Board and Delegations

Discussion: based on the **Question 2.4** and on the benchmarked institutions, it was noticed that IOC and FISU have many different programs in this area of solidarity and sports development.

In CISM, as many respondents signaled it is necessary to enhance this process in order to make it more efficient, in this way, least favored countries would be better supported.

In the Article 5.6 Solidarity Fund of CISM Regulations, there is the prevision to strengthen less privileged CISM member countries, to provide equal opportunities for all CISM nations to participate in CISM events. These include activities such as offering opportunities for others to participate in training opportunities, to attend coaching clinics, to share national transportation to competitions, and even to provide funds for the commercial transportation of others.

In the exception of CISM Military World Games, where the host nation is responsible to support the solidarity funds to less privileged member nations and to some clinics that happen sporadically, there is no well-defined plan to propose and encourage new opportunities to offer mutual support and maximum participation where possible, including the establishment and use of the CISM Solidarity Fund.

In the Article 5.7 of CISM Regulations, it is established the World Sports Development Program Fund to provide some financial support to initiatives to develop sport by practice at all levels and research in physical education and training, CISM undertakes initiatives such as supporting and stimulating the development of sports training programs, educating coaches and technical officials and sharing knowledge of improvements in scientific sports research and development. As a respondent expressed *“this is the first I heard about the World Sports Development Program Fund. Is this the Regional Sports Development Centers?”*, revealing that it is not effective.

However, there is one program, that even not written in CISM Regulations, but approved by the BoD in 2017, is getting positive results - the Host Nation Incentive Program. It has the aim to improve the number of World Military Championships and to support willing organizers, currently sponsoring with 20,000 €, at least two member countries. It is suggested to amend CISM Regulations, adding this program, and to increase its amount in CISM budget.

4.10 Fundamental Point 10:

CISM Educational, Legacy and Social Programs – to the role of ACISM

Action	Lead	Resources	Timescales	Critical success factors
Raise ACISM status Distribute the management of CISM Regional Development Centers to the role of ACISM Reactivate CISM 70 Project: Memory, Heritage & Legacy Share Sport & Peace Programs under the umbrella of ACISM Present to Board of Directors and get endorsement Present to General Assembly and get agreement to implement	Secretary General	Time Travel expenses	Feb 2021	Full integration of Sports Science Commission to ACISM

Discussion: based on the **Questions 2.5** and **2.6** and on the benchmarked institutions, it was informed that the IOC has various programs with different approaches. FISU has a new project, in the frame of the Summer World University Games, planned to offer special training camps to the athletes and coaches, and regarding legacy, bidding projects follows the region or city development plan, sometimes building new structures, other rebuild, renovate or refurbish.

In CISM, the Education programmes and assistance to coaches, judges, referees and athletes would be in the frame of the CISM Development Centers (Africa Regional Development Centre - Nairobi, Kenya and America Regional Development Centre - Rio de Janeiro, Brazil)¹⁸. However, this information is very unprecise and only available in the website not in any other document or Regulation. Therefore, many respondents stated that this structure is not effective, and, in fact, no one is managing it in CISM and there are no existing programs or the policy on the subject.

According to this reality, it is suggested that a raised ACISM (independent from Sports Department) assumes the responsibility to coordinate the CISM Development Centers, specifically under the management of Education & Research subdivision of the Academy.

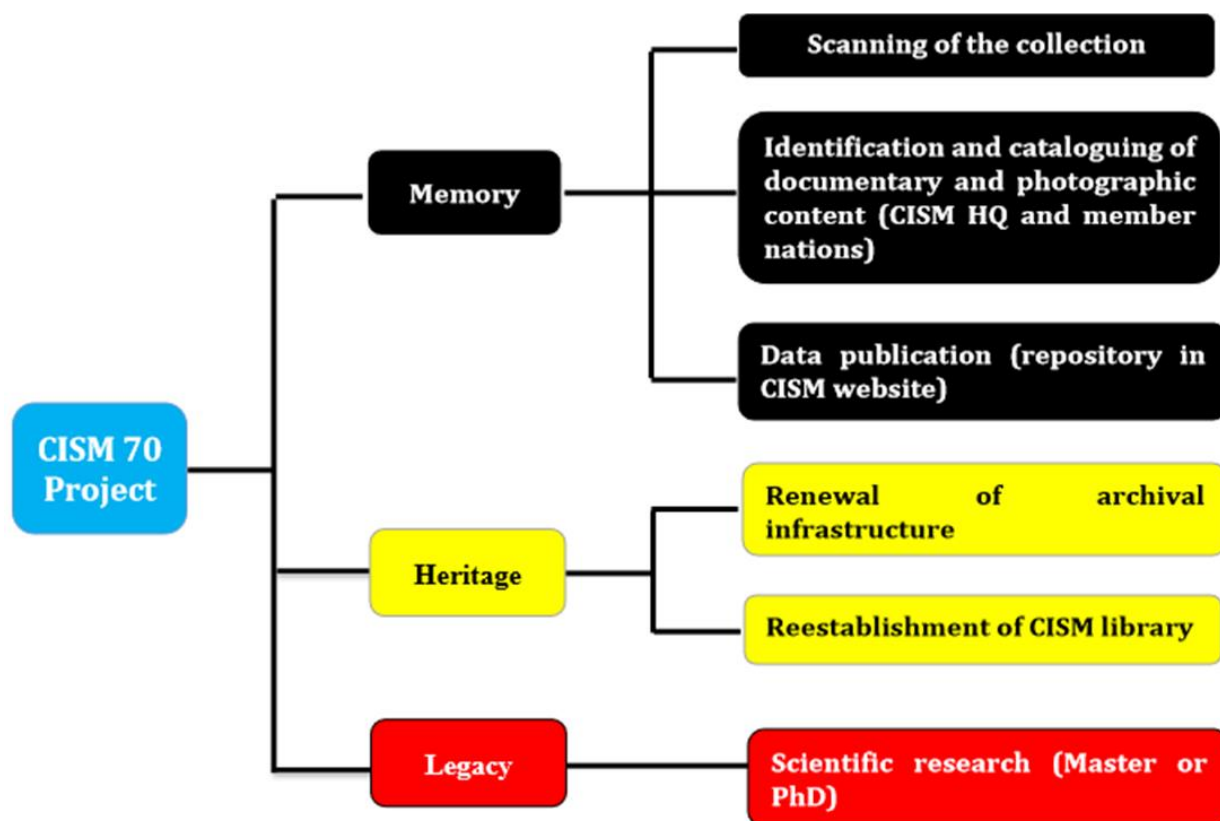
In what concerns legacy programmes to assist communities in which events are hosted, this is something that naturally happens but it is not mapped neither controlled. Many respondents informed that new structures are built or renewed, like sports venues, villages, roads, public transportations, and even a cultural legacy of military sports in the local society or community. Unfortunately, no data or study is conducted in this field that could be an excellent possibility for promotion of CISM.

In this regard, it is suggested to reactive and empower the CISM 70 Project: Memory, Heritage and Legacy. This project was launched, in the frame of the 70th Anniversary of CISM, by the

¹⁸ CISM website – <https://www.milспорт.one/events/programs/development-center>, retrieved May 1 2020.

CISM Secretary General Letter 2018-SPO-ACA-048, dated 24 July 2018, but was never effective outside CISM Secretariat. The concept is showed in the next figure.

Figure 12: CISM 70 Project



Source: the author.

This Project consisted in a qualitative historical research, based in document analysis, with the aim to update and recover parts of CISM history (written, visual etc); provide public access to the database (researches in general); expand and popularize the image of CISM as a global sports institution; improve the internal organization and infrastructure of CISM Headquarters; and promote the accomplishment of a historical-scientific research about CISM contributions in world sports scenario¹⁹.

Additionally, ACISM still has it potential underused, and could develop activities in the Sport & Peace field cooperating shoulder to shoulder with the IOC and United Nations, by using education, sports science and diplomacy to promote the fundamental principles of Olympism and to contribute, through sport, to the promotion of peace, coexistence, tolerance and non-discrimination among countries, communities and ethnicities, in areas that only CISM can reach.

¹⁹ CISM website – <https://www.milспорт.one/cism-academy/cism-70-project-memory-heritage-legacy>, retrieved May 1 2020.

Conclusion

This research went towards to fulfill and update the proposal of the CISM Green Paper 2.0, S.O.7: Ensure sustainability and development of CISM (S.O.7.2. Good Governance and Best Practices - perform an audit of CISM structures and adapt if needed; review, simplify and optimize the CISM internal regulations and functioning).

It presented as objective to benchmark the governance of the state-of-the-art of sports organizations, regarding the principles of Transparency & control mechanisms and Sports development & solidarity in order to enhance CISM's, by three specific objectives: study the governance of IOC and FISU; analyze the governance in CISM, based on the self-assessment of CISM authorities; and benchmark IOC and FISU in order to enhance CISM's governance.

The most important contribution of these pages is comprised by the Fundamental Points, listed below, from where, it is strongly believed that CISM governance can be enhanced:

- 1- CISM Authoritative Documents – to update and give visibility
- 2- CISM Secretariat organizational structure – to comprehensive remodel
- 3- CISM Vision, mission, values and strategic objectives – to disclose CISM Green Paper
- 4- CISM elected officials and staff – to publicize the background and duties
- 5- CISM reports and GA documents – to improve process and disclosure
- 6- CISM Finances – to ameliorate the transparency
- 7- CISM Sports policy - to balance and establish a 4-year cycle calendar
- 8- CISM Sports policy – to better define the sports categories
- 9- CISM Programs – to update and put into force
- 10- CISM Educational, Legacy and Social Programs – to the role of ACISM

This research was limited to the principles of Good Governance - Transparency & control mechanisms and Sports development & solidarity and further researches can be conducted investigating and benchmarking additional topics. Each Fundamental Point can also be in-depth developed.

It is understood that this is a pioneer study in the military sports field, specifically about the management of this unique institution that is CISM. Nevertheless, it is important to clarify, trying to avoid misunderstandings, that the pure intention of these pages was to contribute with the development of CISM, with the best practices and increasing the level of its governance.

Therefore, it is time to go one step back, rearranging some points in the “house”, untying old and new knots, stepping outside the comfort zone, to go to two, three, four... steps forward, changing, growing, and transforming this amazing, special and remarkable institution that is the *Conseil International du Sport Militaire*!

“Friendship through Sport!”

***Sports embracing Armies!
Playing peacefully together!***

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Appendix 1: Survey CISM World Military Championships & Incentive Program

CONSEIL INTERNATIONAL DU SPORT MILITAIRE
INTERNATIONAL MILITARY SPORTS COUNCIL
CONSEJO INTERNACIONAL DEL DEPORTE MILITAR

The CISM Secretary General Secretariat

Le Secrétariat Général du CISM



***CISM World Military Championships & Incentive Program
– 74th CISM General Assembly and Congress 2019***

Distribution: Chiefs of Delegations

Rank, Surname, Given name :

Country:

Function in your Armed Forces:

Email :

Mobile Nr:

WhatsApp number:

Please be so kind as to provide your answers concerning your intention to host a CISM World Military Championship during the period 2020-2022. Please indicate the sport and year that your Delegation intends it.

Additionally, we do appreciate the possibility to have a diagnosis about the main needs and difficulties to limits or prevent your country to host CISM World Military Championship and how CISM Incentive Program can cooperate with your Delegation.

THANK YOU VERY MUCH!

Colonel Dorah Mamby Koita
CISM Secretary General

PART I – POTENTIAL HOST COUNTRIES

Please indicate the sport and year that your Delegation intends to host a CISM World Military Championship

No	SPORT	Year 2020	Year 2021	Year 2022
1.	Aeronautical Pentathlon	-----		
2.	Military Pentathlon	-----		
3.	Naval Pentathlon	-----		
4.	Archery	-----		
5.	Basketball (M&W)	-----		
6.	Boxing			
7.	Climbing			
8.	Cross-Country	-----		
9.	Cycling			
10.	Equestrian	-----		
11.	Fencing			
12.	Football (Women)	-----		
13.	Golf	-----		
14.	Judo	-----		
15.	Marathon	-----		
16.	Modern Pentathlon			
17.	Orienteering	-----		
18.	Parachuting	-----		
19.	Sailing	-----		
20.	Shooting			
21.	Skiing			
22.	Swimming and Lifesaving	-----		
23.	Taekwondo			
24.	Track & Field			
25.	Triathlon	-----		
26.	Volleyball (Men & Women) or Beach Volleyball (Mix)			
27.	Wrestling/ Lutte			
28.	Futsal			
CISM Statutory events – Board of Directors meetings and General Assemblies & Congresses				
year	BoD meeting		General Assemblies & congresses	
	March	October/November		
2021			-----	
2022				
2023				
2024				
2025				

White for 2020-2022 = no candidate yet, please apply for hosting.
 Grey for 2020 = the host countries were accepted by the BoD, do not apply.
 Grey for 2021/2022 = there is a candidate but you may still apply for hosting

PART II – COUNTRIES WITH REQUIREMENTS

1. Does your country have sports facilities that could be used in CISM World Military Championships?

Yes, in perfect state of maintenance

Which sports:

<input type="checkbox"/> Archery	<input type="checkbox"/> Football	<input type="checkbox"/> Orienteering	<input type="checkbox"/> Triathlon
<input type="checkbox"/> Basketball	<input type="checkbox"/> Golf	<input type="checkbox"/> Parachuting	<input type="checkbox"/> Volleyball
<input type="checkbox"/> Boxing	<input type="checkbox"/> Judo	<input type="checkbox"/> Sailing	<input type="checkbox"/> Wrestling
<input type="checkbox"/> Cycling	<input type="checkbox"/> Aeronautical	<input type="checkbox"/> Shooting	<input type="checkbox"/> Badminton
<input type="checkbox"/> Equestrian	Pentathlon	<input type="checkbox"/> Swimming	<input type="checkbox"/> Diving
<input type="checkbox"/> Fencing	<input type="checkbox"/> Military	<input type="checkbox"/> Taekwondo	<input type="checkbox"/> Sambo
<input type="checkbox"/> Futsal	Pentathlon	<input type="checkbox"/> Track & Field	
	<input type="checkbox"/> Modern Pentathlon		
	<input type="checkbox"/> Naval Pentathlon		
<input type="checkbox"/> Others:			

Yes, but a renewal is required

Which sports:

<input type="checkbox"/> Archery	<input type="checkbox"/> Football	<input type="checkbox"/> Orienteering	<input type="checkbox"/> Triathlon
<input type="checkbox"/> Basketball	<input type="checkbox"/> Golf	<input type="checkbox"/> Parachuting	<input type="checkbox"/> Volleyball
<input type="checkbox"/> Boxing	<input type="checkbox"/> Judo	<input type="checkbox"/> Sailing	<input type="checkbox"/> Wrestling
<input type="checkbox"/> Cycling	<input type="checkbox"/> Aeronautical	<input type="checkbox"/> Shooting	<input type="checkbox"/> Badminton
<input type="checkbox"/> Equestrian	Pentathlon	<input type="checkbox"/> Swimming	<input type="checkbox"/> Diving
<input type="checkbox"/> Fencing	<input type="checkbox"/> Military	<input type="checkbox"/> Taekwondo	<input type="checkbox"/> Sambo
<input type="checkbox"/> Futsal	Pentathlon	<input type="checkbox"/> Track & Field	
	<input type="checkbox"/> Modern Pentathlon		
	<input type="checkbox"/> Naval Pentathlon		
<input type="checkbox"/> Others:			

No

2. Does your country have structure to accommodate CISM Delegations sports missions during a CISM World Military Championships (in the way that it could be adequate to you, barracks, military hotels etc.)?

Yes, approximate maximum capacity (persons): _____

Yes, but a renewal is required, approximate maximum capacity (persons):

 No

3. Does your country have logistics capacity to provide transport to CISM Delegations sports missions during a CISM World Military Championships (from/to airport and to competition venues)?

Yes, transport in military vehicles

Yes, transport in civilian hired vehicles

Yes, combining military and civilian

No, there is no budget to cover it

4. Does your country have logistics capacity to provide meals to CISM Delegations sports missions during a CISM World Military Championships (from/to airport and to competition venues)?

Yes, to be provided by military kitchen

Yes, to be provided by a civilian buffet

Yes, combining military and civilian

No, there is no budget to cover it

5. Does your country have budget to purchase medals and eventually welcome kits to CISM Delegations sports missions during a CISM World Military Championships?

Yes, totally supported

Yes, but partially supported

No, there is no budget to cover it

6. Eventually hosting a World Military Championship, does your country have the possibility to promote a Cultural Day to CISM Delegations sports missions during a CISM World Military Championships?

Yes, it can be included in the program with no extra costs to the sports missions

Yes, but with extra costs to the sports missions

No

7. What is (are) the main reason(s) that your Delegation faces difficult in hosting a CISM World Military Championship (more than one answer is possible)?

- Lack of experience in sports organization
- No adequate sports facilities
- No adequate accommodation
- No logistics to cover transport and meals
- No budget to purchase medals and others
- No possibility to promote a Cultural Day
- Others: _____
- I prefer not to answer

8. Does your Delegation know about Host Nation Incentive Program and the priorities given to evaluate the Projects?

- Full information
- Superficial information
- Only know the existence
- No information

9. How does your Delegation comprehend the level of collaboration that Host Nation Incentive Program can support and promote in order to have your country organizing a World Military Championship?

- Totally supported and able to host
- Partially supported and able to host
- Partially supported and still not able to host

10. Please indicate below a person from your delegation who could receive the results of this inquiry

Rank, Surname, Given name: _____

Email: _____

WhatsApp number/ mobile number: _____

In case that you need any additional information, please feel free to contact CISM HQ (phone +32 2 647 68 52, e-mail address cism@milsport.one).

Appendix 2: IOC and FISU semi-structured interview



Faculté des sciences de la motricité,
Université catholique de Louvain, Belgique
MASTER EXECUTIF EN MANAGEMENT DES ORGANISATIONS SPORTIVES
EXECUTIVE MASTERS IN SPORTS ORGANISATION MANAGEMENT



Project: **One step back two steps forward: remodelling CISM governance in broad spectrum**

IOC & FISU (semi-structured interview)

- Brief presentation of contextual background, problem and objectives
- Explanation about the principles of good governance that will be studied and object of benchmark

a. Transparency & control mechanisms

1. Organizational structure including staff, elected officials, committees' structures and other relevant decision-making groups (specific functions and main tasks)
2. Vision, mission, values and strategic objectives
3. Annual activity report, including institutional information and main events reports (sports categories, bidding process and continental balance in organization and participation)
4. Policies and processes for internal control (existence)
5. Accounting control mechanisms and external financial audit (existence)
6. Additional question (if necessary)

b. Sports development & solidarity

7. Clear policy in place to determine transparent allocation of resources in declared development objectives (information about development projects)
8. Existence of social responsibility policy and participation programmes targeting hard to reach areas
9. Education programmes and assistance to coaches, judges, referees and athletes
10. Legacy programmes to assist communities in which events are hosted
11. Additional question (if necessary)

Appendix 3: Letter to CISM authorities (Chief of Delegation version - English)

CONSEIL INTERNATIONAL DU SPORT MILITAIRE
INTERNATIONAL MILITARY SPORTS COUNCIL
CONSEJO INTERNACIONAL DEL DEPORTE MILITAR
المجلس الدولي للرياضة العسكرية



The CISM General Secretariat
Le Secrétariat Général du CISM

Delegations to CISM

2020-SPO-ACA-ALL-056E

Brussels, April 3rd 2020.

Subject: Research about CISM Governance

**Dear Chief of Delegation,
Dear CISM friend,**

I would like to inform you that Lt Col RAFAEL PINHEIRO (BRA), CISM Academy Manager, is representing CISM in the *Executive Masters in Sports Organisations Management* (MEMOS), the highest level international course in this area, attended by members of National Olympic Committees (NOCs) and International Sports Federations (IFs), supported by the International Olympic Committee (IOC).

The officer is being tutored by the well-known Professor Thierry Zintz, former Vice President of Belgian Olympic Committee and CISM Appeal Commission President, and his research has the objective to "*benchmark the governance of the state-of-the-art of sports organizations, regarding the principles of Transparency & control mechanisms and Sports development & solidarity in order to enhance CISM's*".

In this way, last month Lt Col Rafael Pinheiro conducted interviews in Lausanne-Switzerland, with the Chief Ethics and Compliance Officer and with Head of Institutional Relations and Governance, both from IOC, as well as with the Secretary General of International University Sports Federation (FISU), benchmarked organizations.

The last step of his research is to proceed an analysis by our own stakeholders, CISM authorities, reproducing an adapted questionnaire that was previously applied by the Association of Summer Olympic International Federations (ASOIF) and Global Association of International Sports Federations (GAISF) to the IFs.

In this way, I kindly ask your cooperation that will contribute to the development of good practices and produce a positive reflex in our institution, filling in the questionnaire (attached to this letter in word and pdf format) and returning it to Lt Col Rafael Pinheiro until April 27th to his e-mail rafael.pinheiro@milsport.one. Due to academic commitments I kindly ask you to follow the deadline (a reminder will be sent in the last week).

Should you have any doubt, feel free to contact him in his e-mail (informed above) or by phone call to +32 2 650 02 83 and mobile + 32 471 05 07 35.

Sincerely yours,
"Friendship through Sport!"


Colonel Dorah Mamby Koita
CISM Secretary General

Appendix 4: Reminder message sent by e-mail on April 22 (Chief of Delegation version).

Dear _____,

Greetings from Brussels!

This is a reminder regarding CISM SG Letter dated 3 April, in order to ask for your kind cooperation participating in this research, as an experienced member of CISM Family and Chief of Delegation _____.

Due to academic timescales, I would appreciate your feedback until 27 April, however if you need more time to analyze and fill the attached questionnaire in, please let me know.

My deepest gratitude for your support and apologies for any inconvenience.

Keep safe, protected and healthy!

*Best regards,
Lt Col Rafael Pinheiro*

Estimado _____,

¡Saludos desde Bruselas!

Este es un recordatorio con respecto a la carta SG de CISM con fecha del 3 de abril, para solicitar su amable cooperación participando en esta investigación, como miembro experimentado de la familia CISM y Jefe de Delegación de _____.

Debido a los plazos académicos, agradecería sus comentarios hasta el 27 de abril, sin embargo, si necesita más tiempo para analizar y completar el cuestionario adjunto, hágamelo saber.

Mi más sincero agradecimiento por su apoyo y disculpas por cualquier inconveniente.

¡Manténgase seguro, protegido y saludable!

*Atentamente,
Teniente Coronel Rafael Pinheiro*

Appendix 5: CISM governance questionnaire (English version)



CISM Governance Questionnaire

CISM AUTHORITY INFORMATION

(DELEGATION TO CISM, BoD MEMBER or PRESIDENT OF CISM SPORT COMMITTEE)

COUNTRY	
NAME AND FUNCTION	

This assessment questionnaire about CISM governance is based on ASOIF's (Association of Summer Olympic International Federations) and GAISF's (Global Association of International Sports Federations)²⁰ to the International Sports Federations (IFs) in order to develop and implement the Basic Principles of Good Governance.

Please send completed questionnaire to Lt Col Rafael Pinheiro **until 27 April**: rafael.pinheiro@milsport.one

²⁰ CISM is a recognized organization by IOC (Multi-Sports Organizations and Events / Sport for All) - <https://www.olympic.org/ioc-governance-affiliate-organisations> and an Associate Member of GAISF (<https://gaisf.sport/members/#associated>).

1 Introduction

MEMOS (Executive Masters in Sports Organisations Management) is to help professionals working in national or international sports bodies to develop the knowledge and skills required to better manage their organizations.

In the current edition (MEMOS XXIII), **Lt Col Rafael Pinheiro (BRA)**, CISM Sports Committees and *Académie du CISM* Manager, is CISM student representative, tutored by **Prof Thierry ZINTZ** (Université catholique de Louvain and CISM Appeal Commission President). The research is entitled “One step back two steps forward: remodelling CISM governance in broad spectrum”, with the objective to benchmark the governance of the state-of-the-art of sports organizations (International Olympic Committee and International University Sports Federation), regarding the principles of Transparency & control mechanisms and Sports development & solidarity in order to enhance CISM's.

As a CISM authority, your sincere contribution is very important to this self-assessment to analyze the governance of our organization!

2 About the questionnaire

The questionnaire consists in two sections related to Principles of Good Governance (Transparency & control mechanisms and Sports development & solidarity), composed by 17 indicators (questions 1.1 to 1.11 and 2.1 to 2.6). The indicators included are judged to be among the easier to fulfil and/or fundamental Principles of Good Governance.

3 How to answer the questionnaire

After this introduction section, there are the above-mentioned indicators with a separate definition for each, scored from 0 to 4.

Please, select your self-assessed score and provide evidence to justify it.

4 About the scores

The scoring definitions in each case are designed to assess the level of fulfilment of the indicator by CISM, as follows:

- 0 – Not fulfilled at all
- 1 – Partially fulfilled
- 2 – Fulfilled
- 3 – Well-fulfilled according to published rules/procedures
- 4 – Totally fulfilled in a state-of-the-art way

You can replace the symbol with the letter **X**, to record your answer.

5 Moderation process

MEMOS tutor will review the submitted responses from each CISM authority and check for accuracy. The moderated scores will be used to compile an anonymised report for MEMOS in the format of a chapter of a dissertation.

6 Confidentiality

Responses will stay confidential. Specific results will only be available to the CISM authority concerned. The MEMOS dissertation will be anonymised.

1. TRANSPARENCY & CONTROL MECHANISMS

Please indicate the extent to which you as Chief of Delegation, BoD Member or PCSC see the following information about CISM into the public domain (i.e. via official website www.milsport.one):

1.1	CISM Statutes, rules and regulations				
	Score				
	0	1	2	3	4
	No	At least some information available on CISM website	Latest version of statutes, rules and regulations published on CISM website	Full publication, easy to find on CISM website	Full publication, easy to find on CISM website, latest versions available with mark ups identifying differences between previous versions
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

1.2	Explanation of CISM organisational structure including, elected officials, staff, Commissions and Committees structures and other relevant decision-making groups				
	Score				
	0	1	2	3	4
	No	Some basic information about organisation structure published on CISM website	Organisation structure is published on CISM website	Organisation structure is published on CISM website with some information on how the structure works	An organisation chart is published on CISM website, structure is clear, with several hierarchical levels
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

1.3	CISM Vision, mission, values and strategic objectives				
	Score				
	0	1	2	3	4
	No	Some information published on CISM website	Full publication on CISM website	Full publication, easy to find on CISM website	Full publication, easy to find on CISM website, extra data or info such as strategic plan with indicators/outcomes
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

1.4	Details of elected CISM officials and staff with biographical info				
	Score				
	0	1	2	3	4
	No	Some information about elected officials and staff available on CISM website	Biographical information about all elected officials and staff published on CISM website	Full publication, easy to find on CISM website, with photos	Full publication, easy to find, on CISM website with extra data or explanation and mandate years
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

1.5	CISM annual activity report, including institutional information, and main events reports				
	Score				
	0	1	2	3	4
	No	Some news published on CISM website	News published regularly and an annual report available on CISM website	News published regularly and multiple years of annual reports, easy to find on CISM website	Full publication, at least the three most recent years, easy to find on CISM website, with extra data or explanation
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

1.6	CISM annual financial reports following external audit				
	Score				
	0	1	2	3	4
	No	Some financial information published on CISM website	Publication of externally audited financial reports on CISM website	Publication of audited financial reports, easy to find on CISM website	Publication of audited financial reports for at least the last three years, easy to find on CISM website, extra data, management letter
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

1.7	Allowances and financial benefits of CISM staff				
	Score				
	0	1	2	3	4
	No	Some information on allowances and financial benefits of CISM staff, such as total salaries figure in accounts	Basic policy on travel, allowances, per diem and benefits of CISM staff published on CISM website or total figure on allowances published in accounts	Full details published including total figure paid by the CISM, easy to find on website	Full details published, easy to find on CISM website, with extra data or information
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

1.8	CISM General Assembly & Congress agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda				
	Score				
	0	1	2	3	4
	No	Some information published on CISM General Assembly & Congress	CISM General Assembly & Congress agenda published in advance, minutes afterwards or live streaming which is recorded	CISM General Assembly & Congress full details published with minutes, easy to find on CISM website	Full publication, with most recent minutes no more than a year old, easy to find on CISM website, extra data or information (such as livestreaming), minutes archive
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

1.9	Information about the establishment of an internal audit committee that is independent from the CISM decision-making body				
	Score				
	0	1	2	3	4
	No	Audit committee in place but no independence	Audit committee in place with independent (meaning not CISM staff or members of CISM executive) representation	Audit committee in place with independent majority, activity published	State of the art audit committee with independent majority, reports directly to members, activity published
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

1.10	Information about adopting an accounting control mechanisms and external financial audit				
	Score				
	0	1	2	3	4
	No	Some accounting control mechanisms and/or an external financial audit	Official accounting control mechanisms in place and an external financial audit	Official accounting control mechanisms in place and an external financial audit, details published	State of the art accounting controls in place and external financial audit (IFRS/GAAP or equivalent), details published
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

1.11	Information about adopting policies and processes for internal control				
	Score				
	0	1	2	3	4
	No	Some systems in place for internal control and/or risk management	Official procedure in place for internal control and risk management	Official procedure in place for internal control and risk management, evidence of implementation	State of the art internal control and risk management procedure, evidence of implementation
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

2. SPORT DEVELOPMENT & SOLIDARITY

Please indicate the extent to which you consider that CISM fulfils the following:

2.1	Clear policy in place to determine transparent allocation of resources in declared development objectives				
	Score				
	0	1	2	3	4
	No	Some information about allocation of resources in development objectives	Defined, transparent process to determine allocation of resources in development objectives	Defined, transparent process for allocating resources in development objectives, all info published	State of the art process for allocating resources in development objectives, all info published
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

2.2	Sports policy – information and efficiency of CISM Sports Calendar (CISM Regulations Article 7.17)				
	Score				
	0	1	2	3	4
	No	Some information about sports development strategy, but not into force	Defined in the Calendar but inefficient process of sports development strategy, without clear objectives, no balance between continents/countries and unclear bidding process without the participation of the adequate personnel	Defined in the Calendar and partially efficient process of sports development strategy, with objectives, balance between continents/countries and bidding process with the participation of some personnel	State of the art process and strategy for sports development, with clear objectives, balance between continents/countries and clear bidding process with the participation of the adequate personnel, all info published
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

2.3	Sports policy – information and efficiency of CISM Sports Categories (CISM Regulations Article 7.11)				
	Score				
	0	1	2	3	4
	No	Some information about CISM Sports Categories	Defined but inefficient process of Sports Categories	Defined and partially efficient process of Sports Categories with development objectives	State of the art process of Sports Categories with development objectives, all info published
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

2.4	Information and efficiency of CISM programs (Solidarity Fund, World Sports Development Program Fund and Host Nation Incentive Program)				
	Score				
	0	1	2	3	4
	No	Some information about allocation of resources in development objectives	Defined, but inefficient process to determine allocation of resources in development objectives	Defined, and partially efficient process for allocating resources in development objectives, all info published	State of the art process for allocating resources in development objectives, all info published
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

2.5	Education programmes and assistance to coaches, judges, referees and athletes				
	Score				
	0	1	2	3	4
	No	At least some educational support for coaches, judges, referees and athletes	Education programme and assistance for coaches, judges, referees and athletes	Education programme and assistance for coaches, judges, referees and athletes with details published	State of the art education programme for coaches, judges, referees and athletes with details published
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					

2.6	Legacy programmes to assist communities in which events are hosted (CISM Military World Games, World Military Championships etc.)				
	Score				
	0	1	2	3	4
	No	Some support for communities which host events in their legacy planning	Legacy programmes to assist communities in which events are hosted	Formal legacy programme and resources to assist communities in which events are hosted	State of the art programme and resources to assist event host communities, monitoring, details published
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence for score (e.g. website link, brief explanation etc)					
EVIDENCE / COMMENT					



Appendix 6: Summary of Evidence/Comment CISM Governance Questionnaire

TRANSPARENCY & CONTROL MECHANISMS	
1.1 CISM Statutes, rules and regulations	
Chief of Delegation	Rules and regulations are available on CISM website, but not easy to find at the first glance (under “Downloads”), there are no previous versions available, in order to compare changes
	I disagree that these are easy to find on the current website. You must search for these items, which are found under the “Downloads” tab. Yet there is a “Publications and Library” tab on the website, which is where you would normally find such regulations as compared to other international federations. The previous CISM website allowed for these documents to be easily found. https://www.milsport.one/downloads/regulations-and-annexes
	Statutes, rules and regulations can be found on CISM website as latest version, however many of them are not updated. Besides, CISM website should be friendlier with the user, so information can be looked up easily
	They are found in Google
	As a COD I think that despite of being published on website you should receive it in other mean
	A link maybe provided in menu bar (Publications), instead of accessing through (downloads tab)
	The website has no governance heading thus one has to click through links
	Not easy to find, just available in the member area
	It’s really easy to find on the official CISM website
	It is not easy to find them, you have to go through “search”, not clearly arranged
	Website links and response to requests forwarded to CISM
	We can access this information, but we believe that they aren't that easy to find
	I found all publication and information easy. Unfortunately, the results of competitions are very difficult to find
	Version 2019 – 2020 in the website. However, the decisions of the Assemblies and Congress are published late
	CISM statutes, rules and regulations are published in English only
	All the regulatory reforms that were taken during the last General Assembly are taken into account



	<p>The latest version of the Regulations is available. No Statutes or Rules. If available not easy to find</p> <p>The regulations are available at https://www.milспорт.one/downloads/regulations-and-annexes</p> <p>There are no tags identifying the differences between the previous versions</p> <p>The statutes, rules and regulations of the C.I.S.M. are clear, sharp and precise on the site</p> <p>The current version is available on the website</p> <p>The information which we can find from our CISM website i.e. "www.milспорт.one" have very easy access to the general people. They don't require login to get the information</p> <p>The CISM statues, rules and regulations are very clearly and periodically update in the CISM website</p> <p>The statutes, rules and regulations governing each CISM sport must be available and easy to consult on the CISM website</p>
BoD member	<p>I would appreciate that our fundamental regulations have their own subpage directly under CISM OFFICIAL DOCUMENTS</p> <p>Some information needs to be updated and some other should be implemented (e.g. curriculum BoD members or email address)</p> <p>Website updated regularly. Since Docs are in pdf-format, no mark ups</p> <p>Via official website www.milспорт.one is not so easy to find CISM Regulations, you need to search. In my opinion it will be easier if you place all the REGULATIONS on the main menu. To find important documents we need to entry on extranet</p> <p>Documents are easy to find and comprehensive</p> <p>There is a clear member access tab on CISM website. When there is an update on these documents, we receive a version with new topics</p> <p>All the information relating to CISM statutory and regulatory amendments can be consulted on the site with the possibility of comparing the different versions</p>
PCSC	<p>The approval and publication deadlines seem long</p> <p>The statutes and rules are published, but the website is not friendly user. Only people used to it can easily find the main documents</p> <p>Easy to find, but some of the historical publications are not available. I do not think the previous versions are necessary except for those in the Sport Commission, CSC, and perhaps a few other committees or commissions</p> <p>Transparency criteria is met</p> <p>All PCSC are part of the update process at all CISM statutes, rules and regulations</p> <p>Not all info is up to date</p> <p>Well written per sport</p>
<p>1.2 Explanation of CISM organisational structure including, elected officials, staff, Commissions and Committees structures and other relevant decision-making groups</p>	



Chief of Delegation	There are photos and some basic information on elected officials and commissions on CISM website, but there are no structures and explanations that would explain how the system works and decisions are made
	We can find the organizational structure with a small explanation on how it works, however graphic info is missing and it would be a best way to realize the structure
	Would like to see a more condensed organizational chart to assist in understanding the process. https://www.milspport.one/cism/current-structure
	Complete Organogram with chain of command and indication of elected members N/A on the website
	On the link of the CISM web site. But no structure organigram
	The website could use an organizational diagram, the information requires better presentation on the website
	The hierarchical levels are not totally clear on the website
	Difficult to understand because there are just some texts. No organization chart is published
	Some information is missing (for example about commissions)
	The organization of the Structure is already in the Statute
	https://www.milspport.one/cism/current-structure current structure and several hierarchical levels
	Some information can be found (Organisational structure, Committee structures, Staff), but can't find other newest information
	The CISM puts at our disposal all the changes concerning its organizational structure. Unfortunately some nations do not react very quickly which often causes slight delays in updates
	The organizational structure is well detailed in the public domain of the official CISM site
	" www.milspport.one " we can only find the brief explanation of CISM organisational structure
	The organizational structure is explained on the website https://www.milspport.one/cism/current-structure . I miss the explanation of how to choose the military assigned to the positions and more details of the duties. When clicking on more information, in positions like the PCSC, there is no additional data
	The organization chart is well structured
	The organisation structure is clear, published in the website
	Website links and hard copy documents downloaded from CISM Website
	Even though visible in the Regulations, not easily accessible or hyperlinks
Not easy to find. The old system with one document (CISM Directory) was clearer	
As soon as there is a change in the structure, it is immediately posted on the site (Ex: election of PCSC)	



	It is sufficient to publish on the CISM website only basic information on the steering committee, the commissions, the sports committees, their composition and the incumbents
BoD member	There is non-explaining picture to find on the website, you need member access and know-how where to find information
	There are few information regarding CISM Structure (organogram), in my opinion we need to show more about structure and who is who
	All information is available on the website and very easy to find
	The CISM website has a tab containing all the information regarding this topic
PCSC	Updates of new contact details on the website are updated relatively quickly
	Some crucial info is embodied in the CISM Rules but not published in the website in a friendly user way
	The organizational composition is very easy to comprehend when looking at what is presented on the website
	If possible we have to include and origami chart of the organizational structure
	CISM structure are well know
	The CISM regs lay most of this out. I am not sure how well it is followed
Clear explanation on the website. I do miss an organization chart / overview that shows at a glance what the structure looks like	
1.3 CISM Vision, mission, values and strategic objectives	
Chief of Delegation	On CISM website under the title Vision and Mission there is a leaflet on “10 top benefits of CISM participation”, which is not what one would expect there. If you continue reading, and go on to the history chapter, you could find some information and maybe make your own conclusions on values and objectives of CISM
	Especially frustrating for me. I was asked to help facilitate the updated CISM Mission and Vision Statements, as well as draft the Strategic and Business Plans. We came up with a comprehensive plan, but this information was discarded. Currently, the Vision and Mission listed on the CISM website only highlight the benefits of participating in CISM. This is far from any form of a vision or mission. https://www.milsport.one/cism/vision-and-mission
	There is this item on the website, but its content is not in accordance with what a mission and a vision has to have. This part should be reviewed
	It is not easy to find on the website the indicators / outcomes of CISM’s strategic objectives
	Not easy to find the values and strategic objects on the website
	It is not clear. It is not in the currently used standard of strategic values. The https://www.milsport.one/cism/vision-and-mission page does not determine mission, vision and values.
	The website has no published Mission and Vision, it has a list of reasons why to join CISM on that page
	Mission, Vision A/A in [Downloads] tab, instead of more relevant [CISM]=>[Vision and Mission] tab



	Some bullet points. Not a real vision
	For people outside CISM it is difficult to get clear imagination; vision, values and strategic are not explicitly expressed
	As soon as you are on the www.milsports.one site, the first page that opens sends you directly to the first CISM tab. From there, we can see the VISION & MISSION section. Just click on it to have detailed information on the main mission of CISM
	This is in the statute and the Green Paper
	Easy to find CISM vision and mission, but hard to find values and strategic objectives. I wish that some development is made to find this information easier
	They are easy to find in CISM website
	The information is clear and up to date
	CISM communication takes place in real time and instantly
	The way it's published is very clear
	Website link and from downloaded hard copies from the CISM Website
	Information on CISM principles and strategic objectives is very brief
	" www.milsport.one " generally explained about the vision and mission of CISM
	The webpage gives the headings but no proper information
	Couldn't find it on CISM website
	Not easy to find
	There is no section or tab for information on CISM's strategic objectives
	Some information is enough on the vision, mission and value of CISM
BoD member	Vision, mission and values are published, not strategic objectives
	No latest version shown in website
	On the CISM website you can easily find the organization's vision, mission and values, however, the strategic objectives are not available on the website
	The website is well organized and provides all relevant information
	Within the member access tab on CISM website we can find information regarding the last CISM Congress and General Assembly in 2019
	Information is clearly defined and understandable
PCSC	For a new member of CISM, the search for information is not intuitive
	Missing values and strategic objectives
	CISM has to include the purpose



	<p>Strategic plan/ green paper with indicators are not found on milsport.one but briefed at every GA and PCSC meeting</p> <p>Charts and other visual aids are present in the website. The strategic plan along with its benchmarks will not be understood without an actual explanation behind each item. The explanation is clear during the General Assembly & Congress</p> <p>Good info on CISM history, values, mission</p> <p>Only a top 10 benefit on the website. A part vision / mission under the tab CISM Today</p>
<p>1.4 Details of elected CISM officials and staff with biographical info</p>	
<p>Chief of Delegation</p>	<p>On CISM website I could not find any information on current or former officials, except their photos, ranks, names, nationality and mail</p> <p>It is very difficult to find details on the official CISM officers on the official CISM website. It is only during elections that often, in my opinion, unless I am mistaken, we have certain information on elected officers and staff with biographical information</p> <p>Only names are listed. https://www.milsport.one/cism/board-of-directors ; https://www.milsport.one/cism/cism-staff</p> <p>Only mention in [CISM]=>[Current Structure] is A/A</p> <p>Biographical information to be posted on CISM website</p> <p>Some officials and staff do not have biographical information on the website</p> <p>Ideally a short BIO would be posted when a person is elected</p> <p>No biographical info</p> <p>I have seen CISM members and staff with pictures and nations, but I haven't found much information and / or biographies https://www.milsport.one/cism/current-structure</p> <p>Biographical info should exist on CISM website and be accessible only to CISM members. At this moment biographical info is provided to member nations only before elections and via e-mail contact</p> <p>There is some information about CISM members, but it could be more detailed, with a more complete biography, assignments and missions</p> <p>No biographical information is available. Only contact window</p> <p>we can only find the Name and Nationality of Elected members, CISM Official and Staff</p> <p>It would be better if there are more information with extra data about CISM officials</p> <p>I haven't seen any of this information online(website)</p> <p>They are not available on website, should be available to provide CISM nations full information regarding CISM officials</p> <p>Website links and communication message through email to the relevant members (Chiefs of Delegation)</p> <p>All elected CISM officers can easily be identified on site</p> <p>Lack of biographical information</p> <p>They are easy to find in CISM website</p>



	<p>It's hard for me to find biographical information on the CISM website</p> <p>The pictures and countries are displayed but if you click in more info nothing appears</p> <p>There are only photos, name and position, country of origin</p> <p>Finding positions and people is easy to access</p> <p>There are no details and full information about elected officials and staff available on CISM website</p> <p>It's perfectly normal not to give all the information about the elected officers, because of their military status</p> <p>No biographical information published</p>
BoD member	<p>Sufficient information on website</p> <p>Lack of sufficient information</p> <p>It is not possible to check the background of people who works for CISM</p> <p>The appropriate amount of information is provided</p> <p>There is a tab on CISM website containing all this information</p> <p>"Biography" type information does not appear on all elected officers. it would be good for each elected official to provide the headquarters with complete information for publication on the site</p> <p>Biographical info not easily accessed</p>
PCSC	<p>The organization chart is easy to find - members are easily identifiable (photos - telephone number - country)</p> <p>Very poor info about biographical info available</p> <p>With CISM being a military organization the personal background and biographical info is probably sensitive information and not needed for public access, as in any military staff it is of interest who has which job/ task responsibility but not the full bio</p> <p>Not all officials or staff have biographical information under their profiles. This is likely because the individual missing the information probably did not provide updated information</p> <p>Not all officials have the biographical information, as PCSC per example</p> <p>Found easy. Well placed per department</p>
1.5 CISM annual activity report, including institutional information, and main events reports	
Chief of Delegation	<p>Currently, there are annual reports posted and news under: https://www.milsport.one/publications However, these annual reports are incomplete in my opinion. They do not transparently highlight finances, active member nations status, report on anti-doping violations. For anti-doping, you find clear links to anti-doping information. For CISM, you find it under https://www.milsport.one/events/anti-doping. This is not an event, it is a policy and part of the governance policy</p>



	Articles are published on the website. More information can be found in the Yearbook. But, one can not find easily (if at all) some systematized historic facts (results, photos, etc.) – Project 70 years of CISM?
	We are able to find this information on CISM website, although only about the top three in each event. Our recommendation, to publish all the competitors results, so a statistic data can be performed
	Annual reports are not easy to find, sub-menu links in Menu bar under [Publications and Library] tab may be helpful. Also there is a duplication of [Publication and Library] tab; on main menu bar and in [CISM Academy] tab
	In this regard, the CISM does everything necessary to keep all the heads of delegation informed, most often by individual email but also by brochures and books sent to our mailboxes
	Unfortunately, these are not very clear published in the website
	Annual activity reporting through the CISM YEARBOOK
	I think the information is adequate. I did not need any data that is not available. I do not know if the budget part of the data is widely and unrestricted, for easy consultation. I believe it should be disclosed, even if it is in the part with user login
	The annual activity reports reach us through the site
	CISM website should provide more attractive journalism for every visitor wishes access to it
	Collecting data, results is hard from the website
	Easy to find and access this information through published yearbooks
	Beside publication on website, think we should receive it through email and mailbox
	We can be easily find year book published every year which also include annual report of each year
	It's easy to find out what's going on at CISM on its site
	Website links, communication to Members via email
	The activity report is clear and explicit
	News is published regularly. Annual reports are also available on the CISM website
	No link from search button and the latest AGA reports are not visible
	No overall annual report on www.milspport.one, separate reports on extranet
	There are no tabs on the website with the annual CISM activity reports.
	Publishing news about CISM activities is more than enough on the CISM website
BoD member	It is difficult to find results and pictures from various sports. A database with seek-function should make it much easier and visible. Institutional reports such as minutes etc from GA is well published
	Multiple years remain published



	As far as I know CISM just publish the annual report with information based on competition`s reports
	The website provides an appropriate amount of information
	There are two tabs, Publications and Library, on CISM website with Yearbooks since 1969
	All information relating to CISM activities can be consulted in real time. They allow you to have a good performance indicator
	Not quite often. At least, detailed and full versions of results book for all sports all those years could not be found. This was not the case lot of years ago. CISM should consider to improve and establish a all-over database, from which all members and internal commissions or committees could easily find what they need
PCSC	Being a center of interest concerning me, the publications are easy to access
	News published regularly, but reports, not at all
	With yearbooks (although some years and a big part 1980 – 93 is missing) and in addition internally distributed sports brochure with lessons identified from all WMCs
	Information is easy to find with relative ease in navigating the website
	More detailed info on the structure would be welcome. Annual reports should be available on the CISM EXTRANET

1.6 CISM annual financial reports following external audit

Chief of Delegation	This should have its own tab with all Financial reports easy to find, this does not meet the modern standard of transparency expected from an international organization
	Nothing is posted on the CISM Website. You have to dig within the CISM Intranet to find the minutes of the General Assembly, but this is not considered part of the public CISM Website. However, these minutes are not complete. Paper copies are produced during the GA, but they are not published on line with detail expenditures
	I am not aware if all financial data are disclosed clearly. I noted that the topic is addressed in the report of the General Assembly, but I cannot say that it is broad and unrestricted. There are documents, on user access, about financial meetings, but no figures appear. In the financial tab, the last report is from 2018
	This information should be more detailed and should be available for CISM members only and not for everybody
	I suppose there is no CISM financial report on the website (I did not find it)
	Such information is not in easy access on the website, a direct link on main menu bar to access Financial reports may be considered
	Financial reports are not easy to find on the site
	Financial information is available at the GA, on the website there is no information including information concerning the finance and budget commission
	These are not very clear published in the website



	On CISM website we could not find any financial information or report
	No financial reports following external audit found
	Information should be provided which must be visible only to CISM members and after being approved by the General Assembly
	It is really hard to find the financial reports
	Viewed some information at the GA, but have not seen any information online (website)
	Website links, Reports to Members
	I haven't seen any of this related topic on website
	I've never seen one except the annual fee letter
	No information on financial reports in the public domain from the official CISM website
	No link and if you are not familiar with CISM you would not know to look for it in the annual report. Latest published report is 2018
	There is no financial report following an external audit published on the website
	Within the member access tab on CISM website there is a presentation about the last CISM Congress and General Assembly in 2019 regarding this information
	I receive this information in an additional letter
	It's normal for member states to know what the funds they are contributing support
	There are no details and full information about CISM annual financial reports following external audit on CISM website
	We cannot find this on the website "www.milsport.one". we are provided with the booklet on each General Assembly which is held every year
	No information is to be published on the financial field, confidentiality obliges
	I don't know where to find it on the CISM Website
BoD member	Financial evidence and transparency are the main problem we have nowadays
	I consider this as a good thing. Reports of Finance commission are available and contain all necessary information. The audit report may not be available through website, since more or less restricted document.
	Lack of sufficient information
	The financial report is not updated on CISM website. The report is presented during the General Assembly but there is no time to go deep on the information
	Good amount of information is available
	Treasurer brief info to BoD and GA is enough
	The General Assembly presents the results - I don't know if they can be found on the website



<p>PCSC</p>	<p>I have never seen it published in CISM website</p> <p>Financial report is published at GA and included in the minutes. As CISM has no private shareholders other than the 140 CoM who pay membership fee (more or less) it seems not necessary to have more details published on the website. If a nation wants to know, the treasurer general is able to answer</p> <p>Financial data are not displayed as it should be. Full transparency should be available on the CISM EXTRANET</p> <p>I have no clue where CISM gets money and or how it budgets or uses it</p> <p>There are no additional information about the financial reports on CISM website</p> <p>Could not found any info on finances</p> <p>Detailed info only in GA</p>
<p><i>1.7 Allowances and financial benefits of CISM staff</i></p>	
<p>Chief of Delegation</p>	<p>It is not clear if this question refers to the website, or on GA as well. I could not find any financial information on the website. Some, very general information, on financial matters of CISM staff, such as total travel costs, are presented in some financial topics, reports and decision files during the GA and Congress. But these information and figures are very general and not enough for a proper insight and transparency</p> <p>This is not even published as part of the Financial Reports at the CISM General Assembly</p> <p>I did not find anything on the site on this subject</p> <p>Article 5.3 – 5.7 As for my humble experience this article shows general info but not extra data or information</p> <p>Such information is not in easy access on the website</p> <p>No information on compensation and financial benefits for CISM staff</p> <p>I didn't find any information on this subject</p> <p>This info is not easy to find, besides it should be available for CISM members only</p> <p>There is nothing on the website.</p> <p>No clear heading on staff or benefits</p> <p>Some information about this would be great for transparency</p> <p>I haven't seen any of the above topic published on CISM website. I don't have knowledge on this matter</p> <p>Website links, communication via email to members</p> <p>Unfortunately, I cannot find these informations in the website</p> <p>For transparency reasons, allowances and financial benefits of CISM staff must be shown with accuracy and in case that Belgian law prohibits the notification of the payroll, the exact provision of the law governing the concealment of the data should be clearly stated</p> <p>Information can be found in regulations or invitation files for any events, but not fully detailed</p>



	<p>The CISM official site does not contain any information on the compensation and financial benefits of CISM staff</p> <p>It's hard for me to find on the website, but we see them in CISM Congress</p> <p>No indication or link to this subject is visible through a link on the webpage and is only reflected in financial statement published</p> <p>Not at www.milsport.one, no basic info at GA</p> <p>As the salary is personal, it cannot be made available to the general public</p> <p>I've never seen one</p> <p>We cannot find this on the website "www.milsport.one"</p> <p>There is no information published on the website about the allowances and financial benefits of CISM staff</p> <p>There is no information on allowances and financial benefits of CISM staff, such as total salaries figure in accounts available on CISM website</p> <p>No information is to be published on the compensation and financial benefits of CISM staff, confidentiality obliges</p> <p>No information on the CISM Website</p>
BoD member	<p>No transparency. Only SG, TG and Financial commission has the information</p> <p>This kind of information doesn't have any evidence nor publicity, not only externally but also internally to the CISM stakeholders</p> <p>Cannot be published on the website. This is not allowed by Belgian Law, publishing it would cause legal problems</p> <p>No information</p> <p>There is no regulations regarding internal rules of CISM HQ on website. This topic is fundamental to approve or reject budget</p> <p>None of this information should be published on the website. This is internal to the CISM HQ. The overall CISM HQ operating budget is presented and approved by the GA. It is the approved budget that would/could be posted on the website</p> <p>I don't know anything about this issue</p> <p>The detailed information relating to the financial benefits of the staff of CISM must remain at the discretion of the SG and consultable by the members of the steering committee (for information). As long as the financial balance is maintained in accordance with the directives voted by the General Assembly</p>
PCSC	<p>No information known at my level</p> <p>I have never seen it published in CISM website</p> <p>I have no clue but I am not interested either, this detail should be supervised by BoD and Treasurer General and is the responsibility of SecGen</p> <p>As there are 140 different allowances in the military systems of CISM members, a comparison with CISM staff and nation's systems is superfluous</p> <p>Information on this subject is missing at all. Transparency on the CISM EXTRANET is recommended</p> <p>The CISM staff salaries are not clear and per diem has not being according UN correspondence</p>



	I am not sure where to find this info
	Could not find it
1.8 CISM General Assembly & Congress agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda	
Chief of Delegation	Could not find any documents on the website regarding the preparation of the GA and Congress, or the minutes afterwards. These documents are distributed by e mail (not all documents!). Only general information and descriptions can be found about previous GA and Congresses, without topics, decisions, documents
	There is some information about General Assembly and Congress, however there is not any minutes and attached documents
	[CISM]=>[General assembly] or [Events] tab on main menu may contain access to said documents
	Agenda is present at the meeting but is not published on the website
	No clear selection on the website for AGM & Congress
	Only minutes are available on the Extranet. They are not published on the public site
	We cannot find that on the website "www.milsport.one" but the information are mailed to via mailed address
	I cannot find these informations in the website
	It works well
	Mainly minutes should be published on CISM website and be accessible only to CISM members
	Have received information through email by CISM Vice President, but not through online (website). It will be better if we can get this information such as agenda and minutes earlier
	We are well informed not only via website but also via email
	Previous year's documents published, apparently in full
	Only some information on the General Assembly and the CISM congress. No procedure to add items to the agenda is discussed on the site
	As part of the preparation for a GA & Congress, the detailed program and agenda are always communicated to us in time by email and not on the site www.milsports.one
	If published cannot not be found easily. We rely on documents forwarded and not on webpage
	The information is sent via email
All the details of the General Assembly and the Congress were always available before and the minutes after; normal no	
Documents are often too late or only given directly at the GA	
Preparatory documents for the CISM GA and the agenda are sent by email to the heads of delegations before the GA is held	



	Relevant information and documents relating to CISM general meetings and conventions are generally sent by email to CISM delegations. However, on the CISM website we find that certain basic information related to CISM general meetings and congresses, like the invitation
BoD member	Request from members to put in items to the GA agenda is not proactive. There is a need for active members during Continental meetings and also active VP
	No documents nor information on the website or public domain. Maybe members access could be used, to safeguard the necessary privacy
	Perfect amount of information is provided
	Within the member access tab on CISM website there is a presentation about the last CISM Congress and General Assembly in 2019 regarding this information
	All related information can be viewed before and after
	As I remembered those preparatory documents and minutes never published, but always be sent to individual mail box, which also does most of the works
PCSC	Very good communication at the end of meetings and assemblies
	I have never seen it published in CISM website
	I have seen the agendas with minutes in the website, but the last time I checked was over one year ago. I usually receive the documents directly via email
	https://www.milspport.one/cism/general-assembly/2019-74th-cism-general-assembly-congress-ho-chi-minh-viet-nam
	We cannot find all relevant documents about CISM General Assembly
	The subject would need more attention. Dedicated preparatory sections should be displayed on the CISM EXTRANET
	Only the announcement is easy to find. Furthermore, no documents (outside the registration form)
1.9 Information about the establishment of an internal audit committee that is independent from the CISM decision-making body	
Chief of Delegation	We do not have such an information, nor could we find it on the website
	I only know that this exists based on my participation at the General Assembly, but there is no clear published information on the CISM Website
	An independent internal audit committee must be set up
	Audit information should be posted on the Financial disclosure web page
	An independent internal audit committee should be established for administrative and financial operations
	Not available or easily accessible
	I have no information about that issue
	We cannot find that on the official website of the CISM i.e. www.milspport.one



	Article 5.8 and 5.9
	Audit committee in place with independent representation, but not published. We know these through information from the website and GA
	No internal audit committee, only a finance committee composed of members of the CISM Board of Directors as indicated in Article 5.2 of the CISM regulations
	I've no idea
	I didn't find any information on this topic
	I have no information about it
	I do not think that this could be openly published, perhaps only on general level
	Financial auditing is frequently
	It makes sense, for transparency, that the accounts are audited, and the members informed.
	The Regulations cover independent auditing as a principle, but the establishment is only by virtue of the decision by the Secretary General
	Audit Report reported as one slide in Treasurer General presentation
	Article 2.20 of the CISM regulations: "Working groups can be set up to study a specific question or carry out a specific task. "
	It would not be appropriate to make this type of confidential information public
	No information on the CISM Website
BoD member	No information on website. Does an internal audit committee exist? If it does, not under this denomination. This seems to me to be the duty/responsibility of the BoD and the GA
	No information
	A member of BoD was responsible for it
	This is not required and would serve no useful purpose. The Finance Commission, the TG, and the independent auditors provide over-sight
	As part of the BoD, I was partly aware of the concerning info. But I'm afraid most of member countries don't know
PCSC	Never been concerned - have no knowledge of this type of audit
	I have never seen it published in CISM website
	Financial auditing is done by external auditors and result letter is published by Treasurer General at GA. Any other external auditing is not part of the military culture and to my opinion is not needed either. In military there is a thing like chain of command and commander's full responsibility to achieve given tasks. It would be desirable if the elected officials and HQ staff did exercise military values like: decision making including assessment, report& return, feedback, ... at every level
	The internal audit committee is not well explained
	Could not find it



1.10 Information about adopting an accounting control mechanisms and external financial audit

Chief of Delegation	No information but this mechanism is necessary
	We do not have such an information, nor could we find it on the website
	Nothing can be found on the website
	I didn't find any information on this topic
	Not available or easily accessible
	More details on financial matters which should be visible only to CISM members
	I have no information about that issue
	The detail for the accounting control mechanisms and external financial audit cannot be found on website but the detail about them are provided in the booklet which are provided during the CISM General Assembly and Congress even the discussion is held during the congress
	We are aware of adopting an accounting control as well as having external financial audit, but we don't see much details published
	As stipulated in Article 5.8 of the CISM regulations, the annual audit of the CISM accounts is carried out by an independent Belgian audit company, the results of which are published only on the CISM intranet site
	Article 5.8 and 5.9
	There is no information in the website
	I am not aware of this action
	I have no information about it
	The results of the audits must be convincing
	I never cared about this information. But I know I should, as an active country focal point
	Referred to in Regulations but not described sufficiently
	There is no information on an external audit and no financial report published on the CISM website
	It would not be appropriate to make this type of confidential information public
No information on the CISM Website	
BoD member	This is no information to be displayed on the website. However, it is accessible through other means, website of the "BELGISCH STAATSBLAD"
	Very little
	As far as I know there are no external financial audit
	Each year CISM HQ obtains the services of a commercial and independent auditing firm that provides a professional audit in compliance with all Belgian laws. The results are reported and provided to the GA
	There is a Finance and Budget Commission that make some internal finance audit



PCSC	I have never seen it published in CISM website
	Could not find it
	The external financial audit is not well explained
	Detailed info only in GA
1.11 Information about adopting policies and processes for internal control	
Chief of Delegation	The previously approved strategic plan in 2013 indicated the need for internal controls, but the CISM General Secretariat abandoned the strategic plan and there have been some variations briefed since. But no solid plan is in effect that is published, and actions are taken on
	Nothing can be found on the website
	We do not have such an information, nor could we find it on the website
	Study on how the internal control can be feasible
	Not available or easily accessible
	We don't see much evidence of implementing such policies and processes for internal control
	No information on internal control processes. All urgent questions are dealt with by an emergency committee set up (Article 2.6 of the CISM-EMERGENCY BOARD- regulations)
	We cannot find any information on the website "www.milspport.one"
	All procedures must be official, the institution being international
	I didn't find any information on this topic
	Nothing could be found
	No information in the website
	I have no information about it
	Internal control through activity reports
	Article 2.20 of the CISM regulations: "Emergency Board"
No information on the CISM Website	
BoD member	Not clear and well announced to members
	Very little
	CISM has an internal control but isn't clear the methodology to apply it
	Full transparency accomplished through reports to the GA which are published
	There is a Strategy Commission that presents every year updates at CISM Congress and General Assembly
I know there are some control measures but don't know too much about them	



PCSC	I have never seen it published in CISM website
	The internal control is not well explained
	Risk management procedures, policies, and processes are existent, but not very comprehensive
	There are committees to check internally, but process and results cannot be found



SPORT DEVELOPMENT & SOLIDARITY

2.1 Clear policy in place to determine transparent allocation of resources in declared development objectives

Chief of Delegation	We know funds are utilized for travel to the MWG and the host nation incentive program. However, without a strategic plan to tie spending to goals and objectives, any expenditure is considered random
	Some general information is given to the delegations during annual meetings
	The process exists but there is no a detailed explanation that allows CISM members to be informed about it
	It is unknown
	We don't have all the information
	This information is not transparently displayed but it exists in the AGM minutes
	Regulations on resources management should be established for the goals achievement
	We cannot find any clear policy in place to determine transparent allocation of resources in declared development objectives
	I consider that these informations are clear published
	We are aware of few policies such as RDC
	Very limited information on the development and solidarity program in the CISM regulations (Articles 5.6 and 5.7) and on the links of the official website
	Policy could not be found, and allocations are not clear as well
	The information is sent via email
	The activities of CISM concern several States, normal that everything is predefined, clear and known
	Information at GA, Incentive Program transparent
	No information on the website on resource allocation
	Clear record and explanation of resource allocation
	A subject to be included in a rich and transparent debate at CISM BoD Meeting
BoD member	Not available through website
	Lack of sufficient information
	CISM HQ publishes all opportunities and criteria
	BoD brief explanation. Some of them under review as Host Nation Program



<p>PCSC</p>	<p>The allocation of resources is determined in accordance with the objectives defined by the governing bodies of CISM. So the policy is clear</p> <p>The plan is discussed during the BoD and GA, but the info does not really reach other stakeholder in details as CoD, athletes, coaches, delegates and PCSC. Also, when something changes, poor info are shared with these group of people. Only BoD has access in due time. Sometimes even the BoD doesn't know some decisions taken by the CISM GS</p> <p>The allocation of resources that CISM has in different areas varies very much. While a solidarity program for MWG participation (D/E category members) is very transparent and also the 20.000 incentive money is discussed every year, some other budget items are only part of the numbers in financial report and if one is interested, Treasurer General needs to be asked</p> <p>The information on the website is either not understood clearly, or people are just not reading it. Delegations frequently ask about solidarity allocations and how to apply for it</p> <p>Dedicated section on the CISM EXTRANET is recommended</p> <p>Depending on sport. In general, regulations on the use of resources are well written out</p>
<p align="center">2.2 Sports policy – information and efficiency of CISM Sports Calendar (CISM Regulations Article 7.17)</p>	
<p>Chief of Delegation</p>	<p>Delegations have some general information on sports development strategy. We are not aware that the items E and F on article 7.17 are in place. We have the first contact with the calendar during the GA and Congress, only then we can see which sports do not have organizers, and we are asked to consider candidacies</p> <p>There is no clear strategy published by the CISM-SG in obtaining host nations. This appears to be left up to the PCSC's to find the hosts and then persuade the host nation to submit their application to CISM HQ. The BoD should be reviewing the host candidates per the regulations. However, this does not appear to happen based the minutes of these meetings</p> <p>The sports calendar is efficient through the voluntarism of the CISM member country</p> <p>This process can be found at the CISM manual, however it is not 100% accomplished. More support from CISM is needed, especially for least favored countries</p> <p>Website needs refinement of information, sports events are clear, but the bidding process is not</p> <p>A lot to do in other continents except Europe</p> <p>I think this matter has to be improved</p> <p>It's so easy to find on the official CISM website</p> <p>I believe that Art 7.17 is followed correctly</p> <p>Clear sports policy in order to ensure the balance between continents/countries</p> <p>It is not clearly determined or distributed according to continents or countries</p> <p>We believe that all information is available in CISM Sports Calendar and we believe that bidding process is fair</p>



	<p>Priority should be given to events in the Americas</p> <p>Clear, precise and easy to access calendar</p> <p>The task is difficult, the staff in charge make enormous efforts to make it fair</p> <p>The CISM official site only presents the annual calendar of the world military championships</p> <p>Calendars established, available at www.milспорт.one, continental balance bad, lack of strategy</p> <p>The CISM sports calendar published on the website is drawn up on the basis of delegations' proposals and approval by the steering committee in accordance with article 7.17 of the CISM Regulations</p> <p>Lack of balance between the continents</p>
BoD member	<p>Calendar is clear, strategy and development of various sport has lack of information.</p> <p>CISM in a wide text has unbalanced contribution to fulfill the business plan/Asia and Africa has less personnel in different working groups</p> <p>There are no CISM sports calendar strategy to assure host countries, no police to develop continental rotation and Vice-presidents strategy</p> <p>Sufficient information</p> <p>The calendar is a direct function of the willingness of member nations to host events</p> <p>Not much balance between continents/countries. But that is the current reality. Efforts could be witnessed to change and improve the current status. The procedures to bid, host is quite clear for me</p>
PCSC	<p>Balancing is done by PCSC. It is a dream of some people that there is a bidding process. In my 28 years in CISM there were never two host nations that then needed to be majority voted by BoD whom to give the WMC. The reality is that PCSCs and some few VPs / BoD members keep asking nations to host. There is no such thing as competition of nations to be allowed to host, although this term from civilian sports world is frequently used in public relations when a CoD sells his event at home to media. As nations do not get any money from hosting (but need to allocate substantial budgets for a WMC) it will never be a competition. Balance between continents depends on which sport. Team sports like soccer and individual sports like marathon or cross country are easy to balance. Skiing or Parachuting is not practiced equally over the continents so there can never be a balance.</p> <p>The process of development strategy still needs a lot of work and cooperation. Calendars are still being implemented manually, due to inability of CoDs committing to hosting of events</p> <p>Progressive improvement of the sport planning efficiency in the past decades is noticed. Further actions are expected. More energy should be devoted to the enforcement of the main CISM purposes</p> <p>Depending on sport. Uniform regulations will not apply to every sport. As with the IOC. But every sport will want to have as broad a field of participants as possible. And adjusted his qualification accordingly</p> <p>The process itself is clear. Balance between continents/countries and different sports is not</p>



With the PCSC meetings, we are able to see which countries are involved in negotiations with the various sports. I am not clear on the bidding process

2.3 Sports policy – information and efficiency of CISM Sports Categories (CISM Regulations Article 7.11)

<p>Chief of Delegation</p>	<p>CISM Sport Categories are defined, but we are not aware of the process that is conducted between the General Secretariat and potential organizers, which priorities are given to particular sports categories in order to find organizers, and financial support allocated to organizers in order to develop particular sport categories</p> <p>There is some confusion as to who should own this strategy. The Sports Commission reviews each sport and provides recommendations to the BoD for review. However, there also appears to be input from CISM HQ. This should be clarified. However, since there is not a clearly defined strategic plan, there is no strategy for this action</p> <p>There is process, however CISM should try to highlight purely military sports</p> <p>Actual Sports events and activities are the best part of the website</p> <p>This should be much more important issue in CISM</p> <p>I believe it is followed correctly</p> <p>It is well defined in the CISM regulations</p> <p>I have no information about that issue</p> <p>I admit that a lot of efforts are made in the field</p> <p>All information can be found, categories are defined very well and is published regularly</p> <p>Balance of competitions and well-insured disciplines</p> <p>Establish rigorous controls for the participation of the different categories of CISM events, not for civilian personnel</p> <p>The provision is only provided not the detail process of the sports categories</p> <p>No information on CISM sports categories, only English sports regulations</p> <p>The only place where this is addressed is in the Regulations but no proper link</p> <p>Some development in that field (last PCSC meeting and BoD, still missing really clearly defined strategic policy)</p> <p>The sports recognized by the CISM are published on the website milsport.one under the tab "sport" but they are not classified by categories</p>
<p>BoD member</p>	<p>Not visible at website but statues are to be found at CISM regulation</p> <p>Sufficient information</p> <p>Just the list of Sports category 1</p> <p>All of the information is provided. However, this is a function of the willingness and interest member nations have to host new sports</p> <p>Recurrent subject of PCSC meetings - slow developments</p>



<p>PCSC</p>	<p>The PCSC board has presented a proposal during the last GA for the minimum requirements for the CISM WMSG, but the situation remain unclear</p> <p>Partially effective because the regulations are not fully adhered to and in recent years the new additional task of disabled sports is imposed. The process how to become Cat 1 sport was discussed at last PCSC meeting in Doha, it needs to be implemented and strictly followed though</p> <p>Sports categories was a matter of debate several times. The verbiage in the regulations is understood differently between the CSCs and the Sports Commission</p> <p>Sport Policy is well defined in general terms and by each relevant Official in charge. Mandates' purposes and achievements evaluation system should be implemented for the enforcement of the management at every level</p>
<p align="center">2.4 Information and efficiency of CISM programs (Solidarity Fund, World Sports Development Program Fund and Host Nation Incentive Program)</p>	
<p>Chief of Delegation</p>	<p>This is the first I heard about the World Sports Development Program Fund. Is this the Regional Sports Development Centers? Without a business plan, allocations to these resources are random and personality driven. The Strategic Plan is a five-year process that incorporates annual business plans. There has not been a solid annual business plan since 2013</p> <p>Website needs refinement of information; it is there but spread around</p> <p>It is necessary to enhance this process in order to make them more efficient, in this way, least favored countries would be supported</p> <p>We have some very general information about these programs, which we get during annual meetings</p> <p>The possibility of financial growth in order to expand the programs should be considered but the resources should be out of the annual fee</p> <p>I can find the basic information, but nothing detailed</p> <p>CISM programs are well defined and somewhat efficient in processing programs</p> <p>As stated in Article 5.7 of the CISM regulations, the sport development process is well defined, but the CISM actions (such as financial support, improvement of sports conditions and training of coaches and officials technical...) are not mentioned on the official CISM website</p> <p>The process by which the mechanism of the solidarity fund, World Sports Development Program Fund and Host Nation Incentive Program is not provided</p> <p>Article 5.7 - not much physical evidence on that matter</p> <p>The information is sent via email</p> <p>I think solidarity fund should broaden for more competitions not only WMG but also continental championship</p> <p>Clear and precise information</p> <p>The Regulations refers to these funds but the allocation of resources not visible</p> <p>Process quite well defined for each separate Program, it is not perfect</p>



	This information is published in the website
	It is well defined in the CISM regulations
	The programs are very well developed and followed
	No information on the website on resource allocation
	Not all information is published on this subject
	No information on the CISM Website
BoD member	Business plan is not visible
	Information are not published. This vision regarding the publication of our activities and process is a general view, I mean that we have to review completely CISM system about these aspects
	Not available through website
	Need to clarify the programs
	In my point of view we need to insert on CISM website the policy of application of CISM Solidary funds
	The appropriate amount of information is provided
	In terms of Host Nation Incentive Program, for example, there is a difficult to allocate resources to host country of different sports without criteria
	Resource allocations are made in accordance with development objectives and information on their use is transparent
PCSC	Deserves clarification - I do not know the associated procedures
	The projects are not intended to really develop CISM, but to provide solidarity funds with no practical results. Information and processes are not clearly published in CISM website
	Ok for solidarity travel at MWG and host nation incentive. No clue about World Sports Development Program Fund unless this is the budget of SecGen/ CISM HQ
	Progressive improvement of the information and efficiency of CISM programs has been noticed in the past decades. Dedicated section on the CISM EXTRANET would be welcome
	There are not correlation with the strategy police of sports development and rotational continents ideals
	It's all to find on the website
	Detailed info only in GA
	I really have no idea how this works

2.5 Education programmes and assistance to coaches, judges, referees and athletes



Chief of Delegation	There is not a real assistance or education programme for them. Annual courses of different levels should be organized so we can have CISM certified coaches and also there should be assistance programmes for our athletes and officials
	There is nothing published in this area. There are efforts to boast the CISM Science Commission, but we are ignoring the primary mission of CISM...Sports. Since I have been here, I have not seen a single request to provide assistance for coaching development
	It is unknown. (There is some but they are not promote by CISM)
	Training and internships to be supported
	Article 10.3
	Although there is information on the website about the existence of Development Centers (in Brazil and Kenya), I do not know the subject. I miss the availability of CISM courses and training for member countries on the military sports system, in order to assist managers, members of technical commissions and athletes, in a similar way to what the International Olympic Committee does.
	Not found on website
	The Referees and other official attend the assistance classes before starting of the Championship in which they get to know the latest rules and modification in the field of the sports their rules and technological enhancement
	Excellent assistance to coaches, judges and referees noted especially during the last world games
	At the 7th World Games in Wuhan, China, my delegation was fined \$ 3,000 for not taking umpires in certain combat disciplines. The fact is that in (<i>sport anonymised</i>) I don't have military referees trained as international referees. When I arrived in my country, I sent correspondence to the PSCP (<i>sport anonymised</i>) to see the possibility of training international referees. The promptness with which he replied impressed me. Too bad the Corona virus appeared
	The possibility of finding resources for the development of Programs should be considered in order CISM by its own conducts such educational events and not only the country members
	This topic is relevant however there's lack of information regarding this process
	I know there are few educational programmes such an RDC in CISM. RDC is processing in only Kenya (Africa RCD) and Brazil (America RDC). CISM Academy is not processing
	The information provided concerns only the Regional Development Centers intended for the training of judges and referees
	Nothing could be found
	These actions are very seldom
	I have no information about it
	Some activity exists, depending on the countries who provide some education
	It is published on the CISM website under the "CISM Development Center" tab that the CISM has 2 regional development centers (Kenya, Brazil) but there are no details on how it works



	No details published regarding technical assistance programs for coaches, judges, referees and athletes
BoD member	Delegations fill in forms, but the outcome is not published or distributed
	Technical assistance and RDCs activities are limited and sometimes ineffective
	Not available through website
	More information on each program
	Is possible to improve the programmes and assistance to coaches, referees and athletes. I know that CISM HQ is working on it but till now we don't have policy for it
	A good system is in place. Of course, this is a function of the willingness of member nations to provide the support
	There is not a program but only initiative by some Presidents of the CISM Sport Committee
PCSC	I have not yet read the existing programs or the policy on the subject
	This doesn't exist within CISM with sustainable results. The supported nations are unable to report and provide sustainable results in favor of military athletes, coaches and so on, because they don't attend CISM events out of Africa. On the other hand, there are initiatives made by the nations bilaterally that CISM GS doesn't know or don't publish in the website
	There are many bi-lateral activities and training camps on regional level and on all CISM continents. No regional development centers are needed and no solidarity money needs to be allocated to teach armies how an operational branch
	I know of no existing programs for this. CSC has taken the initiative to do some of these in individual sports. But not from CISM
	A working group should be tasked with the purpose to develop a realistic education program
	They are conducted by PCSC necessities and proposals but are not controlled or motivated by the CISM HQ
	It's also to find on the website and documents
	Detailed info only in GA. Depends on specific sport what kind of co-operation with IF. Education during the WMC (judges, referees, etc)
Most competitions I have held include these programs	
2.6 Legacy programmes to assist communities in which events are hosted (CISM Military World Games, World Military Championships etc.)	
Chief of Delegation	We are somewhat aware of legacy programmes implemented to aid organising communities. CISM Military World Games and Championships etc and the key cores in CISM. It is necessary to manage efficiently Legacy programmes for CISM Event in the future
	Support of CISM for these type of programmes are not be seen
	Article 8.11 If the host nation lacks competent personnel, it may call upon the General Secretariat, the President of CISM Sport Committee, another delegation or the national federation for assistance of qualified technical personnel (Regulation Art. 7.27)
	I have seen no evidence of such a program
	The legacy program is unknown



	At least we don't have information for something corresponding
	Good description of events, resources to support need work
	The legacy programmes objectives is not determined
	The official CISM website has no information related to the support of the communities in which sporting events are organized
	Nothing could be found
	I don't know the subject
	I have no information about it
	Real investment on site to help the good organization of events
	This works quite well with CISM HQ and PCSC activities, providing documents and lessons learned, pre-visits, especially for World Games
	No information on the CISM website
	There is no official assistance program for countries hosting CISM sporting events and details are not published
BoD member	HQ assists after request but there is lack of information at website
	Lack of sufficient support for hosting nation
	During the WMG the host countries plan the legacy for their countries but it is a policy of host country not from CISM (ex. After WMG in Rio 2011, the Brazilian Armed Forces received many sports facilities and housing for lower rank militaries)
	This absolutely not rule of CISM
	There are formal legacy programmes, but they do not support all CISM sports events
	Considering 7th CWG, there is the feel strong needs to establish legacy program or database to support the next organizers. But SUMOC didn't get too much from CISM at some technical or detailed level. No official documents. However most of supports were coming from the experts of CSC and CISM HQ, mainly by their own individual experience. CISM should have some standards, models, rules to offer guidance
PCSC	I suppose the programs are properly shared with the host countries - otherwise we would not find host countries
	I don't have info about this question. I can suppose yes, there are some legacy programmes. But they are not published in CISM website as far as I could notice
	Not communities but armed forces are hosting. The knowledge about details in hosting is within CSC and hosts are supported with detailed checklists, core staff and contacts to nations with essential personnel or equipment
	My experience is that there is excellent support for the organizations that organize an event
	Legacy programs are up to the CISM host countries
	Manpower and organizational support from the CISM and IF. No financial support to the host Armed Forces. CISM should give the guidance to allow for WMC host countries to collect participation fee to partially cover food, accommodation and transport expenses



CISM

The End!