

CONSEIL INTERNATIONAL DU SPORT MILITAIRE



INTERNATIONAL MILITARY SPORTS COUNCIL



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



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Lausanne – Switzerland  
January 2021



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



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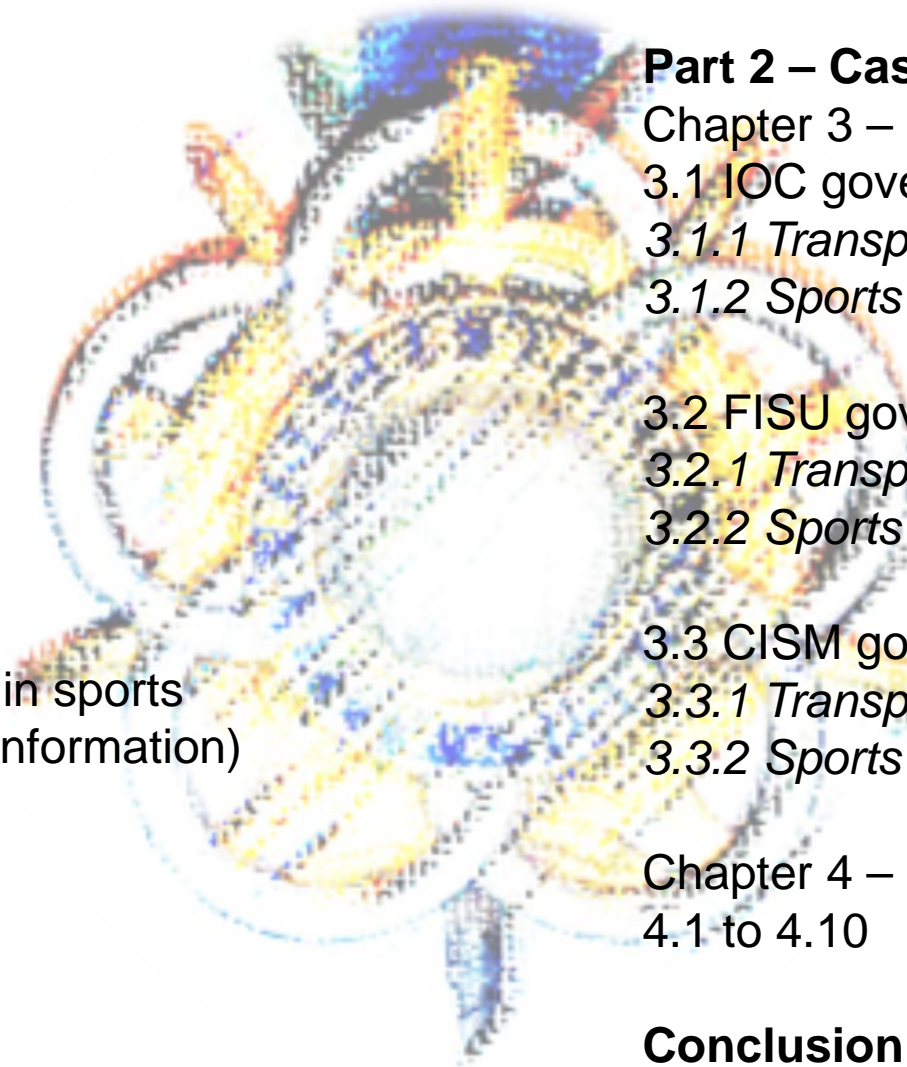
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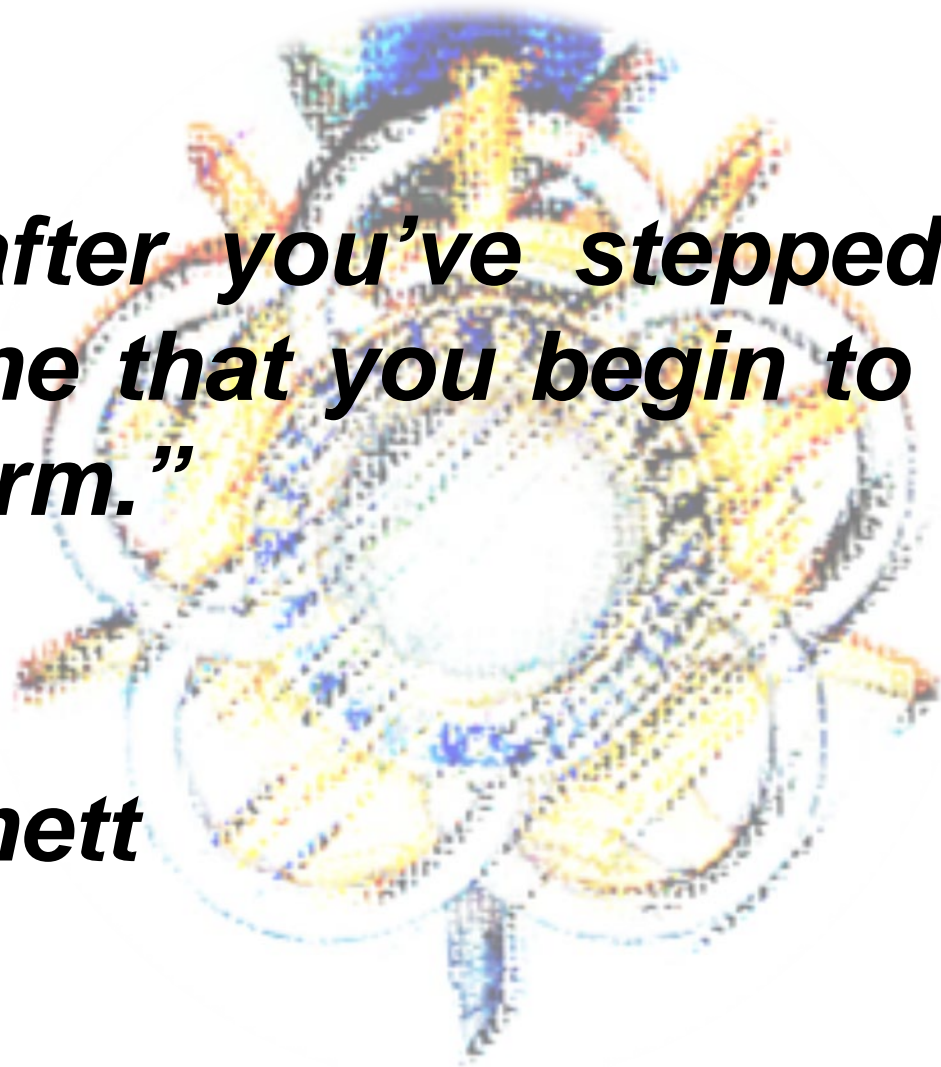


# One step back two steps forward: remodelling CISM governance in broad spectrum



***“It’s only after you’ve stepped outside your comfort zone that you begin to change, grow, and transform.”***

***Roy T. Bennett***



## Introduction

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 well planned**.



### CISM Green Paper

#### *S.O.7 : Ensure sustainability and development of CISM (Administrative Department)*

##### Sub Objectives supporting S.O.7 :

- S.O.7.1. Financial stability
  - increase the financial incomes and resources of CISM for both functioning and development budgets
  - Explore new sources of financial and incomes
- 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



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



## Introduction

CISM is:

- a recognized organisation by **IOC** as Multi-Sports Organizations and Events / Sport for All (<https://www.olympic.org/ioc-governance-affiliate-organisations>)
- an Associate Member of **Global Association of International Sports Federations** – GAISF (<https://gaisf.sport/members/#associated>);
- sensible to all efforts promoted by the IOC and its **Basic Principles of Good Governance** and by the **Governance 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.



# RECOGNISED ORGANISATIONS

## ORGANISATIONS RECOGNISED BY THE INTERNATIONAL OLYMPIC COMMITTEE

[← RECOGNISED ORGANISATIONS](#)

### MULTI-SPORTS ORGANIZATIONS AND EVENTS / SPORT FOR ALL

- [International University Sports Federation \(FISU\)](#)
- [International School Sport Federation \(ISF\)](#)
- [International Catholic Schoolsport Federation \(FISEC\)](#)
- [International Workers and Amateurs in Sports Confederation \(CSIT\)](#)
- [International Military Sports Council \(CISM\)](#)
- [International Police Sport Union \(USIP\)](#)
- [International World Games Association \(IWGA\)](#)
- [International Committee of Mediterranean Games \(CIJM\)](#)
- [International Federation of Physical Education \(FIEP\)](#)

## MEMBERS

SEARCH 

ALL MEMBERS

ARISF MEMBERS

ASOIF MEMBERS

AIMS MEMBERS

AIOWF MEMBERS

ASSOCIATE MEMBERS



INTERNATIONAL COMMITTEE  
OF THE MEDITERRANEAN  
GAMES

✉ [info@cijm.org.gr](mailto:info@cijm.org.gr)

☎ [00 30 210 68 50 206](tel:00302106850206)

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



## Introduction

### - Contextual Background

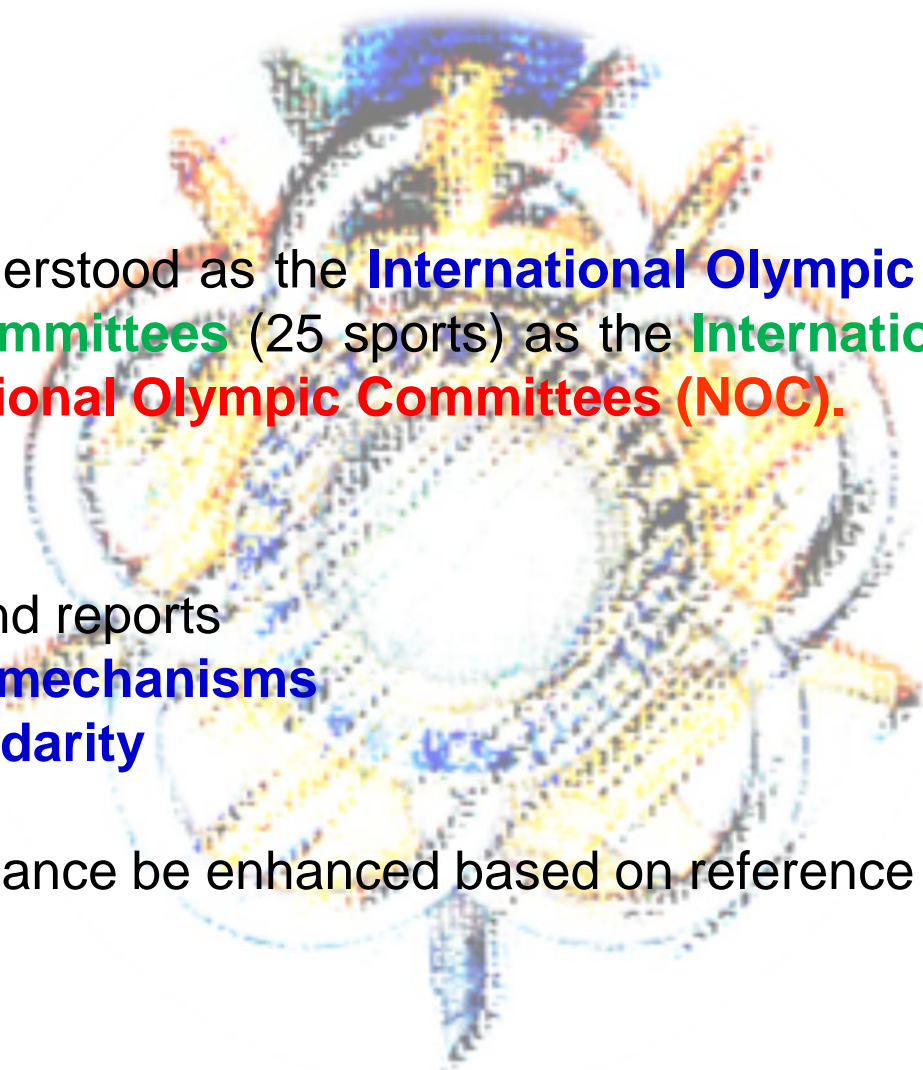
Statement: **CISM** should be understood as the **International Olympic Committee (IOC)** for military sports events; **CISM Sports Committees** (25 sports) as the **International Sports Federations** and **CISM Delegations** (140) as **National Olympic Committees (NOC)**.

### - Problem

CISM self-evaluation, surveys and reports

- a. **Transparency and control mechanisms**
- b. **Sports development & solidarity**

To what extent can CISM governance be enhanced based on reference sports organizations?



## Introduction

### - Objective

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.

### Specific objectives:

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



# Part 1 – Theoretical Framework

## Chapter 1 – Literature review

### 1.1 Governance

- refers to the exercise of **political and administrative authority** at all levels to manage a country's affairs (United Nations, 2015).

### 1.2 Governance in organisations

- The 2020 Belgian Code on Corporate Governance: Principle 1. **Governance structure** and clearly **communicate**; Principle 9. Rigorous and **transparent** procedure for **evaluating** its governance regime.

### 1.3 Governance and management in sports

- Organizations are subdivided in functional unities that have **different levels of power and variable responsibility** (Hums, Maclean & Zintz, 2011).

- **Basic Universal Principles** of Good Governance of the Olympic and Sports Movement (IOC, 2008).

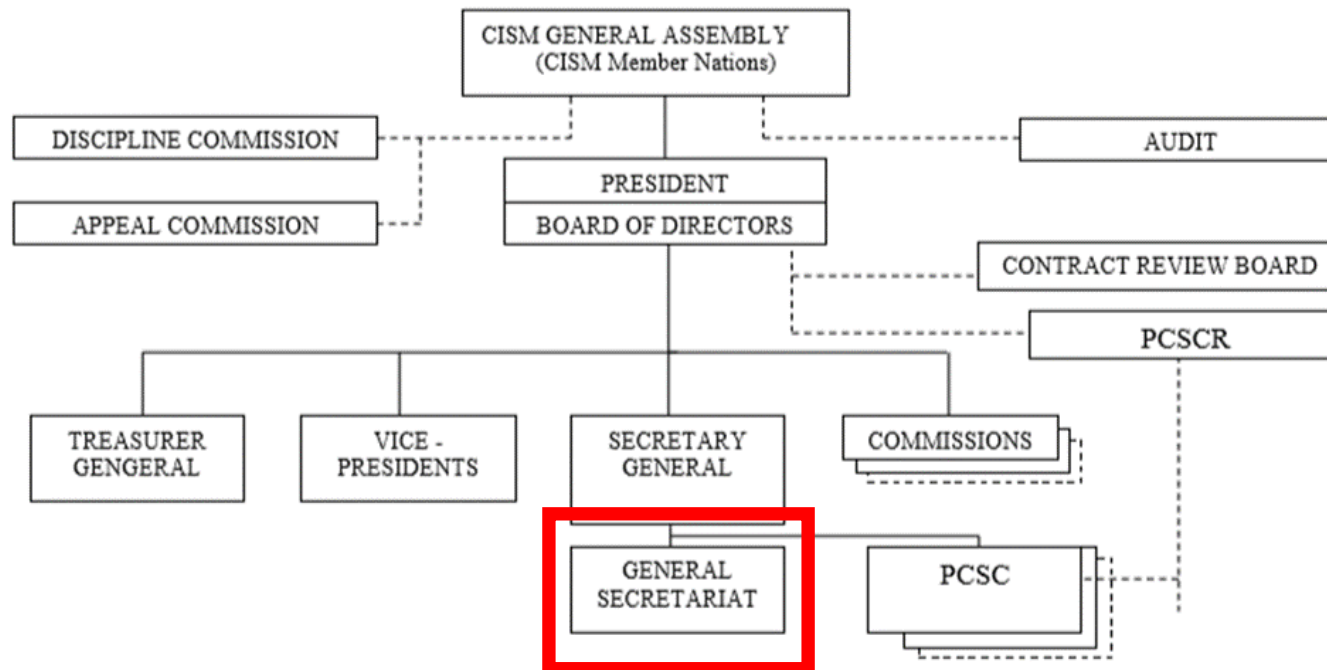
- Association of Summer Olympic International Federations (ASOIF, 2016) recommends **Transparency**, Integrity, Democracy, **Sports Development & Solidarity** and **Control Mechanisms** to be included by IF's statutes.



## Part 1 – Theoretical Framework

### Chapter 1 – Literature review

#### 1.4 Governance in CISM (general information)



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

## Part 1 – Theoretical Framework

### Chapter 2 – Methodology

#### 2.1 Formal object of study

Independent variable is the **“State-of-the-art of sports organization governance”**, since its effective influenced by the dependent variable, namely **“CISM governance”**

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	Sports development & solidarity	Policies and process of internal control	Interview IOC and FISU Question 1.11
		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



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



## Part 1 – Theoretical Framework

### Chapter 2 – Methodology

#### 2.2 Research Design (data collection)

- Semi-structured interview - IOC and FISU (March 3<sup>rd</sup> and 4<sup>th</sup>)
- Questionnaire to CISM Authorities (April 3<sup>rd</sup>)

**CISM Delegations (140)**

**Board of Directors (19)**

**CISM Sports Committees (25)**

The image shows a multi-page questionnaire form for ASOIF. The first page is the cover sheet, and the subsequent pages contain various sections for self-assessment.

**ASOIF Governance Task Force (GTF) International Federation (IF) Self-Assessment Questionnaire**

This self-assessment questionnaire that was first produced in 2016 has been updated by the GTF following the governance review project published in April 2018. The questionnaire should be filled in by one or more senior officials from the IF.

**IF INFORMATION**

INTERNATIONAL FEDERATION	
NAME AND FUNCTION	

Please send completed questionnaire to [James.Carr@asoif.co.uk](mailto:James.Carr@asoif.co.uk) by Friday 10th January 2018

**2. TRANSPARENCY**

Please indicate the extent to which your IF puts the following information into the public domain (i.e. via its website).

Score	0			1			2			3											
	No	1	2	No	1	2	No	1	2	No	1	2									
2.1	Statutes, rules and regulations																				
No													At least some information available on IF website			Latest version of statutes, rules and regulations published on IF website			Full publication, held on IF website		
Evidence for score (e.g. website link, brief explanation etc)																					
Evidence for score (e.g. website link, brief explanation etc)																					
2.2													Explanation of organisational structure involving staff, elected officials, or relevant decision making groups			Organisation structure published on IF website			Organisation structure published on IF website and information on the structure cons...		
Evidence for score (e.g. website link, brief explanation etc)																					
Evidence for score (e.g. website link, brief explanation etc)																					
2.3													Vision, mission, values and strategic objectives			Full publication on IF website			Full publication, held on IF website		
Evidence for score (e.g. website link, brief explanation etc)																					
Evidence for score (e.g. website link, brief explanation etc)																					

**5. DEVELOPMENT & SOLIDARITY**

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

Score	0			1			2			3											
	No	1	2	No	1	2	No	1	2	No	1	2									
5.1	Transparent process to determine allocation of resources in declared development objectives																				
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 funds to development objectives		
Evidence for score (e.g. website link, brief explanation etc)																					
Evidence for score (e.g. website link, brief explanation etc)																					
5.2													Redistribution policy and programmes for main stakeholders			Formal redistribution policy or programme for main stakeholders, which may involve providing services directly			Formal redistribution policy or programme for main stakeholders, which may involve providing services directly, with funds published		
Evidence for score (e.g. website link, brief explanation etc)																					
Evidence for score (e.g. website link, brief explanation etc)																					
5.3													Monitoring / audit process of the use of distributed funds			Independent review or audit process in place for use of distributed funds			Independent review or audit process in place for use of distributed funds and development work		
Evidence for score (e.g. website link, brief explanation etc)																					
Evidence for score (e.g. website link, brief explanation etc)																					

**6. CHECKS AND BALANCES / CONTROL MECHANISMS**


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

Score	0				1				2				3				4																						
	No	1	2	3	No	1	2	3	No	1	2	3	No	1	2	3	No	1	2	3	4																		
6.1	Establish an internal ethics committee with independent representation																																						
No																								Some monitoring of ethical behaviour				Ethics committee with independent representation in place to monitor application of ethics rules				Ethics committee with regularly updated independent structure, can pursue sanctions				State of the art ethics Committee, independent structure, regularly updates procedures			
Evidence for score (e.g. website link, brief explanation etc)																																							
Evidence for score (e.g. website link, brief explanation etc)																																							
6.2																								Establish an internal audit committee that is independent from the IF decision-making body				Audit committee in place with independent membership, reports directly to members, actively published				Audit committee in place with independent membership, reports directly to members, actively published				State of the art audit committee with independent membership, reports directly to members, actively published			
Evidence for score (e.g. website link, brief explanation etc)																																							
Evidence for score (e.g. website link, brief explanation etc)																																							
6.3																								Adopt accounting control mechanisms and external financial audit				Official accounting control mechanisms in place and external financial audit				Official accounting control mechanisms in place and external financial audit, details published				State of the art accounting control in place and external financial audit, details published			
Evidence for score (e.g. website link, brief explanation etc)																																							
Evidence for score (e.g. website link, brief explanation etc)																																							


## Part 2 – Case studies and Recommendations

### Chapter 3 – Case studies

#### 3.1 IOC governance (March 4<sup>th</sup>)



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)

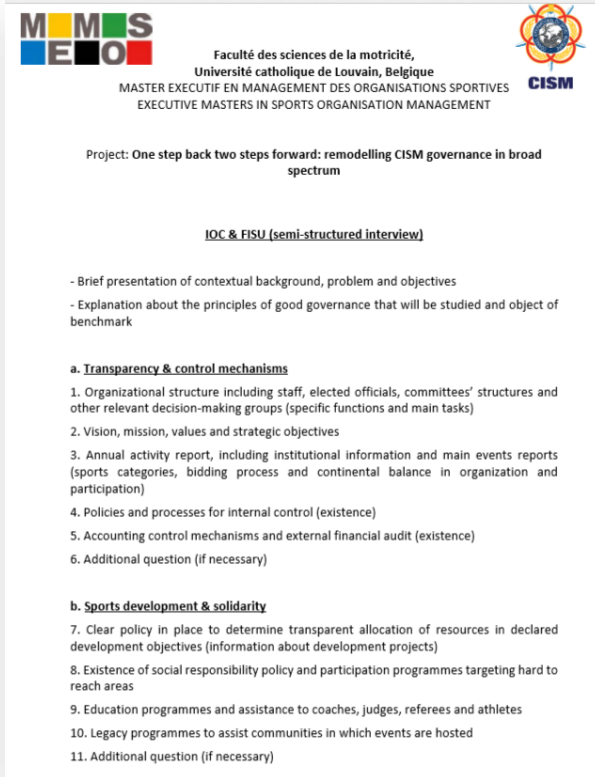


Mr Thomas Bach  
President of the IOC

## Part 2 – Case studies and Recommendations

### Chapter 3 – Case studies

#### 3.2 FISU governance (March 3<sup>rd</sup>)



**MMS**  
**E O**

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

**CISM**

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**

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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)



The International  
University Sports  
Federation - FISU

A General Overview



Mr Eric Saintrond, FISU Secretary General/CEO





## Part 2 – Case studies and Recommendations

Chapters 3 and 4 – Case studies & Fundamental Points and Discussions

### 3.3 CISM governance (Questionnaire)

#### CISM Delegations (47)

- 140 member nations, however, five countries have no e-mail contact and were excluded.
- 135 questionnaires were sent (expectation was to receive from “actives”, number **108** on April 3<sup>rd</sup>).

#### BoD members (13)

- 19 (excluding CISM President), currently 3 vacancies, turning it in **16 officials**.

#### PCSC (22)

- **25 officials**.

**Sample size 59 – 82 questionnaires were tabulated**

### 3.3 CISM governance

“CISM statutes, rules and regulations are published in **English only**”

“the latest version of the Regulations is available, no Statutes or Rules, if available **not easy to find**”

“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**”

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 checked="" type="radio"/>	<input type="radio"/>

Table 2: Statutes, rules and regulations

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
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	<b>23</b>	<b>48,94</b>	<b>8</b>	<b>61,54</b>	<b>10</b>	<b>45,45</b>	<b>41</b>	<b>50</b>
4 – Totally fulfilled	10	21,28	2	15,38	6	27,27	18	21,95
Σ	47	57%	13	16%	22	27%	82	100%

### 3.3 CISM governance

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
Evidence for score (e.g. website link, brief explanation etc)					

“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”

Table 12: Policies and process for internal control

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
0 – Not fulfilled at all	<b>17</b>	<b>36,17</b>	<b>4</b>	<b>30,77</b>	<b>8</b>	<b>36,36</b>	<b>29</b>	<b>35,37</b>
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%

## 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	Secretary General	Travel expenses		Efficient disclosure by Public Affairs Department
Present to Board of Directors and get endorsement				
Present to the GA and get agreement to implement				
Reorganize documents location in CISM website				

Article 1.2 Authoritative Documents – the documents governing CISM activities are the Statutes, the Regulations, the Sport Regulations, the CISM strategic and annual business plans and the world calendar.

### 3.3 CISM governance

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 checked="" type="radio"/>	<input type="radio"/>	

“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”

“the hierarchical levels are not totally clear on the website”

“difficult to understand because there are just some texts - no organization chart is published”

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

Group	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	<b>19</b>	<b>40,43</b>	<b>8</b>	<b>61,54</b>	<b>8</b>	<b>36,36</b>	<b>35</b>	<b>42,68</b>
4 – Totally fulfilled	18	38,3	2	15,38	10	45,45	30	36,59
Σ	47	57%	13	16%	22	27%	82	100%

## 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 Tailor to CISM circumstances Present the proposal to CISM Secretariat Implement changes	Secretary General	Time Knowledge	March 2021	Commitment of CISM staff  Integration and adaptation to the new structure


**CISM Staff:** <https://www.milsport.one/cism/cism-staff>

# Fundamental Point 2:


## *CISM Secretariat organizational structure – to comprehensive remodel*

The screenshot displays the CISM website's organizational structure page. On the left is a navigation menu with the following items: Vision and Mission, CISM History, CISM Today, Members Nations, Current Structure, General Assembly, Board of Directors, CISM Staff, PCSC, Commissions, Honorary Members, CISM Athlete of the year Award, CISM Headquarters, and Contact. The main content area is titled "CISM Structure" and is organized into four sections: SECRETARY GENERAL, SECRETARIAT SG, STRATEGY AND GENERAL AFFAIRS, and MANAGERS. Each section features a profile card with a photo, title, name, rank, and a "MORE INFORMATION" link.

**SECRETARY GENERAL**


  
SECRETARY GENERAL  
Dorah Mamby Koita  
COLONEL  
[MORE INFORMATION](#)

**SECRETARIAT SG**




  
HEAD OF SECRETARIAT SG  
François-Philippe Draguet  
[MORE INFORMATION](#)

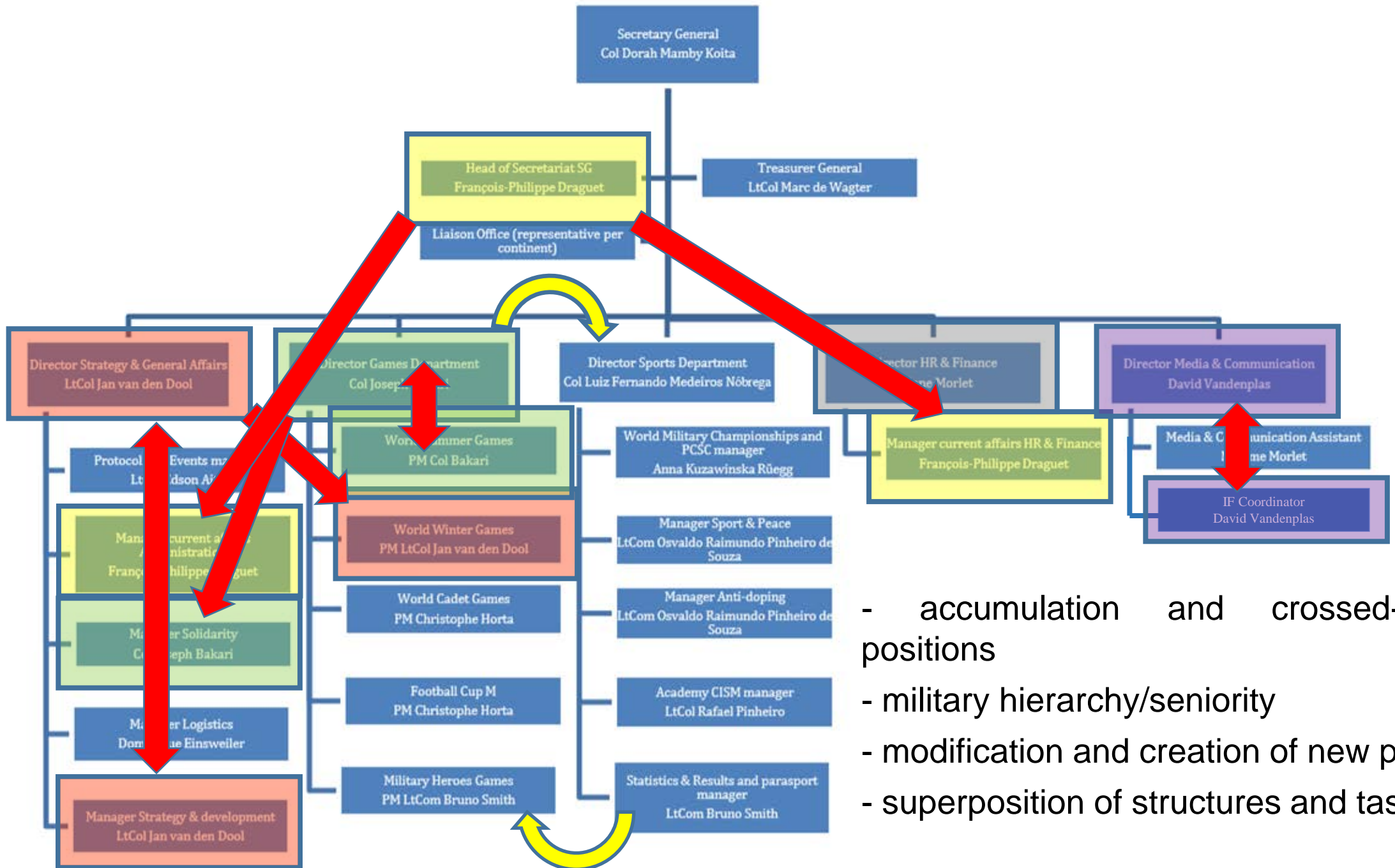
**STRATEGY AND GENERAL AFFAIRS**

**STRATEGY AND GENERAL AFFAIRS DIRECTOR**

  
STRATEGY & DEVELOPMENT - GENERAL AFFAIRS DIRECTOR  
Jan Van den Dool  
LIEUTENANT-COLONEL  
[MORE INFORMATION](#)

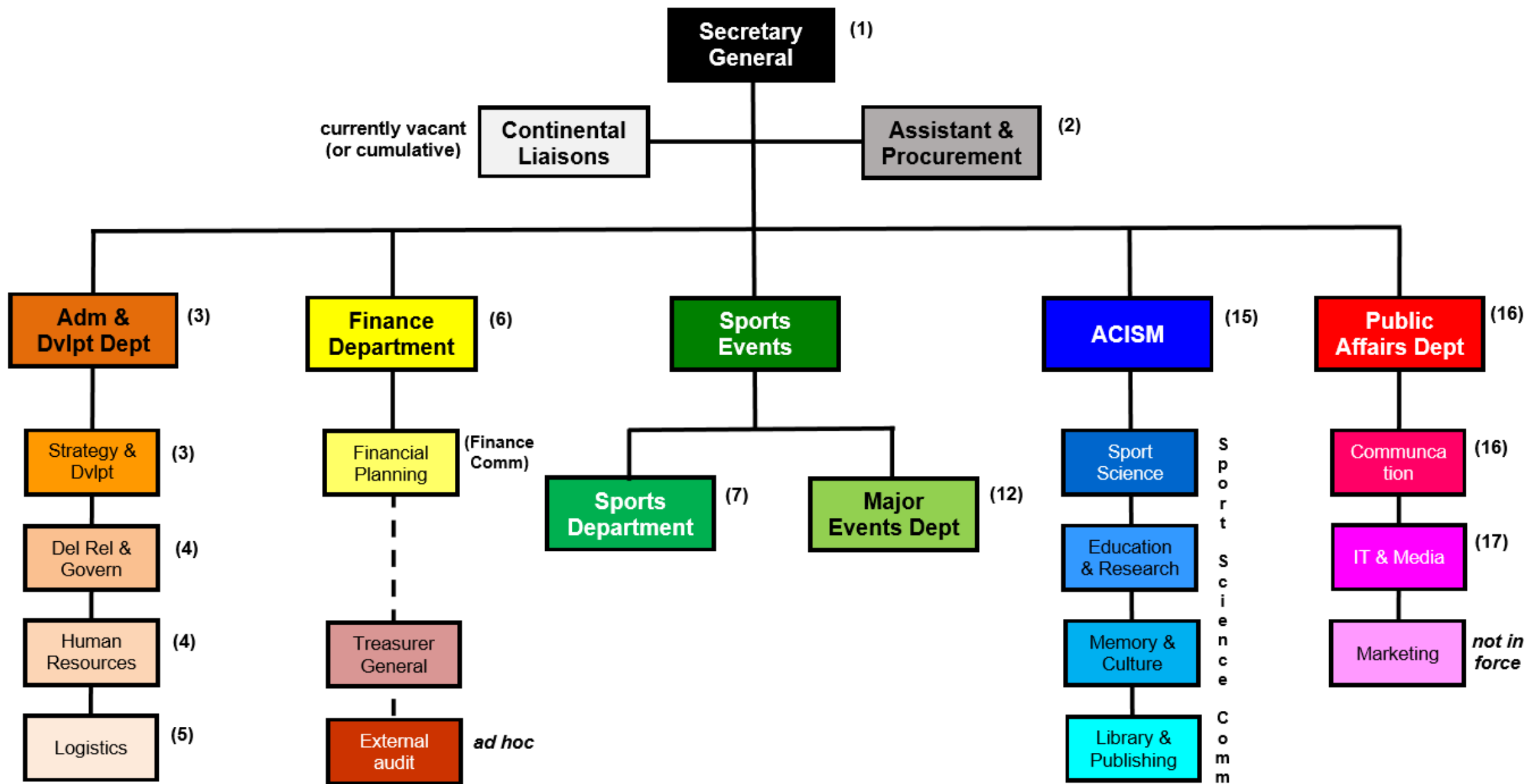
**MANAGERS**

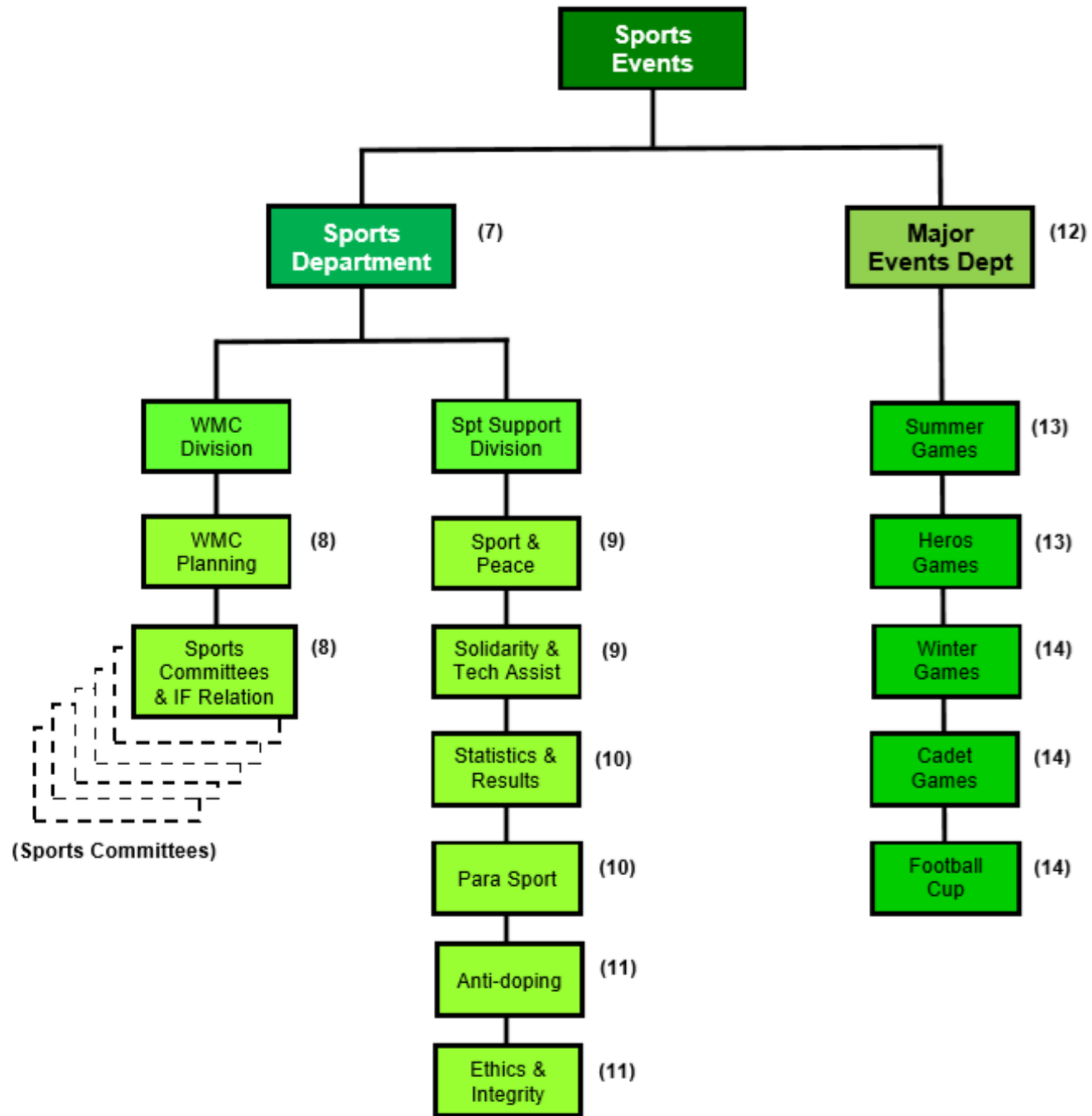
  



- accumulation and crossed-over positions
- military hierarchy/seniority
- modification and creation of new posts
- superposition of structures and tasks







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

Structure or function			Benchmark from	Justification
Nr	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 splitted 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	World Military Championship PCSC Manager and	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

	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 and 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 he 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 Heroes 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

### 3.3 CISM governance

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 checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	

“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”

Table 4: Vision, mission, values and strategic objectives

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
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%

“... **this is far from any form of a vision or mission**”

## Fundamental Point 3:

### *CISM Vision, mission, values and strategic objectives – to disclose 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

### 3.3 CISM governance

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 checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

“it is not possible to check the background of people who works for CISM”

“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”

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

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
0 – Not fulfilled at all	7	14,80	2	15,38	1	4,545	10	12,2
1 – Partially fulfilled	<b>23</b>	<b>48,94</b>	<b>6</b>	<b>46,15</b>	<b>8</b>	<b>36,36</b>	<b>37</b>	<b>45,12</b>
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%

“...it would be good for each elected official to provide the headquarters with complete information for publication on the site”

## 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	Secretary General	Time	Apr 2021	Support of CISM elected officials and staff
Update biographical data				Integration and execution by Public Affairs Department
Publish CISM elected officials and staff résumé in CISM website				
Post the correspondent summary of job profile/duty in CISM website				

**CISM BoD:** <https://www.milspport.one/cism/board-of-directors>

**CISM Staff:** <https://www.milspport.one/cism/cism-staff>









**CISM Commissions:** <https://www.milspport.one/cism/commissions>

**FISU:** <https://www.fisu.net/about-fisu/governance-structure/executive-committee>








# Fundamental Point 4:

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


**FISU Executive Committee Members**

							
Rosaura MENDEZ GAMBOA (CRC)	Kairat ZAKIRYANOV (KAZ)	Kenny CHOW (HKG)	Martin DOULTON (AUS)	Hisato IGARASHI (JPN)	Gabriel KOTCHOFA (BEN)	Lorenzo LENTINI (ITA)	Delise O'MEALLY (USA)

						
Emiliano Andres OJEA (ARG)	Leopold Germain SENGHOR (SEN)	Kemal TAMER (TUR)	Ching Yu TSENG (TPE)	Byong Jin YOU (KOR)	Marko ZUNIC (CRO)	Omar AL-HAI (UAE)

Continental Association Delegate FISU Oceania

	
David SCHMUDE	

E-mail : [Qalhai@hotmail.com](mailto:Qalhai@hotmail.com) [e.francis@uaeu.ac.ae](mailto:e.francis@uaeu.ac.ae)

FISU Executive Committee Member Education Ph.D. in Organization and Administration (USA - 1990) Specialist (Honorary Doctorate) in Administration & Supervision ( USA - 1986) Masters in Physical Education/Organization and Administration (USA -1984) B.Sc. in Physical Education (Cairo - 1977) Career Assistant Deputy Vice Chancellor for Student Affairs, UAE University Sports Administration Secretary-General of the Arab Universities Sports Federation (AUSF) Vice-President, Asian University Sports Federation Secretary-General of the Leader's Preparation Center UAE Member of the Board of



### 3.3 CISM governance

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 checked="" type="radio"/>	<input type="radio"/>

“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”

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

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
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	<b>12</b>	<b>25,53</b>	<b>3</b>	<b>23,08</b>	<b>12</b>	<b>54,55</b>	<b>27</b>	<b>32,93</b>
4 – Totally fulfilled	<b>17</b>	<b>36,17</b>	<b>4</b>	<b>30,77</b>	<b>3</b>	<b>13,64</b>	<b>24</b>	<b>29,27</b>
Σ	47	57%	13	16%	22	27%	82	100%

“... 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”

### 3.3 CISM governance

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 checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	

“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”

Table 9: CISM General Assembly and Congress agenda

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

“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”

“... those preparatory documents and minutes never published, but always be sent to individual mail box, which also does most of the works”

## Fundamental Point 5:

### *CISM reports and GA documents – to improve process and disclosure*

<b>Action</b>	<b>Lead</b>	<b>Resources</b>	<b>Timescales</b>	<b>Critical success factors</b>
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

### 3.3 CISM governance

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

“Financial evidence and transparency are the main problem we have nowadays”

*“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”*

**Table 7:** CISM annual reports following external audit

Group	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	<b>18</b>	<b>38,3</b>	<b>5</b>	<b>38,46</b>	<b>8</b>	<b>36,36</b>	<b>31</b>	<b>37,8</b>
1 – Partially fulfilled	<b>12</b>	<b>25,53</b>	<b>4</b>	<b>30,77</b>	<b>6</b>	<b>27,27</b>	<b>22</b>	<b>26,83</b>
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%

*“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”*

### 3.3 CISM governance

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 checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

“cannot be published on the website. This is not allowed by Belgian Law, publishing it would cause legal problems”

“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”

“no transparency. Only SG, TG and Financial commission have the information”

Table 8: Allowances and financial benefits of CISM Staff

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
0 – Not fulfilled at all	<b>27</b>	<b>57,45</b>	<b>11</b>	<b>84,62</b>	<b>12</b>	<b>54,55</b>	<b>50</b>	<b>60,98</b>
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%

### 3.3 CISM governance

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, published activity
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

“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”

“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”

“this is no information to be displayed on the website. However, it is accessible through other means, website of the BELGISCH STAATSBLAD”

“no information but this mechanism is necessary”

“I am not aware of this action”

Table 10: Internal audit committee

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
0 – Not fulfilled at all	<b>22</b>	<b>46,81</b>	<b>8</b>	<b>61,54</b>	<b>10</b>	<b>45,45</b>	<b>40</b>	<b>48,78</b>
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%

### 3.3 CISM governance

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 checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

“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”

**Table 11:** Accounting control mechanisms and external financial audit

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
0 – Not fulfilled at all	<b>22</b>	<b>46,81</b>	<b>4</b>	<b>30,77</b>	<b>10</b>	<b>45,45</b>	<b>36</b>	<b>43,9</b>
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%

“this is **not required** and would serve no useful purpose. The Finance Commission, the TG, and the independent auditors provide over-sight”

“an independent internal audit committee **should be established** for administrative and financial operations”

### 3.3 CISM governance

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 checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
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	<b>14</b>	<b>29,79</b>	<b>7</b>	<b>53,85</b>	<b>5</b>	<b>22,73</b>	<b>26</b>	<b>31,71</b>
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%

“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”

“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”



## Fundamental Point 6:

### *CISM Finances – to ameliorate the transparency*

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

### 3.3 CISM governance

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 checked="" type="radio"/>	<input type="radio"/>

“the sports calendar is efficient through the voluntarism of the CISM member country”

“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”

Table 14: Sports policy – CISM Sports Calendar

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
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	<b>17</b>	<b>36,17</b>	<b>5</b>	<b>38,46</b>	<b>11</b>	<b>50</b>	<b>33</b>	<b>40,24</b>
4 – Totally fulfilled	7	14,89	3	23,08	3	13,64	13	15,85
Σ	47	57%	13	16%	22	27%	82	100%

“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”

## 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

# Fundamental Point 7: CISM Sports policy - to balance and establish a 4-year cycle calendar

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

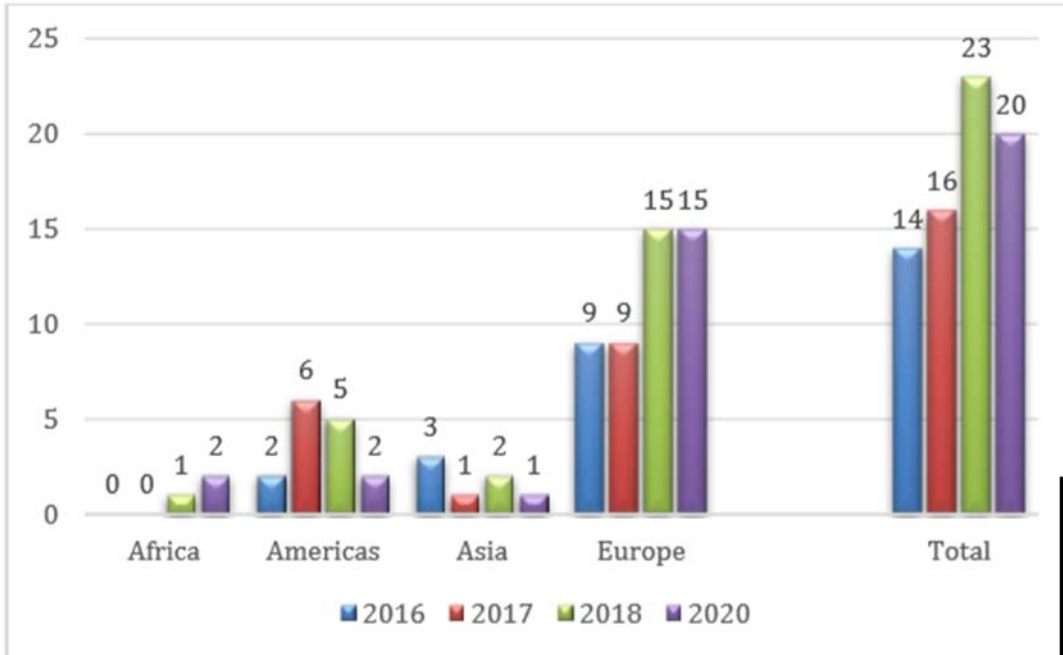


Table 20: World Military Championships (years 2016-2018 and 2020)

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

\*<sup>1</sup> Comoros started the membership in 2017 and Mozambique in 2019

\*<sup>2</sup> Guyana started the membership in 2019

\*<sup>3</sup> Turkmenistan and Nepal started the membership in 2018

\*<sup>4</sup> cancelled, useful for study purpose

\*<sup>5</sup> planning for 2020, useful for study purpose, but highly impacted by Sars2-Covid

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

## **Fundamental Point 7:**

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

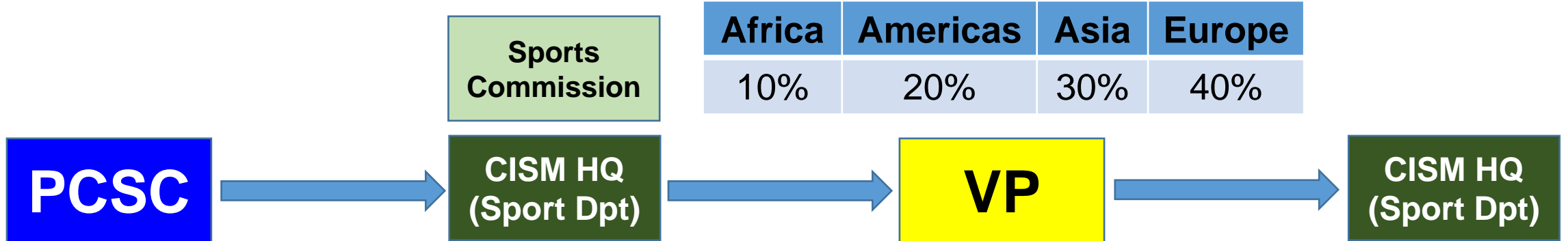
**Proposal:** Article 7.17. CALENDARS - DRAWING UP

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.

# WMC application procedure

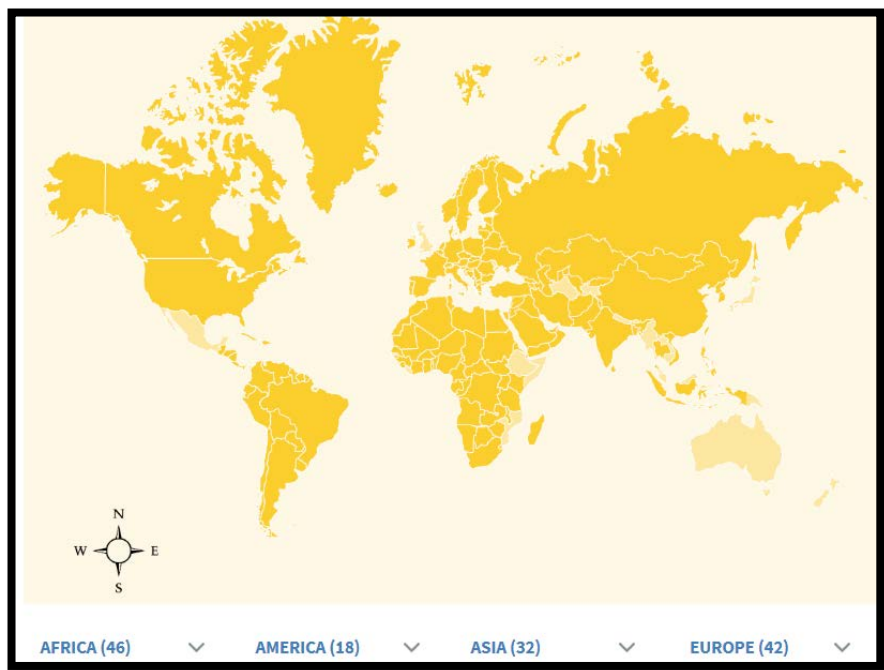
Africa	Americas	Asia	Europe
10%	20%	30%	40%



- based in mutual interests
- strategy of development
- MoU
- budget
- sponsorship

- 3 years (2020-2022 / 2024-2026...)

- Incentive Program
- Solidarity



Delegations

IF

### 3.3 CISM governance

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 checked="" type="radio"/>	<input type="radio"/>	

Table 15: Sports policy – CISM Sports Categories

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
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	<b>21</b>	<b>44,68</b>	<b>9</b>	<b>69,23</b>	<b>10</b>	<b>45,45</b>	<b>40</b>	<b>48,78</b>
4 – Totally fulfilled	11	23,4	2	15,38	3	13,64	16	19,51
Σ	47	57%	13	16%	22	27%	82	100%

“...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”

“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 process, however CISM should try to highlight purely military sports”

## 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



## Fundamental Point 8:

### *CISM Sports policy – to better define the sports categories*

**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:

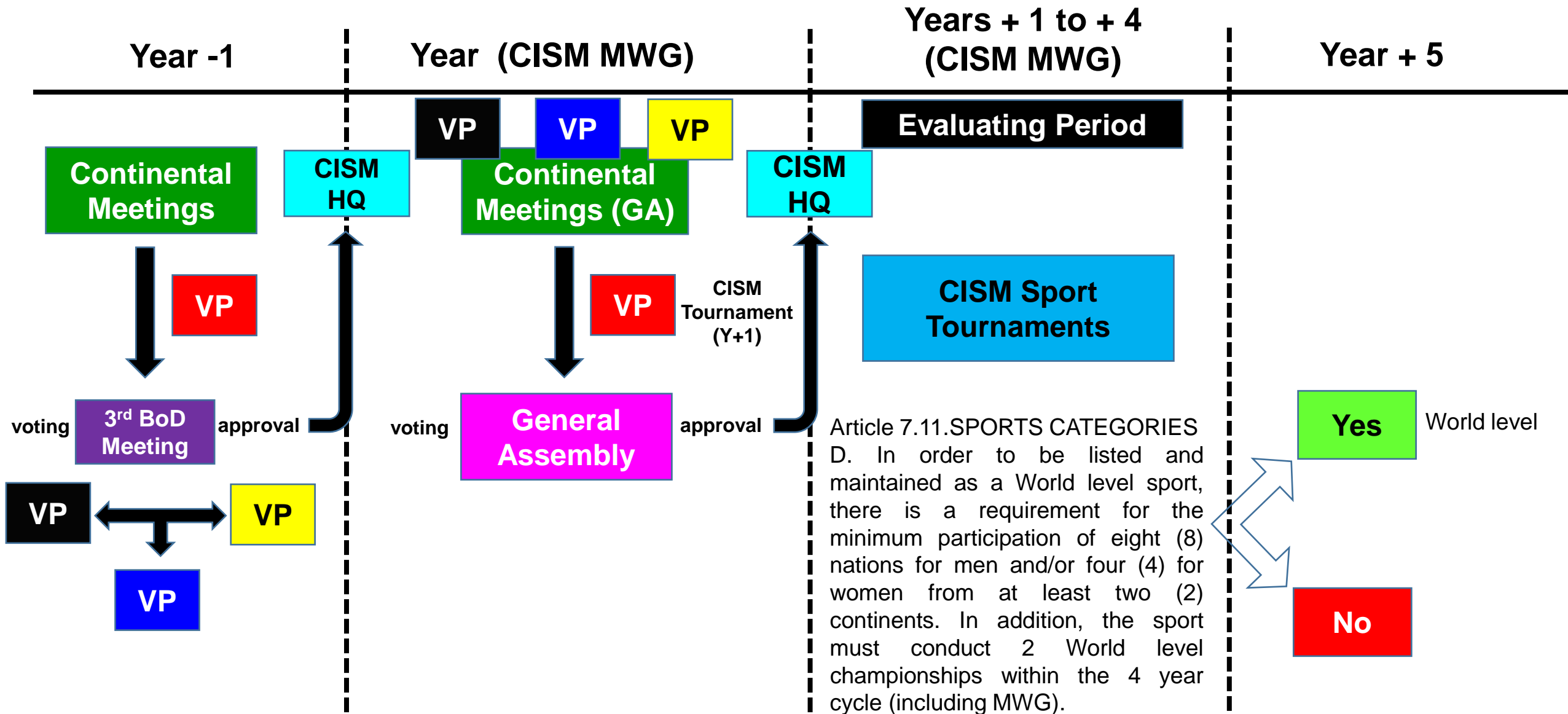
- Y-1: in the last Board of Directors Meeting, the VP interested in adding a new sport should present the proposal, demonstrating the sport development and ability through previously hosting continental/regional championships or tournaments. The Board of Directors should vote to the continuity of the 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.

# World level sports process



### 3.3 CISM governance

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 checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	

“...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**”

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

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
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	<b>13</b>	<b>27,66</b>	<b>4</b>	<b>30,77</b>	<b>7</b>	<b>31,82</b>	<b>24</b>	<b>29,27</b>
3 – Well-fulfilled	<b>14</b>	<b>29,79</b>	<b>5</b>	<b>38,46</b>	<b>7</b>	<b>31,82</b>	<b>26</b>	<b>31,71</b>
4 – Totally fulfilled	5	10,64	1	7,692	2	9,091	8	9,756
Σ	47	57%	13	16%	22	27%	82	100%

“**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**”

“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**”

**Fundamental Point 9:**  
***CISM Programs – to update and put into force***

<b>Action</b>	<b>Lead</b>	<b>Resources</b>	<b>Timescales</b>	<b>Critical success factors</b>
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

### 3.3 CISM governance

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 checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

“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”

“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”

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

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
0 – Not fulfilled at all	13	27,66	2	15,38	5	22,73	20	24,39
1 – Partially fulfilled	<b>17</b>	<b>36,17</b>	<b>4</b>	<b>30,77</b>	<b>9</b>	<b>40,91</b>	<b>30</b>	<b>36,59</b>
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%

### 3.3 CISM governance

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 checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

“it “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)”

“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”

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

Group	Delegations		BoD		PCSC		Combined	
	if	irf	if	irf	if	irf	if	irf
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%

“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”

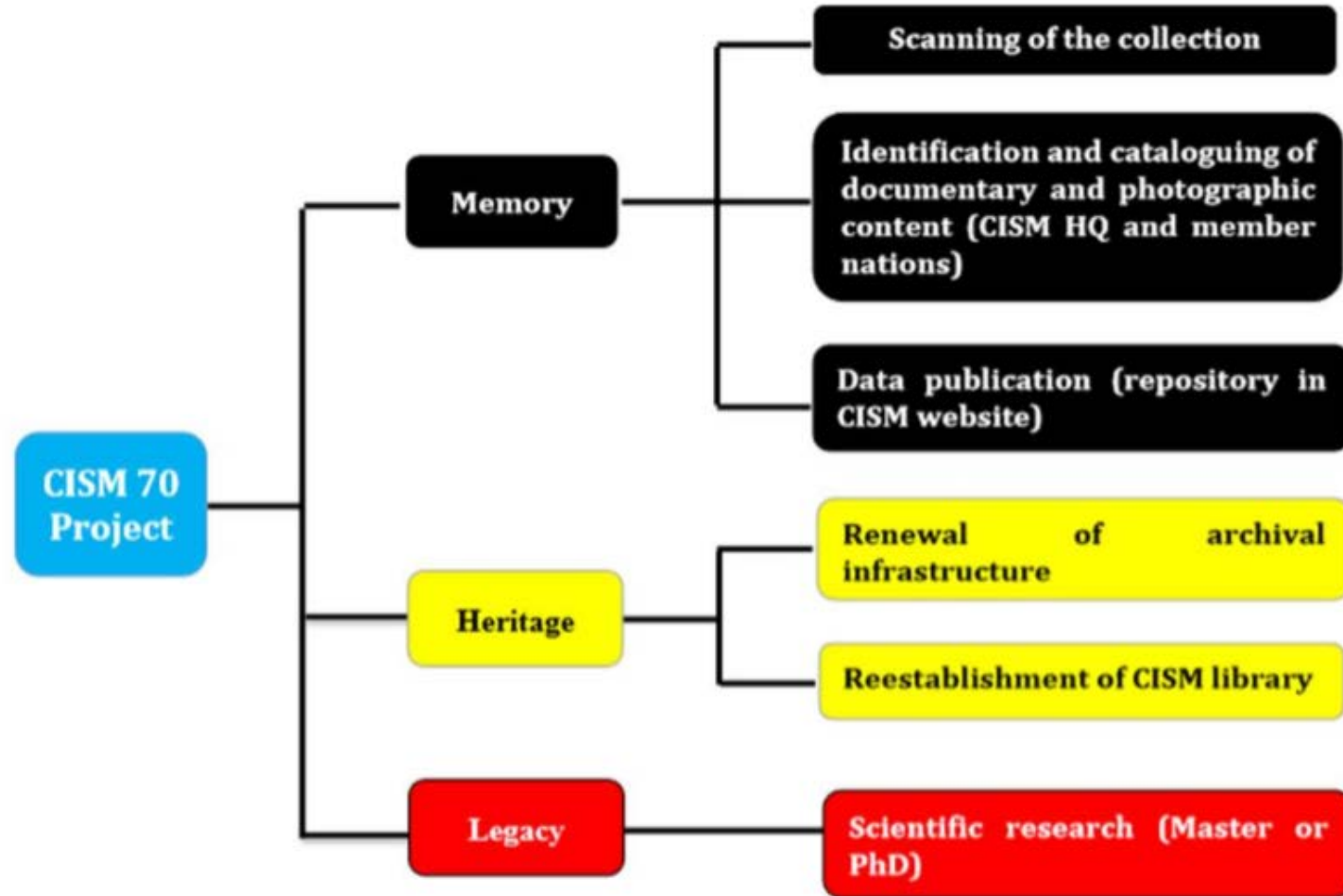
## Fundamental Point 10:

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

<b>Action</b>	<b>Lead</b>	<b>Resources</b>	<b>Timescales</b>	<b>Critical success factors</b>
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

## Fundamental Point 10:

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







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



## Conclusion

- 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

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!

Rear Admiral ALDO MASSARINI (1973)

**CISM**

Acknowledgements!!!



To my parents, **Beta and Edison**; grandparents, **Carmélia and Mussoline**; sister, **Mônica**; and godmother, **Dinda**; who, even without following this achievement more closely, were, are and will be my solid bases and eternal support in life.

To the **Brazilian Army**, for the assignment for the mission at the *Conseil International du Sport Militaire* (CISM), in Brussels-Belgium, a stage without which this study would never have happened.

To the President of CISM, **CRC1 Hervé PICCIRILLO**, and to CISM Secretary General, **Col Dorah MAMBY KOITA** for agreeing with my attendance in MEMOS and being enthusiastic with these findings.

To my friend and tutor, **Professor Thierry ZINTZ** for the partnership, competence, openness and dedication with which you led the coordination of MEMOS. My gratitude for the trust always placed, for your availability, safe guidance and timely assistance, which allowed this investigation to be carried out!

To the International Olympic Committee (IOC), by **Mrs Pâquerette GIRARD-ZAPPELLI**, IOC Chief Ethics and Compliance Office, and **Mr Jérôme POIVEY**, Head of Institutional Relations and Governance - NOC Relations Department, for their availability and unrestricted assistance.

To the International University Sports Federation (FISU), by **Mr Eric Saintrond**, Secretary General/CEO, for the very pleasant, transparent and organized conversation, opening the doors of his institution and being much more than helpful and supportive.

To **Mrs Maria BOGNER**, Head of the Olympic Studies Centre, for sharing a vast governance bibliography, that significantly contributed to this research.

To the members of the CISM **Board of Directors**, **Chiefs of CISM Delegation**, **Presidents of CISM Sports Committees** and any and all members of the **CISM Family** who supported directly or not to this research, whose objective was to humbly contribute to the constant development of the international military sport management.

To **MEMOS Professors**, **Tutors** and **Colleagues** for the AMAZING and UNFORGETTABLE environment in this extended corona-safe MEMOS XXIII course 😊 2019-2021!!!