

Good morning, my special thanks for the invitation. It is a real pleasure to be here and speak to a so special audience.

Bonjour, j'apprecie l'invitation. C'est un plaisir d'être ici et pouvoir parler à un public si spécial.

Buon giorno, grazie per la nomina. È un piacere essere qui e parlare a um pubblico così speciale.

I will start by highlighting to you something that can be familiar, but it's worth to stress: good governance embraces so much more than just anticorruption. When we talk about good governance in sport, one must remember its key principles such as transparency, integrity, democracy, accountability and checks and balances – I will come back to them later. And if we look to the principles I highlighted, we will easily reach an important conclusion: good governance is an important mechanism to design a good decision-making process inside organizations and, as a relevant consequence, build trust in that organizations. And trust is something really needed when dealing with people – and can be especially important in sport.

Sport is built on trust. People trust that the results of a match are no more than the consequence of real efforts and luck. People trust that the athletes are clean – or, at least, that the athletes that are not will be sanctioned. People trust so they cheer. If there is no trust in sport, no cheering will be left.

That said, I can also say that, although being more than that, good governance can be seen as a mechanism to prevent or easily detect corruption. The corruption risks, which help to build a negative image for sports – and undermine the trust – are manageable when good governance mechanisms are implemented in an effective way.

But to be effective, the implementation of the principles related to good governance must be a mutual task, involving not only sports organizations, but also governments. This is one of the goals for IPACS (the International Partnership Against Corruption in Sports): bring to the same table sports organizations, governments and international organizations to discuss and put down on paper measures to address corruption risks. That's the key role of IPACS's Task Force 3: to develop a good governance benchmark which is reliable, acceptable and enforceable by all the stakeholders.

We know that dealing with corruption will only be effective if all the stakeholders interested in its prevention and detection fight the same fight. If governments should have efficient laws and structures to deal with corruption and regulations to prevent it (such as regulations about how dealing with public funds), sports organizations should put into practice principles and concrete measures to tackle it and help to prevent corruption from happening (such as good governance principles and effective measures). Other important role is performed by international organizations, responsible for giving stakeholders opportunity – as the one we have today – to discuss and try to reach good agreements on what have to be done.

Let me say to you how the IPACS Task Force 3 benchmark was built. The good governance benchmark consists of fifty recommendations organized in five main structures

(transparency, integrity, democracy, development and solidarity and checks and balances), built as a reference tool to be commonly recognized by sports organizations, governments and international organizations. The standards that already exists were considered, such as the ASOIF indicators.

You can say that, in general, good governance measures help to avoid corruption, but there are some specific measures more linked to it. Good examples are (i) the transparency for allowances and financial benefits of officials; (ii) the existence of confidential report mechanisms and protection for whistle-blowers; (iii) the adoption of an anti-corruption Code of Conduct or policy; (iv) the adoption of conflict-of-interest rules; (v) the adoption of accounting control or external financial audit including anti-corruption measures; (vi) the conduction of risks-assessments including corruption-related risks; and (vii) the use of open tenders.

These are just some examples of how good governance rules could help to prevent and tackle corruption. Of course, the implementation process will be different depending on the size and other elements regarding the sport organization. These differences are all the time considered as the documents of reference were designed with stages that can be reached step by step.

With these initial remarks, I now live the floor for my fellow specialists, who, I am sure, will show us in details how good governance can be a useful tool for mitigating the risk of corruption.

Thank you very much.