

The ISMF Good Governance management

based on Basic Universal Principles of Good Governance of the Olympic and Sports Movement - Seminar on Autonomy of Olympic and Sport Movement, 11- 12 February 2008

ISMF GOOD GOVERNANCE PRINCIPLES

The ISMF as a member of the Olympic Movement has adopted the Basic Universal Principles of Good Governance of the Olympic Movement as proposed by the IOC (in relation to the Extract of the Olympic and Sport Movement Congress Recommendation 41):

- 1. Vision, mission and strategy
- 2. Structures, regulations and democratic process
- 3. Highest level of competence, integrity and ethical standards
- 4. Accountability, transparency and control
- 5. Solidarity and development
- 6. Athletes' involvement, participation and care
- 7. Harmonious relations with governments while preserving autonomy



		1. <u>VISION, MISSION AND STRATEGY</u>
	Theme	
1.1	Vision	 Crossing the mountains with skies is an activity practiced since 5.000 years before Christ Ski mountaineering has developed in the centuries as a system to mover snowy, mountainous terrain powered only by the energy of the ski mountaineer and from the 20th century is a sport with regulations and many races organized every year by National Federations in Europe, North and South America, Asia. For some years ski mountaineering races were also organized in Africa (Morocco). The first international ski mountaineering circuits have been organized since 1988 and since 2008 the International Ski Mountaineering Federation (ISMF) organizes Word Championships, Continental Championships and World Cups. Ski mountaineering is considered one of the growing winter sports thanks to many important matters as: a low environmental impact it doesn't require big investments and so the ratio between investments and results of the activity is huge the cost of a ski mountaineering day is very low can be a parallel model of touristic development for many ski resorts and can help mountain regions to have an alternative model of touristic offer in winter the continuous growth in the skimo equipment market thanks also to the emulation of strong athletes by skimo lovers teaching ski mountaineering can be a working opportunity for ski teachers, alpine guides and coaches ski mountaineering and ISMF aspire to enter in a future Winter Olympic Program with one or more of its disciplines (individual, team, sprint, vertical and relay) a young people real attraction for a sport that is growing and dreaming to become an Olympic Sport. This could be a good investment for families who aspires to have a son/daughter competing at national and international level.
1.2	Mission	 The principal purposes of the ISMF are the regulation, promotion, development, supervision and furtherance of ski mountaineering on a world-wide basis. It fosters sporting links and friendly relations among its members and their competitors and officials. The ISMF is furthermore responsible for and undertakes: a. to encourage, promote, develop and supervise ski mountaineering competitions worldwide; b. to generally promote this sport as a healthy and educational activity for youth; c. to establish and maintain necessary Rules and Regulations;



		d. to establish the rules and standards to organise and participate in international competitions;
		e. to decide which international ski mountaineering competitions are officially recognised and to establish
		annual International Events calendars;
		f. to establish training courses for all ISMF officials in order to guarantee the highest possible standards for
		all ISMF officials;
		g. where appropriate, to encourage the formation of continental organisations to promote ski
		mountaineering competitions;
		h. to promote Athletes and protect their rights through the Athletes' Commission;
		i. to promote Women in Sport through the Equality Commission;
		j. to award licenses and contracts to members and other organisations that seek authorization to organize
		official international competitions and associated activities;
		k. to promote and control good sporting practice;
		I. to respect the gender equality at all levels, in its competition and management, allowing women to have
		the same opportunities as men;
		m. to monitor and fight against competition fixing;
		n. to promote the equality of rewards, prizes and prize money;
		o. to safeguard the rights and health of the athletes and to combat doping and all other processes and
		procedures that might undermine sporting equality; the Olympic Movement Medical Code and the WAD
		Code are applied;
		p. to respect the Olympic Charter and to develop the sport towards possible programme status in the
		Olympic Games;
		q. to serve as the final body for protest and other legal questions concerning ski mountaineering
		competitions and for all questions concerning the ISMF rules, subject to an appeal to the Court of
		Arbitration for Sport (CAS);
		r. to consider the protection of the environment when organising and promoting its activities;
		s. to ensure/ provide the promotion in the media of the discipline and the international competitions of the
		ISMF calendar;
		t. to look actively and provide incomes for the proper functioning of the sport.
1.3	Strategy	The ISMF strategy rests in the following core directions:
		the Olympic dream
		further development of the sport
		communication
		general organization



The actions to	do will be:
> steps t	to reach the Olympic dream:
o	the full IOC recognition: the decision will be taken in August 2016 and for this the ISMF is going to finalize some final documents to send
0	try to enter in the Olympic Winter Games Programme in Beijing 2022. A first draft of the steps could be:
	 to present the project to the IOC
	 to make first contact with the Beijing Olympic Committee and a meeting with them to explore if they could accept our sport in their programme
	 to manage all the necessary steps
0	try to enter in Youth Olympic Winter Games Programme in Lausanne 2020. A first draft of the steps could be:
	 to organise a meeting with the President of the Organizing Committee who is also the Sportaccord President
	 to organise a meeting with the city of Lausanne
	 to present the sport
	 manage all the necessary steps
For the	e further development of the sport:
	final definition of international rankings
	 World ranking with: World Championships, World Cups (classic, vertical, sprint), La Grande Course Circuit and ISMF Series
	 World Cups (classic, vertical, sprint)
0	a new structure with types of referees and relevant responsibilities
	additional increase in the value of the ISMF label: for all types of ISMF events
	introduce greater formalisation and activity of Athletes and Coaches Commissions
	market research in Ski Mountaineering worldwide
	give support to European Union Project initiatives for sport and youth
► for the	e further development of communication and marketing:
	sign a medium term agreement with Infront to develop ski mountaineering visibility over the
	world
0	complete review of the ISMF website that must become the only official platform for the International Federation in the world
0	to increase the activity and the quality of the ISMF press office



		2. STRUCTURE, REGULATIONS AND DEMOCRATIC PROCESS
2.1	Structure	ISMF MEMBERS Membership in the ISMF is open to national associations actively involved in ski mountaineering
		competitions and recognized as such by the highest sporting authorities of their countries. The following categories of members are available:
		1. FULL MEMBERS of the ISMF will be Associations which act as the national representatives of the sport of ski mountaineering competition in their countries.
		a. Only one association from each country can be affiliated as a full member of the ISMF b. The admission fee for members is fixed by the Plenary Assembly of ISMF
		2. ASSOCIATED MEMBERS of the ISMF will be Associations who are affiliated with the sport of ski mountaineering competition, or associations in countries where an ISMF member already exists, in this case provided they are approved by the relevant ISMF Member. These organizations may be admitted by the Plenary Assembly.
		 ADMISSION CRITERIA Applicant Associations shall send to the ISMF Office all required information in the official language and in the format required by the Management Committee, notably:



2.2	Clear regulations	 The most important regulations concerning the governance are written in the Statutes Other regulations are: Sporting and ranking rules Rules for registering events in the ISMF calendar Rules for organizing international competitions Anti-doping rules Code of ethics Sustainability guidelines The Statutes can be modified only by Plenary Assembly with a qualified quorum The regulations must be approved by the Plenary Assembly The PA has the duty and the power to adopt and amend regulations
2.3	Governing bodies	 The following bodies are established to govern and administer the ISMF, each with separately, defined powers and duties: Plenary Assembly Management Committee Executive Board Continental Councils Technical Commissions Anti-doping, International Disciplinary Commissions Athletes Commission
		 The tasks of the single Bodies are: The Plenary Assembly is the highest body of the ISMF and has ultimate authority for all activities of the ISMF. It convenes every year. Organization of the Plenary Assembly shall be entrusted alternately to one of its full Members and Associate Members. The date and venue for the Assembly shall be agreed at the Plenary Assembly meeting two years prior. The Plenary Assembly must be held not later than the end of June of each year.



	0	to prepare the annual accounts (consisting of the profit and loss statement and the balance sheet),
		under the supervision of the Treasurer;
	0	to make recommendations to the Plenary Assembly about:
	0	the long-term strategies of the ISMF;
	0	regulations and rules to be decided by the Plenary Assembly;
	0	the admission and exclusion of full Members or Associate Members
	0	to decide about the creation and dissolution of Technical Commissions and appoint a Director for each Technical Commission;
	0	to set up the calendar of ISMF approved competitions and to coordinate schedules of International and Continental competitions;
	0	to decide the terms and conditions of contracts between the ISMF and organisers of ISMF approved competitions;
	0	to recommend any proposal of changes of the ISMF Statutes;
	0	to make recommendations on the terms and conditions of contracts to be concluded with third
	-	parties outside ISMF. Strategic contracts exceeding EUR 20.000 must be approved by the
		Management Committee;
	0	to decide on membership issues between Plenary Assembly meetings;
	0	to decide the official means of information of the ISMF;
	0	to make recommendations to the Plenary Assembly about the election of the members sitting in
		the Anti-Doping Commission;
	0	to make recommendations to the Plenary Assembly about the election of the members sitting in the International Disciplinary Commission;
	0	to prepare the invitations to tender for outsourcing (for example, media service, travels, etc.);
	0	to control the proper development of the tasks entrusted to the Executive Board.
		The Executive Board is responsible for carrying out all those routine duties and specific tasks that have to be fulfilled between meetings of the Management Committee. This includes in particular:
	0	to undertake administrative duties and tasks;
	0	to supervise ISMF official competitions;
	0	to supervise and co-ordinate the work of the Technical Commissions;
	0	to manage ISMF finances;
	0	to appoint an ISMF delegate for ISMF events as necessary;
	0	to initiate and undertake negotiations with third parties;
	All	statements and contracts which bind the ISMF must be signed by the President and one other



member of the Executive Board. In case of absence, the President may be replaced by another member of the Executive Board. The Executive Board is responsible for the functioning of the administrative office of the ISMF. All permanent employees are hired by the Executive Board and employed in accordance with the annual budget.

- **The Continental Councils** are responsible for the administration, development and furtherance of ski mountaineering in the same continent or in a geographical entity. They comply with and enforce the rules and regulations of ISMF and co-operate with the ISMF Bodies. They organise continental championships and other competitions in their area under the supervision and approval of the ISMF.
- The Technical Commissions are appointed by the Management Committee for specific tasks. The mandate of each Commission is reviewed by the Management Committee to determine its future validity and effectiveness. Members of these Commissions are proposed by Member associations and appointed by the Management Committee. Their membership expires at end of the term of the Management Committee. Each Commission is directed by one of its members (President), who is appointed by the Management Committee.
- The Anti-Doping Commission ensures that the ISMF's rules and activities comply with the World Anti-Doping Code. The Anti-Doping Commission assists to develop and implement an Anti-Doping Policy & Procedures according to the World Anti-Doping Agency (WADA). Decisions of the Anti-Doping Commission may only be appealed to the Court of Arbitration for Sport (in Lausanne, Switzerland). The procedure before the Court of Arbitration for Sport takes place according to its regulations. Rules concerning this Commission are set out in a regulation made by the Plenary Assembly. The Anti-Doping commission is composed of seven members, who are elected by the Plenary Assembly on the recommendation of the Management Committee; in each Anti-Doping case, the Commission consists of three members, chosen by its President, depending, amongst other, on the availability of the Members to sit in the particular case and of its independence toward the concerned athlete.
- The International Disciplinary Commission investigates and takes appropriate action following any complaint concerning breach of rules written in the Statutes and in all other ISMF regulations approved by the Plenary Assembly and the Management Committee ISMF (including the ISMF Anti-Doping Rules) or misconduct. Decisions of the International Disciplinary Commission may only be appealed to the Court of Arbitration for Sport (in Lausanne, Switzerland). The procedure before the Court of Arbitration for Sport takes place according to its regulations. Rules concerning this Commission are set out in a regulation made by the Plenary Assembly. The International Disciplinary



		Commission is composed of five members, who are appointed by the Plenary Assembly on the recommendation of the Management Committee.
		• The Athletes Commission provides a permanent liaison between active athletes and the ISMF. Its composition and functioning are stipulated in the Athletes Commission and Athletes Representatives Regulation.
		The single Bodies are elected as follows:
		 Management Committee: the members are elected by the Plenary Assembly for a term of four years. The Members of the Management Committee can be re-elected only for three consecutive mandates. No member can stay more than four (consecutive or not) mandates in the Management Committee, even changing his position. In case of non-attendance to at least 2 ISMF meetings (absence without leave), the councillor can be excluded from the Management Committee. The Executive Board consists of:
		 President of the ISMF Three Vice-Presidents General Secretary of the ISMF
		 The technical commissions are elected by the Management Committee The members of the Anti-doping commission are elected by the Plenary Assembly on the recommendation of the Management Committee;
		• The members of the International Disciplinary Commission are elected by the Plenary Assembly on the recommendation of the Management Committee.
2.4	Representative governing bodies	 In the single bodies the members are represented as follows: Plenary Assembly: at any Plenary Assembly, each Member shall be represented by one delegate who may be assisted by one or two advisors at most. A Member which has not paid its dues in full prior to the Plenary Assembly is not entitled to vote. All delegates other than the President/Chair, Vice-President or General Secretary shall present at the registration of the Plenary Assembly a power of attorney document signed by one of the above mentioned 3 (three) Officers. Any Member having voting rights may be represented by the delegate of another Member being duly entitled to vote by means of a written proxy. One delegate may not represent more than two other Members at the same time.
		 Management Committee: consists of the following officers:



		 President of ISMF Three Vice-Presidents (1 Treasurer, 1 Sport & Events responsible, 1 Marketing & Communication responsible) General Secretary of ISMF as well as: Four representatives from Member Associations entitled to vote; One representative acting on behalf of the male athletes from the Athletes Commission (entitled to vote); One representative acting on behalf of the female athletes from the Athletes Commission (entitled to vote); One representative acting on behalf of the female athletes from the Athletes Commission (entitled to vote); One representative acting on behalf of the female athletes from the Athletes Commission (entitled to vote); One representative from each of the Continental Councils (entitled to vote). Permanent guests: The Technical Director of the ISMF, appointed by the Executive Board, does not have voting rights. The representative of the Referees Commission, appointed by the Executive Board does not have voting rights. Candidates standing for election to any post in the Management Committee (with the exception of the country. Nominations must be received in writing by the General Secretary of the ISMF, together with information about each candidate (CV, recommendations, etc.) at least one month before the date of the Plenary Assembly at which the elections are to take place.
2.5	Democratic process	 The singles bodies are elected as follows: Management Committee: Candidates standing for election to any post in the Management Committee (with the exception of the representatives of the Continental Councils) shall be presented by the Member Association of the country. Nominations must be received in writing by the General Secretary of the ISMF, together with information about each candidate (CV, recommendations, etc.) at least one month before the date of the Plenary Assembly at which the elections are to take place. Other bodies: see the above written point 2.3
2.6	Attributions of bodies	 The Plenary Assembly has the following duties and powers: to elect the Management Committee; to appoint the certified external Auditor in charge of the review of the annual accounts;



		o to fix admission, membership and other fees;
		 to approve the plans for future activities;
		 to adopt and amend these Statutes,
		o to adopt and amend all regulations; the Plenary Assembly can, however, authorize other bodies to
		independently establish technical rules where this seems appropriate;
		\circ to decide the admission of new Member Federations of any kind on the recommendation of the
		Management Committee;
		 to decide the exclusion of full Members and Associate Members;
		 to approve the Minutes of the Plenary Assembly meetings;
		 to receive, discuss and approve the report of the Management Committee;
		 to review and approve the annual accounts after having heard the report of the Auditor;
		 to give discharge to the Treasurer and to the other members of the Management Committee;
		 to approve the budget;
		o to approve the ISMF logo, and other items of image and identity, upon the recommendation of the
		Management Committee;
		 to decide all matters which no other body is competent to decide upon or which other bodies
		refer to the Plenary Assembly for final decision;
		 to validate the athletes' representatives, one man and one woman, elected by the Athletes
		Commission, as member of the Technical Commissions.
		 to elect the members of the International Disciplinary Commission, whose composition is
		stipulated in the Disciplinary Rules of the ISMF.
		\circ to elect the members of the Anti-doping Commission, whose composition is stipulated in the Anti-
		doping Rules of the ISMF.
		Management Committee: see above in the point 2.3
		Executive Board: see above in the point 2.3
		> All the ISMF processes are written in internal documents explaining the process of each ISMF activity
2.7	Decision-making	Plenary Assembly: changes and amendments of the ISMF Statutes may only be considered if at least half of
		the Members of ISMF having the right to vote are present or represented. To be adopted, such items must
		receive the approval of two thirds of the votes cast. For all other decisions of the Plenary Assembly except
		for the dissolution of ISMF there is no quorum. Decisions are taken by a majority of the votes cast.
		A three quarter majority of the ISMF members may propose the dissolution of the ISMF. The dissolution



		 becomes effective on approval of the proposal by a three quarter majority at the Plenary Assembly, providing that at least two third of the members entitled to vote are present or represented at the Plenary Assembly. <i>Management Committee</i>: every member of the Management Committee has one vote. All decisions of the Management Committee are taken by majority of the members present, and no voting rights may be exercised by proxy. The quorum of the Management Committee consists of a majority of its members. In the event of a tie, the President is having the casting vote. <i>Executive Board</i>: decisions are taken by a simple majority, the President having the casting vote in the event of a tie. The Executive Board may take decisions by correspondence and/or by any other means of communication, including electronic systems. To be valid, decisions taken in this way have to be approved by a minimum of three officers.
2.8	Conflict of interests	The ISMF Parties shall respect the Rules Concerning Conflicts of Interests Affecting the Behaviour of ISMF Parties – ISMF Code of Ethics.
2.9	Renewal of members	 President: if re-elected, can stay on only for two consecutive mandates. Members of the Management Committee: the Members of the Management Committee can be re-elected only for three consecutive mandates. No member can stay more than four (consecutive or not) mandates in the Management Committee, even changing his position.
2.10	Decisions and appeals	All appeals against ISMF decisions can be done only to the Court of Arbitration for Sport.
		3. HIGHEST LEVEL OF COMPETENCE, INTEGRITY AND ETHICAL STANDARDS
3.1	Competence of the members of the executive body	 Candidacies for the ISMF executive body must be sent 30 days prior the Plenary Assembly of all members by any ISMF member together with a Curriculum Vitae and a motivation letter. The ISMF doesn't take any technical decision in particular matters without previously consulting external experts.
3.2	Power of signature	All statements and contracts which bind the ISMF must be signed by the President and one other member of the Executive Board. Strategic contracts exceeding EUR 20.000 must be approved by the Management Committee.



3.3	Internal management, communication and coordination	The secretary office must upload the official meetings minutes in the ISMF intranet system to let the ISMF bodies read the ISMF decisions.
3.6	Code of ethics and ethical issues	The ISMF has an Ethic Code document also included in this section.
		4. ACCOUNTABILITY, TRANSPARENCY AND CONTROL
4.1	Accountability	Accountability of each ISMF position is written in the organisation chart included in this section.
4.3	Transparency and communication	The treasurer has to inform the members of the Management Committee on the financial accounts during the various meetings during the year with the following documents: budget monitoring, accrued accounts at a specific date.
4.4	Financial matters – applicable	The Plenary Assembly has to approve the balance sheet of the previous year and the budget presented by the Treasurer
	laws, rules, procedures and	The balance sheet has to be previously revised by an independent auditor
	standards	The balance sheet and the independent auditor report are published in the ISMF website after the Plenary Assembly approval
4.5	Internal control system	 All the members of the Management Committee and Executive Board work at a voluntary base In the balance sheet are clearly written the remunerations of the non-voluntary people working for the ISMF The accounts are managed by the Secretary Office and the Treasures in the respect of written regulations
4.6	Education and training	 The ISMF has the role to promote the ski mountaineering among youth organizing an annual youth camp. In the specific education field a development commission is working on a new project for the promotion of skimo for young people and as a development engine for the growth of specific areas. Every year a referees course together with a refresher course is organized by the ISMF to maintain high quality standards.
		5. <u>SOLIDARITY AND DEVELOPMENT</u>
5.1	Distribution of resources	The resources of year 2014 have been distributed as per 2014 balance reclassification included in this section.
5.2	Equity	 The resources of 2014 have been distributed in percentage as follows: Total resources Coming from sport: 59% Coming from others: 41%



5.3	Development	 Total distribution To sport: 57% To others: 43% The ISMF helps countries with a developing ski mountaineering reducing the annual membership fee and involving race organisers to offer them special prices and/or financial contributions.
6.1	Right to participate and involvement of the athletes in the Olympic and Sport Movement and governing Bodies	 6. <u>ATHLETES' INVOLVEMENT, PARTICIPATION AND CARE</u> The ISMF organizes international competitions where only the athletes coming from the National Federations with an international license can participate. In the article 2 of the ISMF Statutes it is clearly written that the Federation does not allow any discrimination on the grounds of race, religion, gender or political opinion. The ISMF promotes and supports with all means gender equality in its activities. Two athletes (one as representative of the male and one as representative of the female) are members of the ISMF Management Committee The ISMF has an athletes commission that provides a permanent liaison between active athletes and the ISMF. Its composition and functioning are stipulated in the Athletes Commission and Athletes Representatives Regulation.
6.2 6.3	Protection of athletes Health	According to the Ethic Code the ISMF parties shall guarantee the athletes conditions of safety, well-being and medical care favourable to their physical and mental equilibrium.
6.4	Fight against doping	 The ISMF fight against doping is based on: An anti-doping commission with a specific regulation An anti-doping administrator who has the responsibility to: liaise with and between ISMF anti-doping bodies, with external service providers and other stakeholders Proceeds with result management according to Art.7, including:



6.5	Insurance	 A programme of controls in and out competitions with the cooperation of SportAccord as service anti-doping provider Biological passport athletes (ABP) with an average of 46 per year over the last three seasons. An education programme based on a e-learning test always accessible on the ISMF website The ISMF has a third-party insurance covering damages caused by Ismf body According to the ISMF rules the national federation and/or the Local Organisers must have adequate insurance as required in the host country to cover all civil liability risks.
6.6	Fairness and fair play	 According to the ISMF Ethic Code: Safeguarding the dignity of the individual is a fundamental requirement of Olympism. There shall be no discrimination between the participants on the basis of race, gender, ethnic origin, religion, philosophical or political opinion, marital status or other grounds. All forms of harassment of participants, be it physical, professional or sexual, and any physical or mental injuries to participants, are prohibited. All forms of participation in, or support for betting related to the ISMF Events, and all forms of promotion of betting related to the ISMF Events are prohibited. Also, in the context of betting, participants in the ISMF Events must not, by any manner whatsoever, infringe the principle of fair play, show unsporting conduct or attempt to influence the course or result of a competition, or any part thereof, in a manner contrary to sporting ethics.
6.7	Athletes' education and career management	 See point 4.6 7. <u>HARMONIOUS RELATIONS WITH GOVERNMENTS WHILE PRESERVING AUTONOMIES</u>
7.		 The ISMF parties shall work to maintain harmonious relations with state authorities, in accordance with the principle of universality and political neutrality of the ISMF Movement. The ISMF parties are free to play a role in the public life of the states to which they belong. They may not, however, engage in any activity or follow any ideology inconsistent with the principles and rules defined in the ISMF Statutes and set out in the present Code.