



Guidance notes for International Federations - Governance Support for National and Continental Member Federations

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1 About this document

This document sets out relevant information drawn from several IFs about the support that they provide to enhance the governance of their national (and in some cases continental) federation members. Where relevant and applicable, reference is made to the 2022 edition of the IOC's [Basic Universal Principles of Good Governance \(BUPGG\)](#).

2 Source material for guidance on member federation governance

The material in paragraph 4 below builds on the output of the working group on national and continental federation governance, established by the ASOIF Governance Task Force, which held three meetings from November 2021 to May 2022. It has been collated from the representatives of World Archery, World Rowing and the World Baseball Softball Confederation who have participated in the working group, plus analysis of the Badminton World Federation and the International Tennis Federation as these were acknowledged as two IFs that have taken active steps in relation to National Federation governance. Additional examples have been included from FIBA, FIFA, FIH and World Aquatics to illustrate the range of activity among IFs.

3 How to use this document

The sections below identify suggested topics to consider.

The topics are described in outline form only. In some cases, the terminology will vary slightly from that used within a particular IF but the general sense should be clear.

It is up to individual IFs to determine whether and to what extent each separate topic is relevant to them.

Most of the relevant IF activity relates to National Federation members. However, the approach could equally apply to Continental Federations, where they are also members of the IF. As the role and standing of Continental Federations varies significantly among IFs, guidance on Continental Federations is not provided separately.

Note that this document is intended to be a tool and does not constitute legal advice.



4 Governance guidance for National Federation members of IFs

4.1 Enhancing member federation governance is a strategic priority for the IF

4.1	Enhancing member federation governance is a strategic priority for the IF
About	The IF has identified enhancing member federation governance as a strategic priority. This might be in the form of a high-level objective in the IF strategy, or else referenced in the constitution/statutes or a president's manifesto.
Notes/issues	<p>IFs can only fulfil their mission in partnership with their members. National and continental member federations that are well-governed probably have a better chance of achieving their objectives of developing the sport and of mitigating the risks to the sport's integrity.</p> <p>Many member federations operate with very limited capacity and resources. Through appropriate support from the IF, they can gain the requisite experience and tools to reach higher standards of governance.</p> <p>By including member federation governance among its strategic priorities, the IF can ensure that proportionate resources are dedicated in this area with specific targets and performance indicators to monitor progress.</p>
IF example 1	BWF: Strategic Plan 2020-24 - 5.1-5.8 includes providing leadership in good governance practices, building relationships with members, developing training and resources, sharing knowledge.
IF example 2	FIBA: Strategic Priority 1 – Empower National Federations
BUPGG 2022 Ref	Preamble - indirect reference only: "All members of the Olympic Movement shall adopt these Basic Universal Principles of Good Governance and reflect these standards in their respective rules, regulations, policies and operations."

4.2 Review of member constitutions/statutes and related support

4.2	Review of member constitutions/statutes and related support
About	The IF undertakes a review of members' constitutions/statutes to check they are fit for purpose and in line with their own
Notes/issues	<p>Accepting the rules of an IF is a condition of membership. IFs that regularly receive new membership applications usually check the statutes of the applicant as part of the process. Otherwise, statutes may be reviewed when specific concerns have been raised or on request from the member federation (if they are planning reforms, for example). It is recognised that IFs will generally not have sufficient resources to review statutes of a large number of member federations.</p> <p>Some IFs produce model constitutions and checklists to support their members. One of the challenges for IFs is that member federation statutes must comply with domestic legislation, which will of course vary considerably from one country to another.</p>
IF example 1	BWF model constitution has mandatory requirement for annual audited accounts and recognised accounting standards
IF example 2	World Archery: Founding New Federations & Strategy – guide to creating constitution
IF example 3	WBSC: Conducted review of Continental Association statutes. Changes to constitution for Europe confirmed



IF example 4	ITF: Review of National Association constitutions, support for reform programmes and checklists/drafting (page 14)
BUPGG 2022 ref	2.2 Regulatory Framework: “The statutes shall include specific provisions relating, in particular, to – Membership (including qualification and application for membership; rights and duties of members; termination or cessation of membership; disciplinary measures and sanctions; etc.)”

4.3 Assisting members to hold democratic elections

4.3	Assisting members to hold democratic elections
About	The IF provides support to a member to stage a democratic election, helping ensure that rules and procedures are followed
Notes/issues	<p>This is a challenging area for many IFs. During the COVID-19 pandemic, IFs have been engaged in providing help to conduct elections in a hybrid or online format only, sometimes contributing to the cost of a third-party software supplier and the involvement of an independent expert. For a number of years there have been examples of IFs sending observers to elections. Alternatively, IFs sometimes ask for an NOC representative to observe. Typical roles for an observer include monitoring that the election procedure is compliant with the constitutions of the IF and member federation and requesting information, such as meeting minutes and a list of participants.</p> <p>IFs recognise that it is expensive to provide an observer and there may be difficulty in finding an individual who understands the local context and language.</p>
IF example 1	FIFA: Normalisation committee can organise and conduct elections - example
IF example 2	World Archery: Guide to organising General Assemblies. The IF assisted the Americas in 2020 & African Confederations holding online elections in 2021
IF example 3	WBSC: Observers for Pan-America/European elections
BUPGG 2022 ref	2.5 Democratic processes 2.6 Voting and elections



4.4 Providing governance guidance materials/tools

4.4	Providing governance guidance material/tools
About	The IF provides manuals or toolkits to members covering governance topics and/or workshops and training courses
Notes/issues	<p>Guidance can be provided in many forms ranging from online manuals, toolkit downloads, in-person workshops (often at a General Assembly or an event) or webinars. IFs offer guidance and materials on a wide range of governance topics, as well as access in some cases to third-party training.</p> <p>Workshops at General Assemblies have the benefit of an engaged audience but the disadvantage that not all member federations may be present. In addition, the delegate(s) may not be the most appropriate people in the organisation to receive the information.</p> <p>While webinars are theoretically more accessible, IFs find that reliable internet access is a limitation in some parts of the world and there is often a language barrier. Some IFs schedule webinars by geographic region or language group. Webinars can be recorded and made available on-demand. IFs tend to find that short, focused information on specific topics works best. There are also examples of IFs that hold regular open calls for members to discuss specific topics.</p> <p>Written materials are more flexible. The language barrier remains, although it may be easier for some to read in a second or third language than to watch/listen. If materials are produced in a suitable format, increasingly good online translation should aid accessibility.</p>
IF example 1	BWF: Administrators Training Courses
IF example 2	World Aquatics: Good Governance Guidelines
IF example 3	FIBA: FIBA Plus Strategic Planning Program - example
IF example 4	ITF: Advantage All campaign. Example of gender equality strategy toolkit .
IF example 5	World Rowing: Webinars on Safeguarding Policy & Procedures
BUPGG 2022 Ref	3.12: Education, training and internal communication “...Educational tools and regular training on ethics, integrity, good governance, prevention of doping, manipulation of competitions, and harassment and abuse shall be provided to all members...”

4.4.1 Indicative list of topics that could be included in an IF handbook on member federation governance

Theme (there are multiple ways of grouping the topics – this is just one example)	Topic (BUPGG ref)
Application process	Introduction
Application process	About the IF
Application process	Application process to join the IF (2.2)
Application process	Recognition by the National Olympic Committee
Structure	Structure of a National / Continental Federation (2.1)
Structure	Constitution and specific requirements (2.2)
Structure	Incorporating a legal entity (2.2)



Theme (there are multiple ways of grouping the topics – this is just one example)	Topic (BUPGG ref)
Structure	Role of the board (2.3)
Structure	Board composition (2.3)
Structure	Senior roles within the organisation (2.4)
Structure	Committees, panels and advisory groups
Democracy	General Assembly / Congress / AGM (2.5)
Democracy	Elections (2.5)
Democracy	Membership of the National / Continental Federation (2.2)
Corporate governance	Conduct of meetings
Corporate governance	Conflicts of interest (3.4)
Corporate governance	Strategic planning (Principle 1, 2.4, 4.2)
Corporate governance	Operational planning
Corporate governance	Financial management (Principle 4)
Corporate governance	Risk management (4.3)
Corporate governance	Insurance (5.4)
Corporate governance	Contract management and procurement (3.6)
Sports integrity	Managing volunteers
Sports integrity	Equality, Diversity and Inclusion (2.3)
Sports integrity	Integrity (Principle 3)
Sports integrity	Code of Ethics (1.2 compliance with IOC Code of Ethics)
Sports integrity	Disciplinary process (2.2, 3.3,
Sports integrity	Anti-doping (3.8)
Sports integrity	Match manipulation (3.9)
Sports integrity	Safeguarding (3.10)
Sports integrity	Reporting mechanism (3.11)
Development	Distribution of resources (6.1)
Development	Environmental social responsibility/UN SDGS (6.2)
Examples of selected other topics (not necessarily governance-focused)	
Athlete support	Athletes' right/responsibilities (Principle 5)
Commercial	Generating revenue
Commercial	Marketing
Communications	Communications
Event management	Event management (3.7)
Education	Training coaches, judges, officials, athletes (3.12)



4.5 Surveys of members to understand current status and needs

4.5	Surveys of members to understand current status and needs
About	The IF surveys members to understand their current status, their needs and to tailor support.
Notes/issues	<p>Increasing numbers of IFs conduct surveys of their members which cover a range of topics from sport-related to governance issues. Through surveys IFs can gain an understanding of existing strengths and priorities for further work.</p> <p>Surveys may take place every two years or even only once in an Olympic cycle in recognition of the resources involved. IFs note that collecting and analysing the data is time-consuming. Commonly-used software includes Google Forms and Survey Monkey/Wufoo.</p>
IF example 1	BWF: Member questionnaire and categorisation
IF example 2	FIH: State of the game survey
IF example 3	ITF: large-scale member survey. 2021 Global Report includes results.
IF example 4	WBSC: Questionnaire for Continental Federations annually
BUPGG 2022 ref	6.1 Distribution of resources “...Specific mechanisms shall be established to ensure that the recipients of any financial support can be held accountable for the use of such funding...”

4.6 Development funding/capacity building for members to enhance governance

4.6	Development funding/capacity building for members to enhance governance
About	The IF provides development assistance for members to build capacity and enhance governance through consultancy and/or funding
Notes/issues	<p>In addition to the governance guidance materials referenced in 4.44 above, some IFs provide consultancy support to member federations on specific governance topics. Assistance may be provided to individual member federations or to a group connected by language/region/stage of development etc.</p> <p>There are also examples of IFs that provide development funding for member federations for governance-related projects, which may include training courses from third-party providers. IFs also assist their member federations in applying for Olympic Solidarity funding.</p> <p>A number of IFs make development funding for their members contingent on governance criteria being met.</p>
IF example 1	BWF: Grant Membership Programme
IF example 2	ITF: 2021-2024 Development Strategy includes funding for regional association administration and development offices. Eligibility criteria .
IF example 3	World Archery: Part-time regional consultants for Africa, Oceania , Americas. Link to Olympic Solidarity information in members' section
IF example 4	World Rowing: Development Programme support
IF example 5	WBSC: Funding available for governance improvement
BUPGG 2022 ref	6.1 Distribution of resources “Resources should be distributed equitably to reduce disparities in access and opportunities, and the principle of solidarity should be taken into account when allocating resources.”