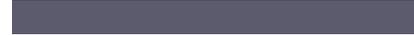


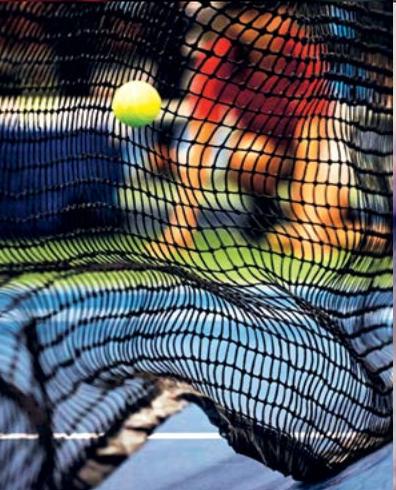
ASSOCIATION
OF SUMMER OLYMPIC
INTERNATIONAL FEDERATIONS



**SECOND REVIEW
OF INTERNATIONAL
FEDERATION GOVERNANCE**



2018 ASOIF
General Assembly





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Executive summary

Background

This report is the second review of International Federation (IF) governance led by the [Governance Taskforce](#) (GTF), which was established by the Association of Summer Olympic International Federations (ASOIF) in November 2015.

The GTF conducted an evaluation of the 28 Full Member International Federations in 2016-17, culminating in a [report of findings](#) published at the ASOIF General Assembly in 2017. It was agreed by the General Assembly that a second review should take place to provide continued impetus for IFs to reach or maintain a high standard of governance, and to recognise any improvements that had been made.

Once again, the governance assessment took the form of a self-assessment questionnaire, distributed for completion between November 2017 and January 2018. The questionnaire, amended slightly from the first edition, consisted of 50 measurable indicators divided into five sections: Transparency, Integrity, Democracy, Development and Control Mechanisms. IFs were asked to determine a score for each question on a scale from 0 to 4 according to defined criteria, and to provide explanatory evidence, such as a hyperlink to a relevant page on their website. Responses were independently moderated for accuracy and scores adjusted up or down, where needed.

The five Associate Members of ASOIF, which will participate in the Tokyo 2020 Olympic Games, were invited to respond in addition to the 28 Full Members that took part in the first review.

Headline findings

Results have been anonymised so that scores from individual IFs are not readily identifiable.

There was huge variation in moderated scores among the 33 IFs with scores ranging from 46 to 177 out of a theoretical 200 (there were 50 indicators, each scored from 0 to 4). Six IFs scored over 150 whereas 12 scored under 100, below an average of 2 per indicator.

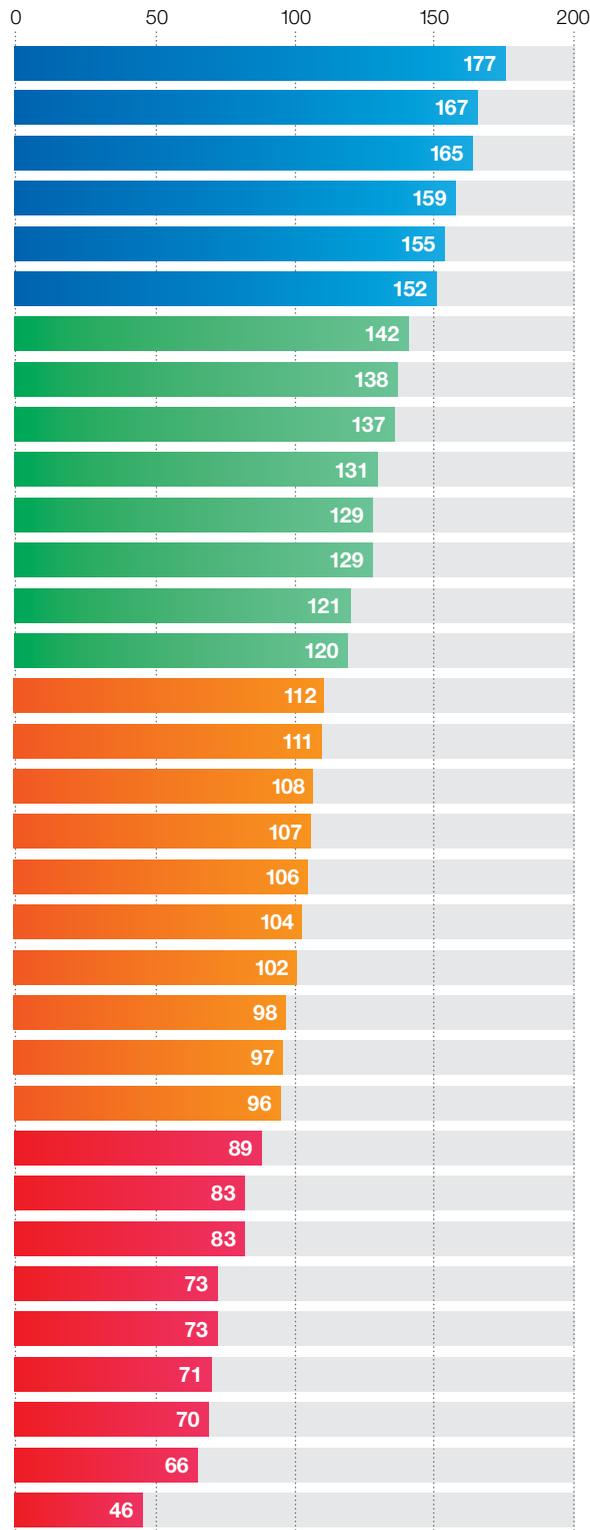
IFs were divided into groups based on their total scores as follows:

Groups	Total score	Number of IFs (out of 33)
Group A1	152-177	6
Group A2	120-142	8
Group B	96-112	10
Group C	46-89	9

The threshold for the top group, A1 has been set at around 150 as that mark represents an average score of three out of four per indicator. The six IFs which reached this level were among the eight IFs in the top group last year but scores have improved as there are six IFs scoring over 150 compared to three in the first review.

A number of the IFs in A2 have made rapid progress in the last 12 months. While achieving a score of 120 or more is a good outcome, there is a substantial gap between the lower scoring IFs in A2 and the A1 group, which justifies the division. Two of the A2 group were in the broader top category last year.

Headline findings



- ▲ A1
- ▼ A2
- ▲ B
- ▼ C

Group B is tightly packed with a mix of bigger and smaller sports. It is notable that seven out of 10 IFs in group B have improved by 19 points or more since last year. Five of this year's group B have moved up from group C, making useful advances.

The nine IFs in group C scored between 46 and 89. Most of those IFs in group C which were reviewed last year have achieved only moderate increases in their scores.

Comparison with 2016-17

The mean score has risen from 104 to 121 (113 for all Full and Associate Members) suggesting there have been meaningful improvements in IF governance. It should be noted, however, that a proportion of the increase can be attributed to changes to the questionnaire.

Half of the 28 IFs which were assessed in 2016-17 have improved by an impressive 20 points or more and a further six have advanced by over 10 points. There is some evidence that middle-ranking IFs tended to see the largest gains, although this was not universal. Two IFs had no significant change in score from one year to the next.

Impact of the IF size on scores

Overall, IFs with more than 50 staff and with greater revenue achieved higher scores, but with important exceptions: the best IFs with fewer than 20 staff and annual revenue under 8m CHF were able to reach the standard for the A2 group, alongside much larger organisations. The scores of medium-sized IFs with 20-49 staff and with 8m-50m CHF in revenue varied considerably.

50%

Half of the 28 IFs which were assessed in 2016-17 have improved by an impressive 20 points or more and a further six have advanced by over 10 points.

Key findings on specific governance issues

- ▼ There was evidence of an improvement in transparency, for example in the publication of annual accounts. Twenty one of the 28 Full Members published at least one set of audited accounts, up from 18 a year ago.
- ▼ There is increasing attention on whistleblowing. The number of IFs without any sign of a confidential reporting mechanism in place declined from 11 in 2016-17 to five this year. Six demonstrated that they had acted on confidential information received.
- ▼ A new question on gender balance on Executive Boards (or equivalent) revealed that only one IF had a board composed at least 40% by women. Nine IFs had female representation between 25% and 40%, plus policies in place to encourage gender balance. There were 13 IFs with female representation below 15% at board level.
- ▼ Sixteen of the 28 Full Member IFs now have some type of term limit in place, an increase of one since last year.
- ▼ Almost all of the IFs were able to demonstrate that they provide education programmes and assistance to coaches, judges, referees and athletes.
- ▼ Twenty four out of 33 IFs showed that they had a defined and relatively transparent process for determining investment in development projects. Out of these, six had made available additional information since last year, such as reports or policies.
- ▼ Fifteen of the IFs had an internal audit committee or equivalent in place with some independent representation.

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There were 13 IFs with female representation below 15% at board level

Impact of term limits

The average scores of the 16 IFs which had some type of term limit in place reached the level of the A2 group. By contrast, the 17 IFs without term limits on average were placed at the lower end of group B. Mean scores for each separate section were also significantly higher for IFs with term limits.

In recent years, several IFs have introduced term limits as one component of a set of governance reforms, which may partly explain the large difference in scores between those with and without them.

Conclusion

The ASOIF GTF welcomes the evidence of improvement in the governance of IFs both individually and collectively. Trends towards more open publication of financial information and evidence of growing attention being paid to electoral processes are positive signs of progress. However, a great deal of work remains to be done and there are very large differences between the best performing IFs and the weakest.

Responses to the questionnaire suggest that improving governance is a priority for IFs, to which they are dedicating significant resource. Nineteen IFs stated that they were currently reviewing regulations and/or Statutes.

The GTF is grateful to the IFs for their co-operation and looks forward to keeping up the momentum so that international sport can swiftly achieve and maintain the level of governance which the public and the sports community have the right to expect.

Next steps

The ASOIF GTF will continue with the governance assessment project, distributing good practice examples drawn from the study and offering meetings with individual IFs to review specific findings. The GTF plans to establish a new, permanent Governance Monitoring Unit later in 2018 and to repeat the questionnaire and assessment process.



Background and objectives

This document is the second review of International Federation (IF) governance led by the [Governance Taskforce](#) (GTF), which was established by the Association of Summer Olympic International Federations (ASOIF) in November 2015.

In the context of evidence of cases of mismanagement in relation to major sport bodies, the ASOIF General Assembly in 2016 mandated the GTF to assist the 28 Summer IFs to promote a better culture of governance to help ensure that IFs are fit for purpose, or rapidly achieve that status.

The GTF conducted the first evaluation of the governance of the 28 IFs between November 2016 and March 2017 using a self-assessment questionnaire¹ with independent moderation of the responses. A report on the results² was presented and published at the ASOIF General Assembly in 2017.

The questionnaire consisted of 50 measurable indicators covering five principles or sections: Transparency, Integrity, Democracy, Development and Control Mechanisms. There was also an initial section referencing the foundation documents of the Olympic Movement, such as the Olympic Charter and the World Anti-Doping Code.

Large differences between IFs in their governance practices became apparent in the study. There were some very impressive examples of high standards but there were also some significant gaps, which gave cause for concern and needed to be addressed. It was also clear that important reforms were in the process of being adopted rapidly by a number of IFs.

It was therefore agreed at the 2017 ASOIF General Assembly that a second review should take place with findings to be reported one year later, both to provide continued impetus for IFs to reach or maintain a high standard of governance, and to recognise any improvements that had been implemented.



¹ ASOIF Governance Taskforce – International Federation Self-Assessment Questionnaire (2016): http://www.asoif.com/sites/default/files/basic_page/if_governance_questionnaire.pdf

² ASOIF Governance Taskforce – First Review of International Federation Governance (2017): http://www.asoif.com/sites/default/files/basic_page/first_review_of_if_governance_2017.pdf

Methodology

As for the first review, the governance assessment took the form of a self-assessment questionnaire to be completed by each IF. The questionnaires were distributed by ASOIF by e-mail on 23 November 2017 with a deadline for response of 19 January 2018. IFs were asked to determine a score for each question and to provide explanatory evidence, such as a hyperlink to a relevant page or document on the website. In some cases, supplementary documents were provided to ASOIF on a confidential basis. To aid IFs and to avoid unnecessary duplication of work, the questionnaires that were distributed incorporated both the responses of the IF to the indicators in 2016-17 and the moderated scores and comments.

For 2017-18, the five Associate Members of ASOIF, which will participate in the Tokyo 2020 Olympic Games, were invited to respond in addition to the 28 Full Members which took part in 2016-17.

Seventeen of the 33 IFs identified the most senior staff member as the lead respondent (CEO, Executive Director, Director General, Secretary General). In almost all of the other cases the named individual was a senior manager or director with responsibility for legal affairs or governance. Other staff members presumably contributed material in their areas of responsibility. Overall, the senior level of the people who responded suggests a recognition of the importance of governance within IFs and that the issues are being taken seriously.

See page 49 for the full list of IFs which submitted completed questionnaires.

The questionnaire responses provided by the 33 IFs were then independently moderated.

One of the GTF's priorities for the project was to be fair and consistent in assessing all IFs. Given the tight timetable, which allowed for about one working day to review each questionnaire, it was intended that the questionnaire response should be self-contained, without the need for a meeting or call to provide extra information.

Scoring system

The scoring system implemented was the same as for the 2016-17 project. Each of the 50 indicators in the questionnaire incorporated a separate definition for scores on a scale from 0 to 4. The scores in each case were designed to assess the level of fulfilment of the indicator by the IF, as follows:

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

IFs were asked to provide evidence to justify their scores.

Changes to questionnaire since 2016-17

The first edition of the questionnaire in 2016-17 served its purpose in differentiating between standards of governance among IFs and in highlighting both good and poor practices. However, it was essentially a pilot study. The questionnaire lacked clarity in places and there were differences in the interpretations of a few indicators by the respondents. Inconsistencies were dealt with as far as possible in the moderation process.

For 2017-18, the GTF took the opportunity to amend the questionnaire³ based on the experience of the first assessment and on feedback received. An important objective was to limit the number of substantive changes to ensure that a degree of comparison would be possible between years, and to reduce the need for IFs to repeat work.

Four of the 50 questions were replaced and there was some minor re-numbering as a consequence. In various places, wording of indicators and of scoring definitions was edited to take account of feedback. The net outcome of the amendments to the questionnaire was that it was a few points more lenient.

Two new multiple-choice questions were added asking about the number of staff and size of revenue of IFs to assist with grouping and to enable fairer comparison.

Details of the changes to the questionnaire are explained in the appendix⁴.

Independent moderation

As for 2016-17, ASOIF appointed sports governance consultancy I Trust Sport to support the project. I Trust Sport's task was to review the questionnaire responses; to moderate the scores to ensure as much consistency as possible; and to produce analysis for this report.

Scores were verified against the defined criteria in the questionnaire for each indicator for all 33 responses. Evidence provided by IFs was also verified (such as references to clauses in the Constitution or specific web pages) and, where evidence was absent or incomplete, additional information was researched from IF websites. Supplementary documents provided on a confidential basis were taken into account as appropriate.

When necessary, scores were adjusted up or down to reflect the independent assessment of the moderator, based on the evidence available. The aim was to be consistent and fair.

For this second edition of the questionnaire the quality of the responses received was higher than in the previous year and there was less variation in the interpretation of indicators.

Further details of the moderation process are explained in the appendix.

Outcomes of moderation

The moderated scores of all but one of the IFs were lower than the self-assessed scores. As there were 33 IFs responding, including five for the first time, and multiple staff completing different sections of the questionnaire, it is understandable that there was variation in the approach to compiling answers. In the moderation process the intention was to reduce these variations as far as possible. The fact that quite a number of scores were moderated down should not be interpreted as a criticism of the work of the IFs in completing the questionnaire. As ASOIF acknowledges, the scoring is not a scientific exercise. Nevertheless, the amendments made to the questionnaire following the experience of the project in 2016-17 seemed to result in a higher quality of response. Including IF answers and moderation comments from last year probably contributed to this improvement.

The mean and median changes to scores in the moderation process of -15 and -13 respectively were virtually the same as last year. There were some changes at the extremes – the maximum mark-down was -44 this year compared to -81 in last year's review. One IF was marked up 23 points last year whereas the only self-assessment to end up with a higher score for 2017-18 saw an increase of just three points.

Note that all of the analysis which follows is based on moderated scores, not self-assessed scores.

³ ASOIF Governance Taskforce – International Federation Self-Assessment Questionnaire (2017): http://www.asoif.com/sites/default/files/download/if_governance_questionnaire-stage_2.pdf

⁴ Appendix to the Second Review of IF Governance – available from www.asoif.com

Table 1 – Change in scores after moderation

	All 33 IFs		28 IFs, excluding Associate Members	
	Self-assessed	Moderated score	Self-assessed	Moderated score
▼ Mean for total*	128	113	134	121
▼ Median for total*	126	108	135	116
▼ Mean for indicator (out of 4)	2.56	2.26	2.68	2.42
▼ Maximum increase	+3 (moderated score is 3 above self-assessed score)			
▼ Maximum decrease	-44 (moderated score is 44 below self-assessed score)			
▼ Mean change	-15			
▼ Median change	-13			

(*) Note on mean and median:

The mean is the sum of the figures divided by the number of figures (so divided by 33 to calculate a mean score for each IF). The median is the mid-point when a set of numbers are listed from smallest to largest (so the 17th if 33 IF scores are being considered). The median is less impacted by an unusually high or low number in the series. Both mean and median are used in this report.

Allowing a margin of error

The scoring system gave the analysis a degree of objectivity. However, in many cases there was room for debate.

On the basis that some judgements could be debatable, each IF total score should be understood to have a margin of error from -7 to +7. The same margin of error was adopted for 2016-17.

Headline findings

The analysis of the questionnaire data has been anonymised so that scores from individual IFs are not readily identifiable. While the approach adopted by the GTF does limit the potential for external scrutiny, it takes into account the nature of the project (see page 44) and this study is intended only as one component of a committed attempt to improve the governance of IFs.

Overall moderated scores

The variation among the 33 IFs was very considerable. Moderated scores ranged from 46 to 177 out of a theoretical maximum of 200. Six IFs scored over 150, which is an average of more than three out of the maximum of four for each indicator. Twelve scored under 100, below an average of two per indicator. However, allowing for a margin of error from -7 to +7 in each total score, three more IFs could reach this threshold.

Grouping IFs by score

The First Review of IF Governance⁵ published in April 2017 divided the 28 IFs into three groups labelled A, B and C (see pages 3-4 and 9-10) based on their overall moderated scores.

6

Six IFs scored over 150, an average of more than three out of the maximum of four for each indicator

Scores were out of a theoretical maximum of 200.

Table 2 – Groups for 2016-17

Groups	Total score	Number of IFs
Group A	122-170	8
Group B	91-113	11
Group C	65-83	9

For the second review a similar exercise has been conducted.

Table 3 – Groups for 2017-18

Groups	Total score	Number of IFs (out of 33)
Group A1	152-177	6
Group A2	120-142	8
Group B	96-112	10
Group C	46-89	9

⁵ ASOIF Governance Taskforce – First Review of International Federation Governance (2017): http://www.asoif.com/sites/default/files/basic_page/first_review_of_if_governance_2017.pdf



Figure 1 – Overall moderated score (33 IFs)

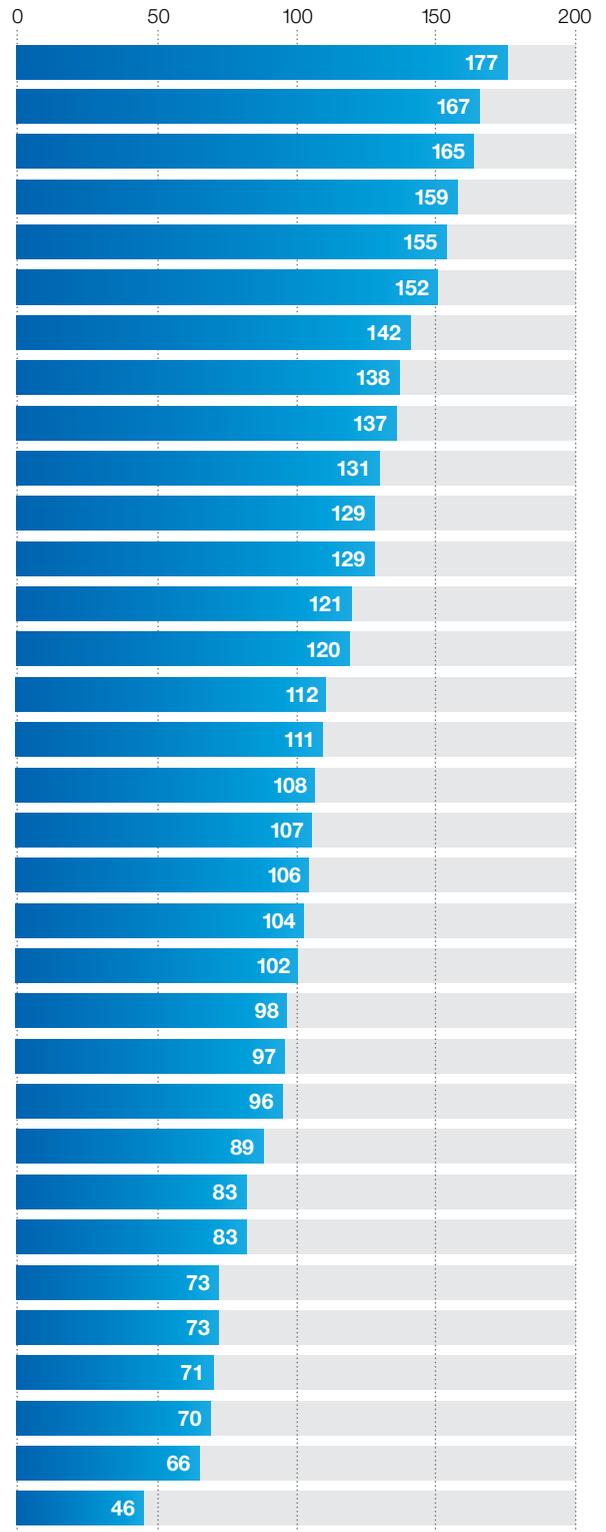
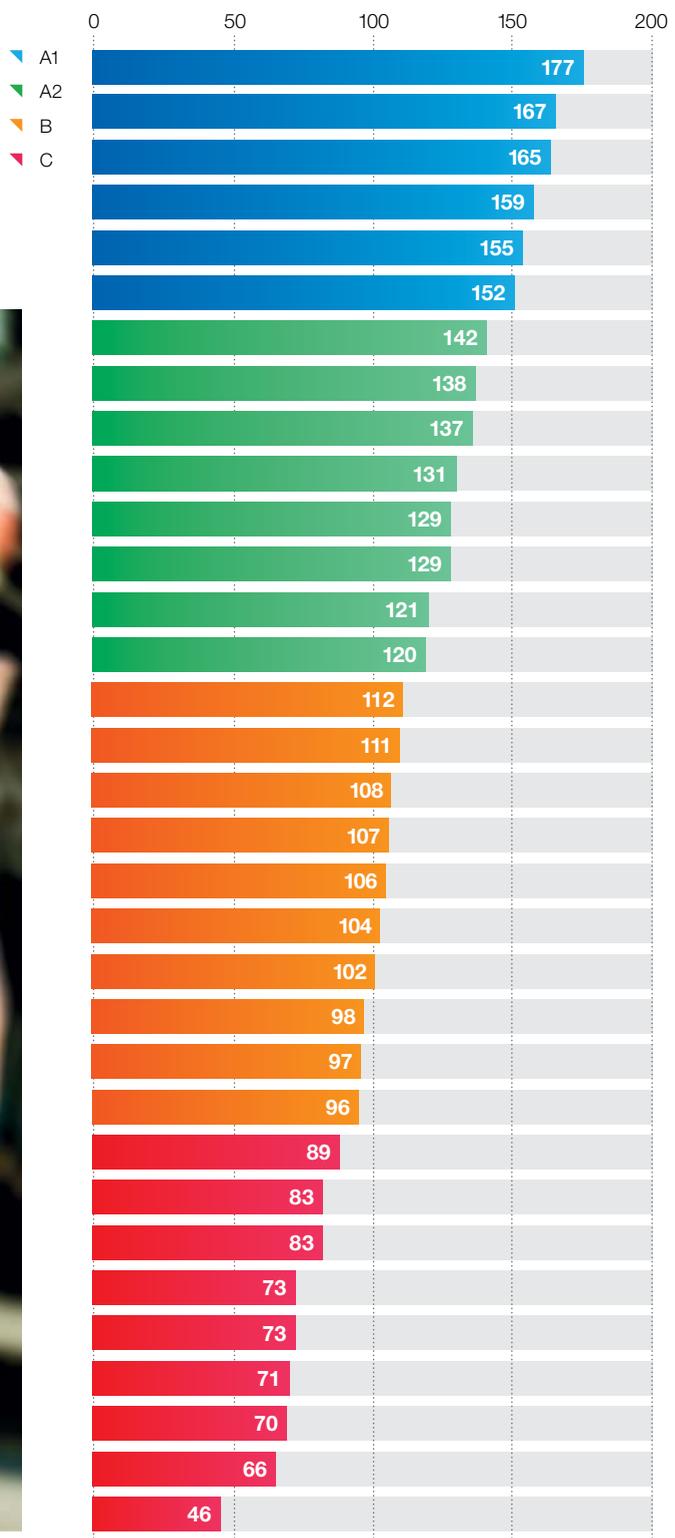




Figure 2 – Groups A1, A2, B and C



The Associate Members were included in the assessment exercise in 2017-18 for the first time. With 33 IFs rather than 28 last year, it is justifiable to divide into four groups rather than three.

The threshold for the top group, A1 has been set at around 150 as that mark represents an average score of three out of four for each of the 50 indicators. With only six IFs reaching this level, it is an exclusive group. All six were among the eight IFs in the top group last year but there has been substantial movement as there are six IFs scoring over 150 compared to three which reached this level in 2016-17.

The A2 band starts at virtually the same score as the top group last year. The 2017-18 version of the questionnaire is a few points more lenient than the first edition (see the appendix) and scores have increased. A number of the IFs in A2 have improved significantly this year. While achieving a score of 120 or more is a good outcome, there is a substantial gap between the lower scoring IFs in A2 and the A1 group. Two of the A2 group were in the top category last year, which covered a larger range.

Group B is tightly packed, as might be expected in the middle. There is a mix of bigger and smaller sports. It is notable that seven out of 10 IFs in group B have improved by 19 points or more since last year. Five of this year's group B have moved up from group C, demonstrating good progress. An overall score of around 100 equates to an average of two out of four for each of the 50 indicators.

The nine IFs in group C scored between 46 and 89. Most of those IFs in group C which were reviewed last year have achieved only moderate increases in their scores.

In the A1 group over 80% of indicators were scored at three or four, meaning that the indicator was well-fulfilled or totally fulfilled. This figure falls to 60% for A2. In group B the scores were relatively evenly distributed. In the final group fewer than 20% of indicators achieved a score of three or four while over half were scored at nil or one, which signifies that the indicator was only partially fulfilled or not at all.

Figure 3 – Percentage of distribution of scores by group (33 IFs)⁶

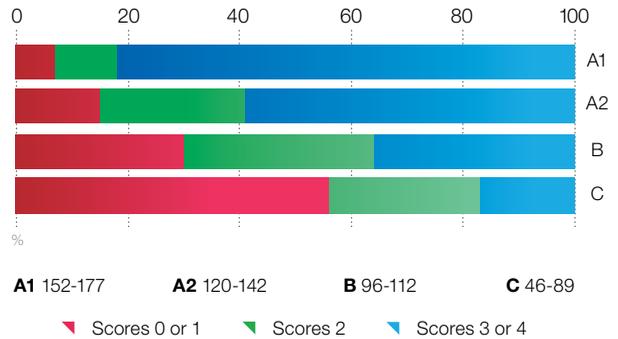


Table 4 – Percentage of distribution of scores by group (33 IFs)

Group	Scores 0 or 1	Scores 2	Scores 3 or 4
Group A1 152-177	7%	11%	82%
Group A2 120-142	15%	26%	60%
Group B 96-112	30%	34%	36%
Group C 46-89	56%	27%	17%

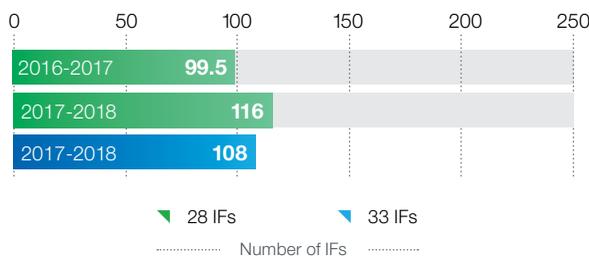
(Rounded to nearest 1%)

⁶ Tables and graphs throughout the report generally include either data on the 33 IFs, including both Full Members and Associate Member, or the 28 Full Members alone. Tables and graphs specify whether data is based on the group of 33 or of 28.



Summary comparison with 2016-17

Figure 4 – Median moderated scores 2016-17 compared to 2017-18

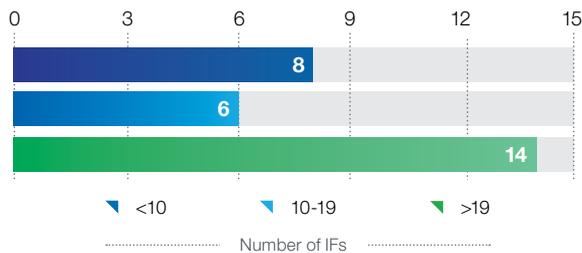


From 2016-17 to 2017-18 the median score has increased from 99.5 to 116 for the Full Members (the median was 108 when considering all 33 IFs). The mean score has risen from 104 to 113 (121 for the Full Members).

While a portion of the increase can be attributed to changes to the questionnaire and to improved understanding of the assessment process by the participants, the scores suggest there have also been meaningful improvements in IF governance.

Half of the 28 IFs which were assessed in 2016-17 have improved by an impressive 20 points or more and a further six have improved by over 10 points. There is some evidence that middle-ranking IFs tended to see the largest gains, although there were exceptions. Two IFs had no significant change in score from one year to the next.

Figure 5 – Scale of improvement in moderated scores 2016-17 to 2017-18 (28 IFs)

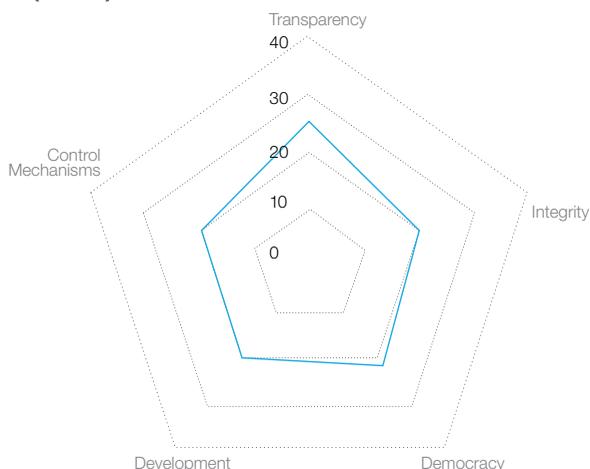


113

The mean score has risen from 104 to 113 (121 for the Full Members).

Section by section findings

Figure 6 – Summary of mean scores by section (33 IFs)



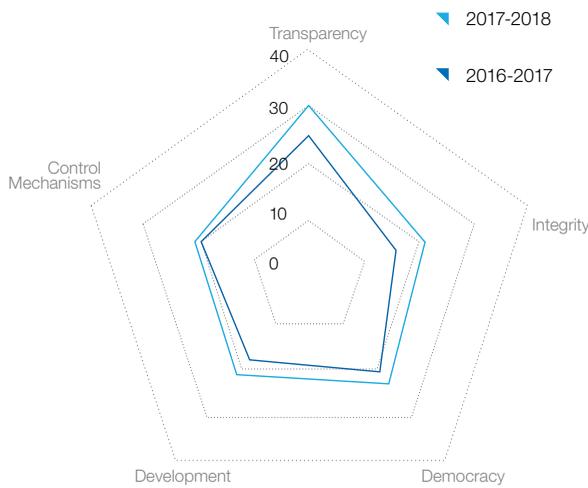
As the numbers show, there was huge variation among the IFs. One IF recorded a maximum score of 40 out of 40 in the Transparency section (which was not achieved in 2016-17), while several IFs had individual section scores of under 10. The Transparency section was the highest scoring overall and for most IFs, as it was last year. In contrast to 2016-17, the differences in average scores between the other sections are small.

Some caution is needed when comparing specific sections. There were a number of amendments to the questionnaire (see page 9). With 50 questions in total, adjustments to a single indicator have a limited effect on the overall score but that impact is obviously magnified in a section of 10 questions. The division into sections is broadly thematic and pragmatic rather than scientific.

Table 5 – Summary of mean scores by section (33 IFs)

Section	Min	Max	Mean	Median
Transparency	16	40	26.5	25
Integrity	7	34	21.1	20
Democracy	9	37	21.9	22
Development	6	35	21.2	20
Control Mechanisms	8	38	22	20

Figure 7 – Median scores by section 2016-17 and 2017-18 (28 IFs)



Some significant improvements are evident when comparing the median scores of the 28 Full Members in 2017-18 to the previous year. The median scores have increased by four or more points in the Transparency, Integrity and Development sections (out of the maximum of 40 per section). The increases were smaller in the Democracy and Control Mechanisms sections.

One hypothesis is that the types of issues covered in the Democracy and Control Mechanisms sections, such as electoral processes, often require General Assembly approval to make substantive changes. By contrast a decision to publish more information (Transparency) or to implement a sustainability project (Development) might be agreed by the board or senior staff. In the 12 months since the first review many IFs have had little or no chance to submit proposals to their General Assembly

Table 6 – Median scores by section in 2016-17 and 2017-18

Section	2016-17 (28)	2017-18 (33)	2017-18 (28)
Transparency	25	25	29.5
Integrity	16	20	21
Democracy	21	22	23.5
Development	17.5	20	21.5
Control Mechanisms	20.5	20	22

Figure 8 – Distribution of scores by indicator per section (%) (33 IFs)

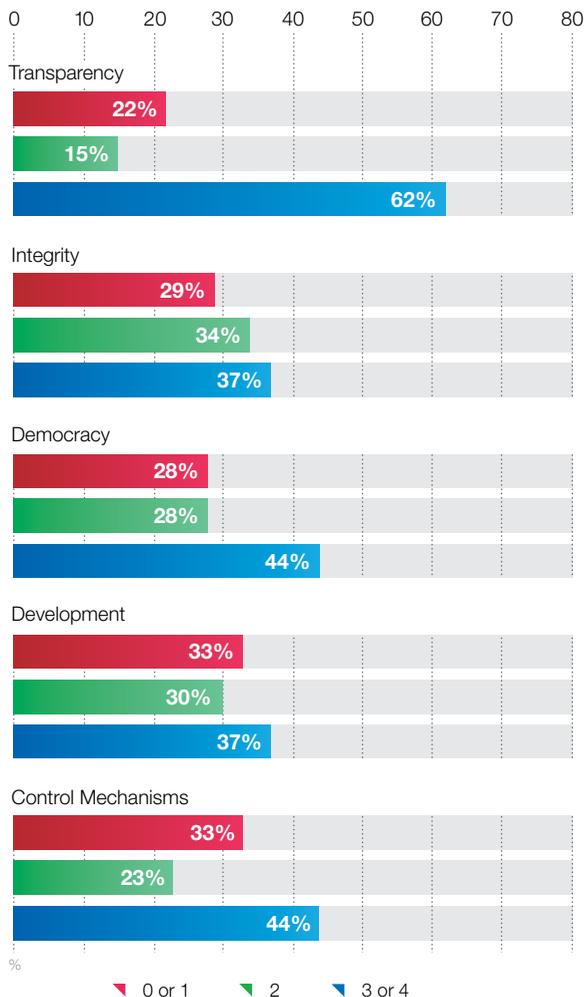


Table 7 – Distribution of scores by indicator per section (%) (33 IFs)

Section	0 or 1	2	3 or 4
Transparency	22%	15%	62%
Integrity	29%	34%	37%
Democracy	28%	28%	44%
Development	33%	30%	37%
Control Mechanisms	33%	23%	44%

More than 60% of the indicators in the Transparency section were scored at 3 or 4 across all of the IFs, implying the indicator was well-fulfilled or totally fulfilled. Both the Democracy and Control Mechanisms sections had over 40% of the indicators at this level. Integrity and Development proved slightly more challenging with around 37% of the indicators achieving the good scores of 3 or 4. For both Development and Control Mechanisms as many as a third of the indicators had moderated scores of nil or 1, meaning the indicator was only partially fulfilled or not at all.

Table 8 – Distribution of scores by section (33 IFs)

▼ Moderated	Transparency	Integrity	Democracy	Development	Control Mechanisms
▼ >15	0	7	4	3	5
▼ 15-19	7	7	9	12	10
▼ 20-24	8	10	9	8	6
▼ 25-29	4	2	5	6	4
▼ 30-34	7	7	5	2	6
▼ >34	7	0	1	2	2

One illustration of the fact that the Transparency section was the highest scoring is that no IF recorded a score of less than 15. For each of the other sections there were at least three IFs which scored under 15. Each of the sections except for Integrity had at least one score of over 34. However, beyond the Transparency section there were only five section scores which reached this level. Development seems to have been the hardest section in which to achieve a high score – there were only four IFs above 30 points.

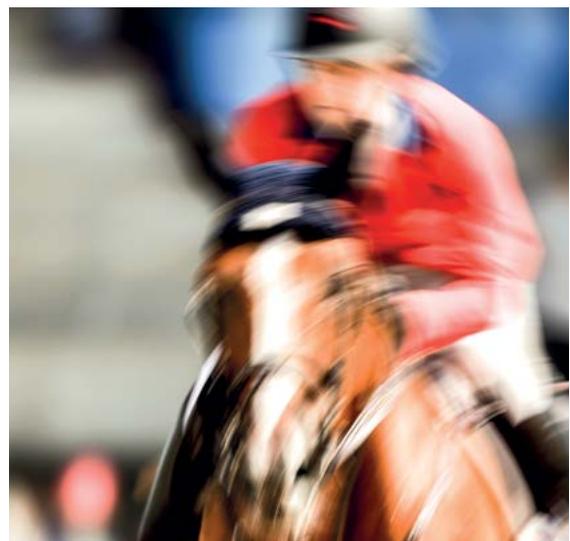


Figure 9 – Distribution of scores by section (33 IFs)



Note that the maximum score is 40 per section.



Categorising IFs by resources

The 2017-18 edition of the questionnaire incorporated two multiple-choice indicators intended to help categorise IFs by numbers of staff (under 20, 20-49, 50-119 or over 120) and by revenue (average of less than 8m CHF per year from 2012-2015, 8m-20m, 20m-50m or over 50m). See the appendix for more details.

A test analysis of the number of national member federations belonging to each IF revealed no obvious correlation, either positive or negative, in relation to questionnaire scores.

According to the self-assessed responses, eight out of 33 IFs had at least 50 full-time equivalent staff and contractors. Thirteen IFs had between 20 and 49 staff, while the remaining 12 employed fewer than 20 staff. All but one of the Associate Members had fewer than 20 staff.

Although 18 out of 33 IFs had average annual revenue of less than 8m CHF in 2012-2015, others generated substantially more. The revenue of as many as six IFs was over 50m CHF per year with four in the range between 8m and 20m CHF and five from 20m to 50m. All of the Associate Members had average annual revenue of less than 8m CHF in 2012-2015.

Table 9 – Numbers of paid staff

▼ Full-time equivalent staff	Number of IFs (28)	Number of IFs (33)
▼ <20	8	12
▼ 20-49	12	13
▼ 50-119	4	4
▼ >120	4	4

Table 10 – IF revenue

▼ Average annual revenue of IFs and subsidiaries 2012-15	Number of IFs (28)	Number of IFs (33)
▼ <8m CHF	13	18
▼ 8m-20m CHF	4	4
▼ 20m-50m CHF	5	5
▼ >50m CHF	6	6

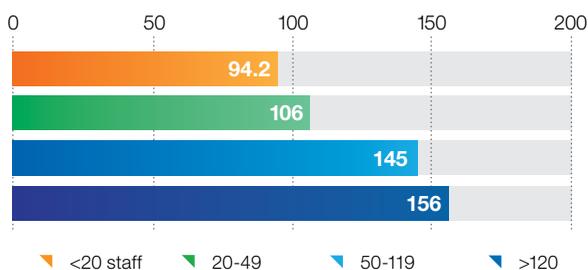
Impact of resources on scores

Table 11 – Mean score by revenue group

Average annual revenue of IFs and subsidiaries 2012-15	Number of IFs (28)	Mean moderated score (28 IFs)	Number of IFs (33)	Mean moderated score (33IFs)
<8m CHF	13	107	18	96
8m-20m CHF	4	108	4	108
20m-50m CHF	5	130	5	130
>50m CHF	6	151	6	151

There is some evidence of a correlation between a high level of revenue and a higher overall moderated score, although there is little difference between the mean scores of IFs with under 8m CHF and those with between 8m and 20m CHF. Caution is needed in drawing conclusions as the sample sizes are small.

Figure 10 – Mean score by number of staff



There is some evidence of a correlation between a high level of revenue and a higher overall moderated score

Table 12 – Mean score by number of staff

▼ Full-time equivalent staff	Number of IFs (28)	Mean moderated score (28 IFs)	Number of IFs (33)	Mean moderated score (33IFs)
▼ <20	8	109	12	94
▼ 20-49	12	109	13	106
▼ 50-119	4	145	4	145
▼ >120	4	156	4	156

As was the case for revenue, there is some correlation between employing more staff and a higher overall moderated score. There is a marked difference in the average moderated score between IFs with fewer than 50 staff – 109 for the 28 Full Members or 94 for the full set of 33 IFs – compared to an average of around 150 for IFs that have at least 50 staff.

Defining small, medium and large IFs

Analysis shows that IFs with greater revenue also tend to have more staff, as might be expected. Eleven out of 12 IFs with fewer than 20 staff earned an average of under 8m CHF annually. All four of the IFs that employ over 120 staff had average revenue of at least 20m CHF. Nevertheless, it may be helpful to look separately at staff size and revenue.

Table 13 – Categorising IFs by staff numbers

▼ Category	Criteria	Number of IFs (28)	Number of IFs (33)
▼ Small	<20 staff (<8m CHF revenue with 1 exception)	8	12
▼ Medium	20-49 staff (revenue varies)	12	13
▼ Large	>49 staff (revenue >20m CHF)	8	8

Having defined the categories, the distribution of scores by category can be analysed.

- ▼ Small
- ▼ Medium
- ▼ Large

Figure 11 – Distribution of scores by IF staff numbers

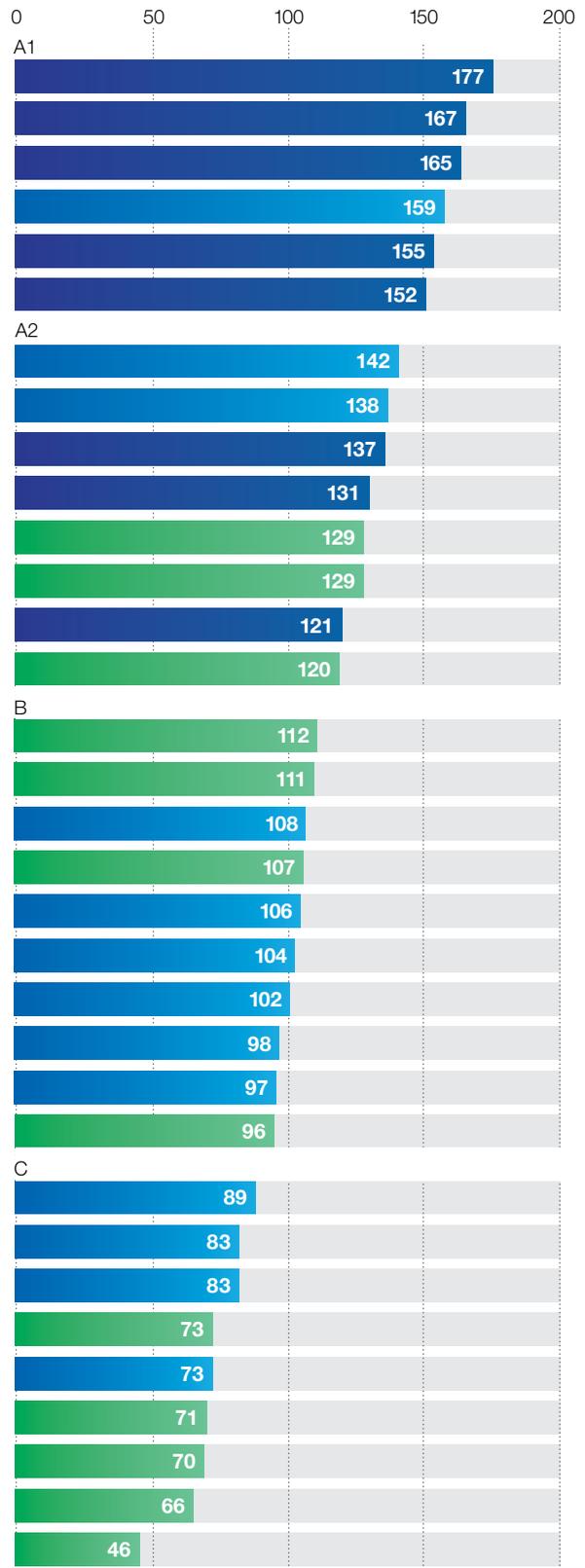


Table 14 – Mean score by IF staff numbers

▼ Category	Number of IFs (28)	Mean moderated score (28 IFs)	Number of IFs (33)	Mean moderated score (33 IFs)
▼ Small	8	109	12	94
▼ Medium	12	109	13	106
▼ Large	8	151	8	151

There are only modest differences in the mean score between small and medium-sized IFs defined in terms of staff numbers. However, the large IFs score much more, on average.

Among the small IFs with fewer than 20 staff the highest score is 129, which is well within the A2 grouping. In other words, it is feasible even for a fairly small IF to score very well in the questionnaire. Perhaps unsurprisingly, the lowest scores overall were for small IFs. In the medium group, with 20-49 staff, the lowest scoring IF is in group C while the top score of 159 reaches the A1 group. The findings suggest that it is possible for an IF with fewer than 50 staff to be rated among the very best. Considering the large IFs with at least 50 staff, the lowest score is at the bottom end of the A2 group and the top score, as would be expected, is the highest among all of the IFs.

The sample sizes are not very large but the findings seem sufficiently distinct to be worthy of note.

Table 15 – Categorising IFs by annual revenue

▼ Category	Criteria	Number of IFs (28)	Number of IFs (33)
▼ Small	<8m CHF	13	18
▼ Medium	8-50m CHF	9	9
▼ Large	>50m CHF	6	6

In order to increase the sample sizes, and to reduce four categories to three, the four IFs declaring 8m-20m CHF and the five with 20m-50m CHF have been grouped together.

Figure 12 – Distribution of scores by IF revenue

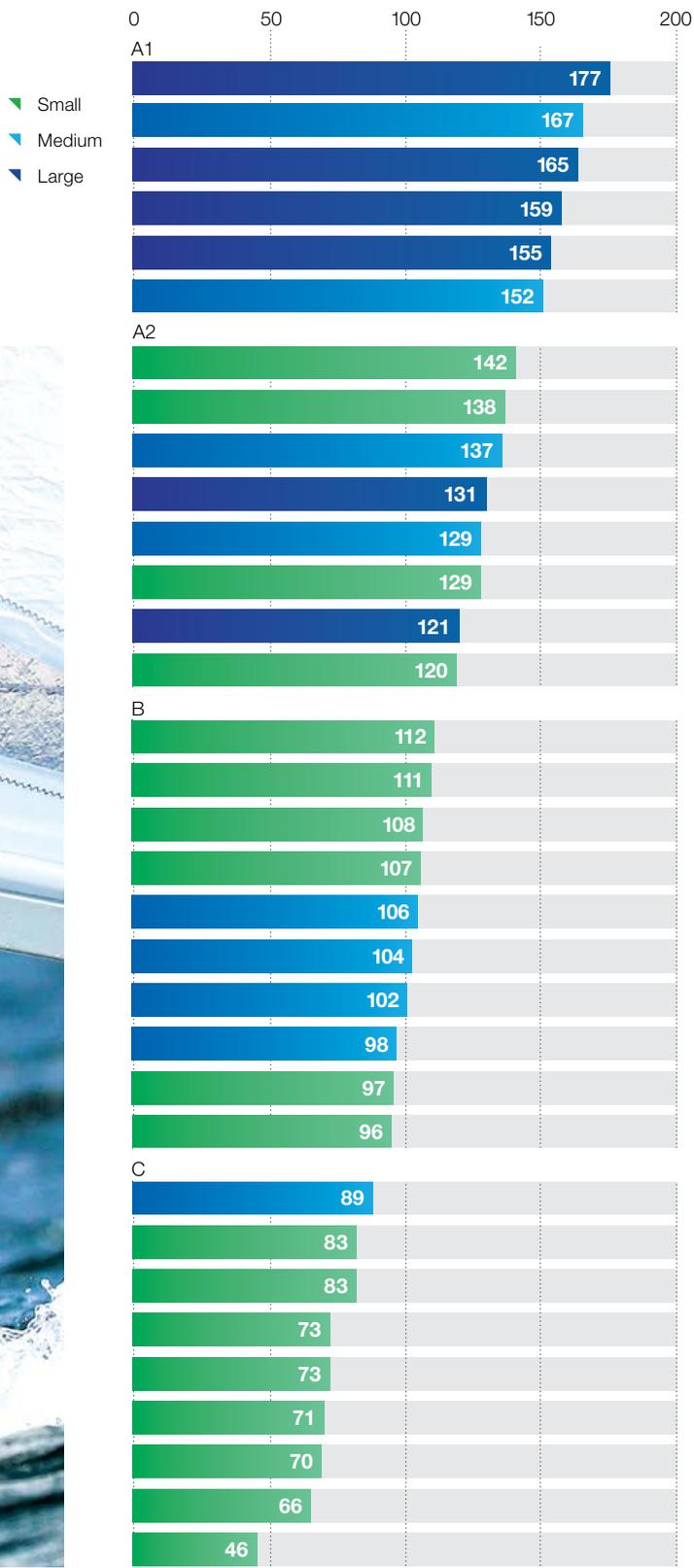


Table 16 – Mean score by IF revenue group

▼ Category	Number of IFs (28)	Mean moderated score (28 IFs)	Number of IFs (33)	Mean moderated score (33 IFs)
▼ Small	13	107	18	96
▼ Medium	9	120	9	120
▼ Large	6	151	6	151

There does appear to be a progression in the mean score between small and medium-sized IFs when the definition is based on revenue. The large IFs have a much higher score.

The highest score for an IF with under 8m CHF in revenue was 142, at the top of the A2 grouping. As was the case when analysing by staff numbers, it is evident that an IF with a modest level of revenue can achieve a high standard of governance. At the other end of the scale, the lowest scores were associated with IFs that had below 8m CHF in revenue. The medium group, earning 8m-50m CHF annually, ranged from 89 at the top of group C to two IFs in the A1 group, above 150. Four out of the six IFs with revenue over 50m CHF were in the A1 group while the other two were in A2.



Transparency section

Table 17 – Mean Transparency scores by indicator

Indicator	Topic	Mean (33 IFs)
2.1	Statutes, rules and regulations	3.45 (highest)
2.2	Explanation of organisational structure including staff, elected officials, committee structures and other relevant decision-making groups	3.15
2.3	Vision, mission, values and strategic objectives	2.42
2.4	A list of all national member federations with basic information for each	3.21
2.5	Details of elected officials with biographical info officials, committee structures and other relevant decision making groups	2.70
2.6	Annual activity report and main events reports	2.30
2.7	Annual financial reports following external audit	2.27
2.8	Allowances and financial benefits of elected officials and senior executives	1.73 (lowest)
2.9	General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda	2.64
2.10	A summary of reports/decisions taken during Executive Board and Commission meetings and all other important decisions of IF	2.61

As in 2016-17, Transparency was the highest scoring of the five sections. The best average score of the whole questionnaire was for indicator 2.1 – all of the IFs that were reviewed published their full Constitution and competition rules effectively. IFs also generally provided at least basic information about their national member federations.

Twenty one out of 33 IFs published a strategy of some description with the remainder only providing outline information about their objectives and values, typically at the start of the Constitution or Statutes. Of those that did publish a strategy, only six provided monitoring numbers towards specific targets.

21

Of the 28 Full Members, 21 published at least one set of annual, externally audited accounts

Of the 28 Full Members, 21 published at least one set of annual, externally audited accounts (scoring two or more for indicator 2.7), an increase from the 18 IFs that had published accounts a year ago. Most of the others provided virtually no financial information on their websites.

Regarding allowances and expenses for officials and senior staff, 18 IFs published either a travel and expenses policy or included a specific line on expenses in the financial accounts. In a number of cases this is a new development since last year. Nine published both policy information and financial details, scoring three or four for indicator 2.8, which is a slight increase on the seven recorded last year. Nevertheless, this was the lowest scoring indicator in the Transparency section.



Integrity section

Table 18 – Mean Integrity scores by indicator

Indicator	Topic	Mean (33 IFs)
3.1	Has a unit or officer in charge of ensuring that the IF abides by the IOC Code of Ethics and/or the IF's own Code of Ethics	2.45
3.2	Has a unit or officer in charge of ensuring that the IF abides by the WADA World Anti-Doping Code	2.91 (highest)
3.3	Complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions	2.33
3.4	Has a programme or policies designed at ensuring that the IF member associations function in accordance with all recognised ethical codes and principles	1.91
3.5	Establish confidential reporting mechanisms for "whistle blowers" with protection scheme for individuals coming forward	1.30 (lowest)
3.6	Put in place integrity awareness/education programmes	1.70
3.7	Provide for appropriate investigation of threats to sport integrity	2.27
3.8	Make public all decisions of disciplinary bodies and related sanctions, as well as pending cases where applicable	2.36
3.9	Appropriate gender balance in governing bodies	1.82
3.10	Taking account of interests of wider stakeholders	2.21

In the Integrity section the indicator on anti-doping activity (3.2) produced the highest average score, as was the case last year.

There was evidence of improvement in the publication of decisions of disciplinary bodies and related sanctions (3.8). Fourteen IFs went beyond simply publishing disciplinary outcomes, providing further details such as reasoned decisions or information on pending cases. It should be acknowledged that a number of IFs very rarely have disciplinary or anti-doping cases.

Five of the 28 Full Members had no evidence of a confidential reporting mechanism for whistleblowers, scoring 0 for indicator 3.5. This suggests increasing attention to the issue as the number is down from 11 IFs that had no such reporting mechanism last year. Six IFs demonstrated that they have acted on confidential information supplied. This indicator remains the lowest scoring in the section, as it was for 2016-17.

Indicator 3.9 assessing gender balance in governing bodies was new for 2017-18 (gender balance was assessed in policy but not in numerical terms last year). Only one IF recorded a top score of four, for which the criteria were to have at least 40% of each gender on the Executive Board or equivalent, plus specific provisions to encourage gender balance. Four IFs had less than 5% female representation at Executive Board level and a further nine IFs had no more than 15%. There were 10 IFs with representation between 15% and 25% which also had a rule or policy in place to encourage improved gender balance. For nine IFs, between 25% and 40% of their board members were women.

1

Only one IF recorded a top score of four, for which the criteria were to have at least 40% of each gender on the Executive Board

The other new question in this section looked at the efforts of IFs to take account of interests of wider stakeholders through co-operation with non-governmental organisations and civil society (3.10). About half of the IFs were able to provide evidence of such co-operation, often with organisations of specific relevance, such as water safety or maritime bodies in the case of water sports. There was some overlap with a separate indicator in the Development section on social responsibility programmes (5.5).

While the Integrity section was the lowest scoring on average in 2016-17, this year it was level with the Development and Control Mechanisms sections. The increase in scores is the result of some good improvements but there have also been substantial changes to the composition of the section with two new indicators, which makes direct comparison more difficult.



Democracy section

Table 19 – Mean Democracy scores by indicator

Indicator	Topic	Mean (33 IFs)
4.1	Election of the President and a majority of members of all executive bodies	2.91 (joint highest)
4.2	Clear policies to ensure election candidates can campaign on balanced footing including opportunity for candidates to present their vision/programmes	2.09
4.3	Election process with secret ballot under a clear procedure/regulation	2.85
4.4	Make public all open positions for elections and non-staff appointments including the process for candidates and full details of the roles, job descriptions, application deadlines and assessment	1.67
4.5	Establishment and publication of eligibility rules for candidates for election together with due diligence assessment	1.88
4.6	Term limits for elected officials	0.97 (lowest)
4.7	Provide for the representation of key stakeholders (e.g. active athletes) in governing bodies	2.91 (joint highest)
4.8	Defined conflict of interest policy with exclusion of members with a manifest, declared or perceived conflict	2.30
4.9	Governing bodies meet regularly	2.70
4.10	Ensuring equal opportunities for members to participate in the General Assembly	1.61

Analysis showed that all 33 IFs had rules in their Constitution or Statutes regarding the election process. In most cases, the president is elected by all of the members of the IF, as are at least some of the Executive Board or equivalent. There is considerable diversity in the size and source of membership of the Executive Boards with some largely appointed by continental federations while other IFs elect a dozen or more individuals at the General Assembly.

Sixteen of the 28 Full Member IFs scored at least one for indicator 4.6, signifying that they have some type of term limit in place, usually a limit of three terms of four years for the president and sometimes for other officials. This is an increase of one IF since last year's review. It was the lowest scoring indicator in the questionnaire. Some IFs have exemption clauses or permit individuals to serve for a much longer period if they move from one role to another. Across the 14 IFs in groups A1 and A2 (an overall score of 120 or more), only two did not have term limits of any description.

There was a new indicator assessing IF measures to ensure that their members have an equal opportunity to participate in the General Assembly, particularly by provision of financial support (4.10). Ten IFs had no specific policy while a further seven offer non-financial assistance, typically by producing a video stream of their General Assembly. Sixteen declared that they provide equal financial support to all national member federations. Of these, six offered limited details. The 10 IFs which scored three or four for the indicator generally published their policy for supporting attendance at the General Assembly in the official invitation or in other documents, and also had a relevant line in the financial accounts setting out the costs incurred. In most cases, those IFs that provide financial support pay travel and accommodation costs for one individual from each member federation.

The Democracy section was the second highest scoring of the five parts of the questionnaire, some way behind the Transparency section. Average scores which are slightly higher than the Integrity, Development and Control Mechanisms sections are perhaps explained by the fact that basic democratic processes are long-established within IFs, although the details vary a good deal.



16

16 of the 28 Full Member IFs scored at least one for indicator 4.6, signifying that they have some type of term limit in place

Development section

Table 20 – Mean Development scores by indicator

Indicator	Topic	Mean (33 IFs)
5.1	Transparent process to determine allocation of resources in declared development objectives	2.24
5.2	Redistribution policy and programmes for main stakeholders	2.24
5.3	Monitoring / audit process of the use of distributed funds	1.73
5.4	Respect principles of sustainable development and regard for the environment	1.88
5.5	Existence of social responsibility policy and programmes	2.30
5.6	Education programmes and assistance to coaches, judges, referees and athletes	3.15 (highest)
5.7	Solidarity programmes pay due regard to gender and geographical representation through internal guidelines	1.94
5.8	Legacy programmes to assist communities in which events are hosted	1.67 (lowest)
5.9	Anti-discrimination policies on racial, religious or sexual orientation	1.88
5.10	IF dedicates appropriate resources to the Paralympic/disability discipline(s) in the sport	2.21

Almost all of the IFs were able to demonstrate that they provide education programmes and assistance to coaches, judges, referees and athletes (5.6). In many cases, information such as numbers of participants is published and a specific budget is identified. As for last year, this was the highest scoring indicator in the section.

There was some improvement in indicator 5.1, assessing the transparency of processes to allocate resources for development. Twenty four out of 33 IFs showed that they had a defined and relatively transparent process, scoring at least two. Among these, six have made available additional information since last year, such as reports or policies. Thirteen IFs provided all of the relevant material, including budget details in most cases.

For 2017-18 there was a new indicator asking about resources dedicated to the Paralympic or disability discipline(s) in the sport (5.10). In four cases, IFs seemed to have very little involvement with the organisation which governs the Paralympic discipline. A further six IFs have limited co-operation, such as a Memorandum of Understanding. Seven IFs provided evidence of a more formal agreement or managed the disability sport themselves. There were 15 IFs which either take responsibility for the disability discipline(s) in a fully integrated way within their organisation or provide extensive support to the federation which does so.

As a small number of Olympic sports do not currently have any disability discipline, IFs in those sports were awarded the average score from across the rest of the questionnaire for this indicator.

Indicator 5.4 on sustainable development and respect for the environment brought together two overlapping indicators from 2016-17. As many as 13 IFs seemed to take virtually no action, beyond perhaps a brief reference in the Constitution. There were 11 IFs which offered official guidance, such as a basic policy for sustainability. The remaining nine IFs went further, scoring three or four for specific measures which were implemented. These included detailed instructions for event hosts and sustainability strategies.

There was a modest increase in the scores in the Development section as a whole.

15

15 IFs either take responsibility for the disability discipline(s) in a fully integrated way or provide extensive support

Control Mechanisms section

Table 21 – Mean Control Mechanisms scores by indicator

Indicator	Topic	Mean (33 IFs)
6.1	Establish an internal ethics committee with independent representation	2.36
6.2	Establish an audit committee that is independent from the decision-making body	1.48 (joint lowest)
6.3	Adopt accounting control mechanisms and external financial audit	2.70
6.4	Adopt policies and processes for internal control	2.21
6.5	Adopt policies and mechanisms to prevent commercial interests from overriding sporting regulations	1.85
6.6	Observe open tenders for major commercial and procurement contracts (other than events)	1.48 (joint lowest)
6.7	Decisions can be challenged through internal appeal mechanisms on the basis of clear rules	2.27
6.8	Due diligence and effective risk management in bidding requirements, presentation, assessment and allocation of main events	2.09
6.9	Awarding of main events follows an open and transparent process	2.27
6.10	Internal decisions can be appealed with final recourse to the Court of Arbitration for Sport	3.24 (highest)

There was no change to the highest scoring indicator in the section, which was again 6.10 regarding the right of appeal to the Court of Arbitration for Sport (CAS). All IFs have relevant rules and most have had experience of cases.

Relatively little evidence was provided of open tendering for major contracts. There were 13 IFs which hold regular open tenders for major commercial and procurement (scoring at least two for indicator 6.6). The examples were generally for marketing or broadcast rights.

Fifteen of the IFs had an internal audit committee or equivalent in place with some independent representation (not staff or members of the executive), scoring two or more for indicator 6.2.

6.6 and 6.2 were the lowest scoring questions in the section. Overall, the changes seen in the Control Mechanisms section between 2016-17 and 2017-18 were limited, perhaps because taking action on many of the issues covered would probably require General Assembly decisions.



Wider impact on transparency

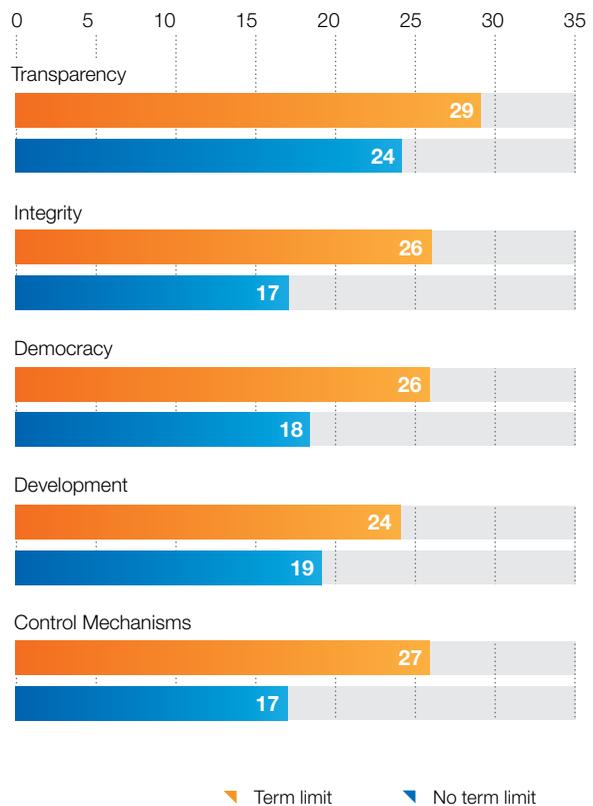
Despite the fact that only one of the five sections in the questionnaire was specifically dedicated to Transparency, the extent to which an IF publishes information had a wider impact on scores. For example, when an annual report was published, it generally included details of development activity (relevant to the Development section). Similarly, audited accounts often provided an outline of internal controls and risk management (covered in the Control Mechanisms section).

Several of the IFs which saw substantial increases in their scores from 2016-17 to 2017-18 could attribute the improvement to decisions to publish additional information. A number of the IFs with scores at the lower end of the scale could similarly see worthwhile improvements by becoming more transparent, which would probably not require constitutional amendments.

Impact of term limits

Sixteen out of 28 IFs had at least some kind of term limit in place for the president, although precise rules vary considerably (see also pages 34-35 above). A comparison of IFs with no term limits (which scored 0 for indicator 4.6) to those with some type of limit in place suggests significant differences.

Figure 13 – Mean score by section with and without term limits (33 IFs)



13

13 IFs hold regular open tenders for major commercial and procurement contracts

Table 22 – Mean score by section with and without term limits (33 IFs)

		Mean scores (33 IFs)					
▼ Term limits?	No. of IFs	Overall	Transparency	Integrity	Democracy*	Development	Control Mechanisms
▼ Some term limit(s)	16	132	29	26	26	24	27
▼ No term limits	17	95	24	17	18	19	17

(*) The Democracy score obviously includes 0 for indicator 4.6 in the case of IFs with no term limits and more than 0 for IFs that do have term limits, which explains part of the difference.

On average, an IF with some type of term limit in place reaches the A2 group with a mean score of about 132. By contrast, IFs without term limits are at the lower end of Group B (around 95 points). The mean scores for each separate section are also significantly higher among the IFs which have some type of term limits in place. Across the 14 IFs in groups A1 and A2 (an overall score of 120 or more), only two did not have term limits of any description.

In recent years, term limits have been introduced by several IFs as one component of a set of governance reforms, which may partly explain the large difference in scores between those with and without term limits.

Background section

Table 23 – Summary of governance priorities and resources dedicated

▼ Priorities for improving governance (summary of self-assessed responses)	Number of IFs
▼ Reviewing general rules/regulations/Statutes	19
▼ Reviewing election processes	4
▼ Improving athlete welfare policies/systems	3
▼ Left blank	2
▼ Resources dedicated	
▼ Dedicated staff member(s)	20
▼ Dedicated commission/working group	14
▼ Combination of staff/commissions	9
▼ Developing good governance resources for members	5
▼ Using external resource (e.g. professional services firms)	4

The Background section of the questionnaire included an open-ended question about governance priorities and dedicated resources. As 31 of the 33 IFs provided an answer, the findings provide useful summary information. Grouping answers together thematically, 19 IFs said they were reviewing their rules, regulations and/or Statutes. Four IFs, which mostly have elections looming, were looking at their election processes and three were working on athlete welfare policies.

In terms of resources, 20 IFs stated that they have dedicated staff members responsible for governance, although this may vary between one or more full-time roles in larger organisations and a portion of an individual's time in the case of smaller IFs. A total of 14 IFs referred to a dedicated commission or working group, of which nine were among those that had staff responsible for governance as well.

There were five IFs which have been developing governance resources for their member federations. Meanwhile, four IFs had enlisted the help of professional services firms on governance-related work.

19

19 IFs said they were reviewing their rules, regulations and/or Statutes

Table 24 – Separate legal entities associated with IFs

▼ Separate legal entities associated with the IF	
▼ None declared	19
▼ Marketing	8
▼ Development / Charity / Foundation	6
▼ Events	7
▼ Continental	1

The 2017-18 questionnaire included a new, open question on legal entities associated with the IF. A majority of the 33 IFs (19) left the question blank or stated that they had no associated organisations. Among those that did have related bodies, eight had some type of marketing arm and six had a foundation or charitable institution. Seven IFs have an event-related entity. One IF referenced a separate office where the president is based. It is possible that a number of IFs may have separate legal entities for such representative offices. The evidence suggests a picture of growing complexity, where the IF organisation itself, which most often takes the form of a voluntary association, handles only some aspects of the IF’s overall scope of work.



Evolution of the study

It is believed that the main findings of this second review of IF governance conducted under the leadership of the ASOIF GTF are valid and build on the work done in 2016-17. The review process has evolved, taking account of the first project and of feedback received. For example, four of the 50 indicators from the first questionnaire were replaced and wording elsewhere has been amended for clarity.

Having conducted the moderation exercise, the improved quality of the responses suggests that both the IFs and reviewers had a better understanding of the process for 2017-18.

Nevertheless, some remaining limitations of the study, which was voluntary for IFs, should be acknowledged. The scoring system for the questionnaire is partly subjective and the responses represent a snapshot in time. Due to the timetable, there was limited opportunity for dialogue with IFs. In addition, an analysis of documents, procedures and structures does not take account of behaviour and organisational culture.

For more details see the appendix.





Conclusion

The ASOIF GTF welcomes the evidence of improvement in the governance of IFs both individually and collectively in the 2017-18 study compared to the previous year. Trends towards more open publication of financial information and growing attention being paid to electoral processes are positive signs of progress. However, a great deal of work remains to be done and there are very large differences between the best performing IFs and the weakest. One of the key findings from this year's study is that some of the small IFs with fewer than 20 staff reached a high standard, demonstrating what can be achieved even with limited means.

The responses to the questionnaire suggest that improving governance is a priority for IFs, to which they are dedicating significant resource. All 33 IFs submitted their answers, most of them doing so thoroughly and on time. In completing an open-ended question on governance priorities, 19 IFs stated that they were reviewing regulations and/or Statutes, four were looking at election processes and three were focused on athlete welfare issues. Twenty IFs said that they had one or more dedicated staff members and there are numerous commissions in place.

The GTF is grateful to the IFs for their cooperation and looks forward to keeping up the momentum so that international sport can swiftly achieve and maintain the level of governance which the public and the sports community have the right to expect.



Suggested next steps

The ASOIF GTF plans to continue with the governance assessment project.

Table 25 – Next steps

▼ Timing	Activity
▼ After General Assembly	Distribute good practice examples across a range of aspects of governance, drawn from the findings of the study
▼ Q2-3 2018	Meet individual IFs to review their governance assessments Develop and implement Governance Monitoring Unit
▼ Date TBC	Revise the questionnaire and assessment process, taking account of feedback
▼ Date TBC	Third iteration of assessment process complete





International Federations

ASOIF Full Members

International Boxing Association (AIBA)
 Badminton World Federation (BWF)
 Fédération Equestre Internationale (FEI)
 Fédération Internationale d'Esclime (FIE)
 Fédération Internationale de Basketball (FIBA)
 Fédération Internationale de Football Association (FIFA)
 Fédération Internationale de Gymnastique (FIG)
 Fédération Internationale de Hockey (FIH)
 Fédération Internationale de Natation (FINA)
 Fédération Internationale de Volleyball (FIVB)
 Fédération Internationale des Sociétés d'Aviron (FISA)
 International Association of Athletics Federations (IAAF)
 International Canoe Federation (ICF)
 International Golf Federation (IGF)
 International Handball Federation (IHF)
 International Judo Federation (IJF)
 International Shooting Sport Federation (ISSF)
 International Table Tennis Federation (ITTF)
 International Tennis Federation (ITF)
 International Triathlon Union (ITU)
 International Weightlifting Federation (IWF)
 Union Cycliste Internationale (UCI)
 Union Internationale de Pentathlon Moderne (UIPM)
 United World Wrestling (UWW)
 World Archery (WA)
 World Rugby (WR)
 World Sailing
 World Taekwondo (WT)

ASOIF Associate Members

International Federation of Sports Climbing (IFSC)
 International Surfing Association (ISA)
 World Baseball Softball Confederation (WBSC)
 World Karate Federation (WKF)
 World Skate

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This report was written in co-operation with the ASOIF Governance Taskforce.

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Class

2

Rio 2016

