



ASOIF GTF International Federation Governance Project Examples of Good Governance Practice 2021-22

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Introduction

This document lists a number of examples of good governance practice among the International Federations (IFs) which are Members of the Association of Summer Olympic International Federations (ASOIF). The examples have been identified following the governance review conducted by the ASOIF Governance Taskforce in 2021-22.

About the good practice examples

The examples below all relate directly to one of the 50 questions in the 2021-22 edition of the questionnaire and are numbered accordingly.

In order to be included, the IF usually demonstrated that it fulfilled the criteria of the specific question in a “state of the art” way. An objective in compiling the list was to provide examples from a wide variety of IFs. The selected examples should therefore not be regarded as definitively the best in each category, nor should the omission of a particular IF example be understood as any kind of criticism – for most of the questions there were too many good examples to include them all.

It is the responsibility of any IF seeking to learn from or follow the lead of a good practice example in the list to determine whether, and to what extent, the method adopted by another IF is applicable to them. It is recognised that replicating a few of the structures and processes identified in the list would require disproportionate resources for some IFs.

Note that the four examples cited for each indicator are not in any particular order. The different examples often demonstrate slightly different ways of addressing the topic which are appropriate to the size or specific characteristics of the organisation concerned.

As governance is an evolving process, it is likely that some of the web pages and documents referred to will be updated or replaced fairly soon. It is intended that this document should be reviewed from time to time to try to ensure links remain current.

List of good practice examples

Ref	Topic	IF	Section - Transparency
2.1	Publication of statutes	FINA	Constitution published: https://resources.fina.org/fina/document/2022/01/13/f21af7d9-dc04-45f5-90f6-711f67453b61/23_FINA-Constitution_18.12.2021.pdf Marked up version: https://resources.fina.org/fina/document/2022/01/13/1894691b-556e-4a06-941b-44bb649d5541/23_FINA-Constitution_18.12.2021_compared_05.06.2021_to18.12.2021.pdf
2.1	Publication of statutes	IGF	Constitution: https://gsites.brightspotcdn.com/b0/d2/bab20828715d61567370518ccffc/igf-constitution-version-090918-5-06-2019.pdf Policies & charter: https://gsites.brightspotcdn.com/6c/1b/5ab36ea84858a73a2fb7952d011f/igf-policies-charters-january-2022.pdf
2.1	Publication of statutes	ITTF	ITTF Handbook, including the Constitution, Technical Rules and Regulations, Integrity Regulations, Tribunal Regulations in clean and tracked changes versions: https://www.ittf.com/handbook/
2.1	Publication of statutes	FIBA	Statutes: https://www.fiba.basketball/documents/fiba-general-statutes.pdf Marked-up version also available
2.2	Organisational structure	World Triathlon	Structure explained in detail: https://triathlon.org/about/executive_board https://triathlon.org/about/committees https://triathlon.org/about/organigram
2.2	Organisational structure	World Taekwondo	Organisation chart in place and description of structure in Statutes. Staffing structure: http://www.worldtaekwondo.org/about-wt/office.html
2.2	Organisational structure	IGF	Full organisational structure is available: https://www.igfgolf.org/about-igf/governance-organization https://www.igfgolf.org/about-igf/organisation
2.2	Organisational structure	FIG	Organisational structure published: https://gymnastics.sport/site/pages/governance-structure.php Statutes - Chapter IV: explanation of organisation structure
2.3	Vision, mission, strategy	BWF	Strategy includes targets/indicators: https://extranet.bwfbadminton.com/docs/document-system/81/82/93/BWF%20Strategic%20Plan%202020-2024.pdf Implementation Plan has KPI: https://extranet.bwfbadminton.com/docs/document-system/81/82/93/BWF%20Strategic%20Implementation%20Plan%20Key%20Results%20Areas%20KRA.pdf
2.3	Vision, mission, strategy	IGF	General Strategic Plan 2021-2028 available: https://gsites.brightspotcdn.com/44/b0/9962f2c847aa8c075a2556684c4e/2021-20128-igf-strategic-business-plan-for-website.pdf Strategic plan is linked to KPIs. Information on vision, missions, values available: https://www.igfgolf.org/about-igf/mission-vision-values .
2.3	Vision, mission, strategy	IFSC	Strategic plan includes measurable targets: https://cdn.ifsc-climbing.org/images/About/2020_IFSC_Strategic_Plan.pdf
2.3	Vision, mission, strategy	FIBA	2019-23 strategy in place, plus 8 strategic objectives for 2019-27: https://www.fiba.basketball/strategy/2019-2027 Mid-term activity report includes updates in each area: https://www.fiba.basketball/news/fiba-activity-report-2017-2019-now-available
2.4	Details of members	WDSF	Member federation information includes number of active athletes/teams/couples and adjudicators. History of tournaments. Example of Germany: https://www.worlddancesport.org/Member/Detail/Deutscher_Tanzsportverband_e.V.-1764#tabPage=2
2.4	Details of members	FIFA	Details of member associations published with extra information including news, staff lists and gallery. Example of Belgium: https://www.fifa.com/about-fifa/associations/BEL

Ref	Topic	IF	Section - Transparency
2.4	Details of members	WBSC	Example of Argentina: https://www.wbsc.org/members/83/arg Example of Japan - includes link to historic softball results: http://www.softball.or.jp/english/4_history.html
2.4	Details of members	World Triathlon	Member federation information published including extra detail such as news, recent events and upcoming events. Example of Sweden: https://europe.triathlon.org/federations/federation/swedish_triathlon_federation
2.5	Details of elected officials	ISA	Biographies of Executive Committee available, including mandate years: https://isasurf.org/about-isa/isa-committees/
2.5	Details of elected officials	World Athletics	Details of Council members with biographies, mandate years and photos: https://www.worldathletics.org/about-iaaf/structure/council
2.5	Details of elected officials	WBSC	Biographies of Executive Board published, including mandate years: https://www.wbsc.org/organisation/wbsc-executive-board
2.5	Details of elected officials	ITTF	Executive Committee member biographies are published, including mandate years: https://directory.ittf.com/#/officials
2.6	Annual report	FIE	Annual report has extensive information: https://fie.org/fie/documents/reports
2.6	Annual report	IFSC	2020 Annual Report: https://reports.ifsc-climbing.org/2020/static/_content/IFSC-Annual-Report-2020_Digital.pdf Reports include a good range of institutional information
2.6	Annual report	ITF	Annual reviews available https://www.itftennis.com/en/about-us/organisation/publications-and-resources/publications/
2.6	Annual report	FIBA	Mid-Term Activity Report 2019-21 includes institutional information and is up-to-date. Reports are available covering the period from 2010: https://www.fiba.basketball/news/fiba-activity-report-2017-2019-now-available
2.7	Audited accounts	UWW	Audited Accounts 2019-20: https://cdn.uww.org/s3fs-public/2021-11/06_comptes_2020_en.pdf?VersionId=Ln2anD5qdgMkfUr_vvi5w5THIMfITbVQ Accounts are available dating back a number of years
2.7	Audited accounts	ITTF	Accounts available since 2008: https://documents.ittf.sport/document?field_document_category_target_id=152&field_document_type_target_id=All&field_place_value=&items_per_page=50 Extra detail provided in Forum: https://www.ittf.com/2021/11/08/itff-effectively-mitigated-pandemic-impact-looks-forward-growth-opportunities/
2.7	Audited accounts	ITF	Financial reports available (back to 2012) https://www.itftennis.com/en/about-us/organisation/publications-and-resources/publications/
2.7	Audited accounts	UCI	Annual Reports include full accounts and management overview. Accounts are available dating back a number of years. Financial reports in 2020 annual report from page 96 with commentary: https://assets.ctfassets.net/76117gh5x5an/6vcY40i10QENlnBqoPOnxi/ce34be6a60bdeb394d93a680a69ebb68/2020-uci-rapport-annuel-inside-english-web.pdf
2.8	Allowances and benefits	IHF	The accounts include a breakdown of costs of meetings and compensation for elected officials. Travel policy (from page 8): https://www.ihf.info/sites/default/files/2021-02/24%20-%20Financial%20Regulations%20-%20E.pdf
2.8	Allowances and benefits	IFSC	Travel and Compensation Policy: https://cdn.ifsc-climbing.org/images/ifsc/Footer/Executive_Board/IFSC_EB_Travel-Compensation_Policy_2022_Approved.pdf Total compensation for Executive Board: https://cdn.ifsc-climbing.org/images/Corporate/XVIIIGA/IFSC_EB_expenses_summary_2019-20.pdf
2.8	Allowances and benefits	FIE	Line items in accounts for Congress, Bureau and Executive Committee. Travel and per diems for executive committee. Policy explained:

Ref	Topic	IF	Section - Transparency
			https://static.fie.org/uploads/26/131717-ADMINISTRATIVE%20RULES%20ang.pdf
2.8	Allowances and benefits	World Sailing	Policies published: https://d2cx26qpfwuhvu.cloudfront.net/sailing/wp-content/uploads/2022/01/29070925/BoardExpensesPolicy-23530-1.pdf Board expenses totals published by year: https://www.sailing.org/inside-world-sailing/organisation/governance/financial/
2.9	General Assembly documents	BWF	Details published: https://corporate.bwfbadminton.com/about/forum-agm/ EGM minutes published: https://extranet.bwfbadminton.com/docs/document-system/81/82/961/Annexure%20B%20%E2%80%93%20Minutes%20%E2%80%93%20BWF%20EGM%20%E2%80%93%2030%20January%202021.pdf 2021 Minutes published: https://extranet.bwfbadminton.com/docs/document-system/81/947/2.%20Minutes%20-%20BWF%20Virtual%20AGM%202021%20-%2022%20May%202021.pdf
2.9	General Assembly documents	WDSF	Minutes archive. Agenda published beforehand: https://www.worlddancesport.org/Event/Meeting/WDSF_Annual_General_Meeting-Online-23010
2.9	General Assembly documents	World Skate	Full documents are available from Congresses, dating back a number of years. 2019 minutes: http://www.worldskate.org/about/documents/category/926-minutes-of-the-2019-congress-barcelona-spain.html
2.9	General Assembly documents	World Triathlon	Congress minutes: https://www.triathlon.org/uploads/docs/World_Triathlon_Minutes_2021_Congress.docx.pdf Agenda: https://www.triathlon.org/files/congress/2012_itu_congress_agenda.pdf Constitution - Article 7.1 covers members right to add to agenda
2.10	Summary of meeting decisions	World Taekwondo	Example of minutes from a Council meeting in October 2021: http://www.worldtaekwondo.org/att_file/documents/Minutes%20of%20Ordinary%20Council%20Meeting%20via%20Conference%20Call_October%2010,%202021.pdf A summary of Council meeting decisions is also included in the 2020 Annual Report. There is also a fair amount of information from Commission meetings
2.10	Summary of meeting decisions	UCI	Agenda and press releases available from Management Committee meetings dating back several years. Example from November 2021: https://www.uci.org/pressrelease/the-uci-renews-its-commissions-and-increases-percentage-of-their-women/4h5ewkBryturhnUnJwPK67 Internal newsletters communicate decisions of Commissions: https://mailchi.mp/uci/uci-newsletter-100-special-edition-uci-commissions-4845917 https://mailchi.mp/uci/uci-newsletter-97-special-edition-regulation-changes-september-2021-x5k8qmvtkr
2.10	Summary of meeting decisions	UIPM	Executive Board Meetings dates, places and summary of the decisions since 2016 all available at https://www.uipmworld.org/executive-board-meetings Other Committees and Commissions meeting minutes available: https://www.uipmworld.org/committees-and-commissions-meetings
2.10	Summary of meeting decisions	ICF	Minutes of board meetings are systematically published: https://federations.canoeicf.com/sites/default/files/board_of_director_-_minutes_-_online_-_march_2021.pdf

Ref	Topic	IF	Section - Integrity
3.1	Implementation of Code of Ethics	FIH	Report to Congress includes number of reports: http://fih.ch/media/13430186/congress-report-integrity-unit-report.pdf Terms of reference: http://fih.ch/media/13224431/integrity-unit.pdf Integrity unit appoints panel to investigate. Outcomes have been published: http://www.fih.ch/news/statement-from-the-independent-integrity-unit-chairman-wayne-snell/
3.1	Implementation of Code of Ethics	FIG	Operational rules, including dedicated compliance officer: https://www.gymnasticethicsfoundation.org/files/ugd/454492_55d3750d1d1d400188b71c6547fa6d35.pdf Code of Ethics: https://www.gymnastics.sport/publicdir/rules/files/en_Code%20of%20Ethics%202022.pdf Annual report published: https://www.gymnasticethicsfoundation.org/files/ugd/992b6c_8a773806eeeb427c955117d4d1691be5.pdf & dedicated news section: https://www.gymnasticethicsfoundation.org/news
3.1	Implementation of Code of Ethics	ITF	Code of Ethics procedures are clear: https://www.itftennis.com/media/7246/itf-code-of-ethics-v4-effective-1-jan-2022-english.pdf Publication of decisions: https://www.itftennis.com/media/4294/itf-ethics-commission-decision-on-complaint-against-bernard-giudicelli.pdf
3.1	Implementation of Code of Ethics	FEI	Code of Ethics - Appendix F: https://inside.fei.org/system/files/FEI%20General%20Regulations-effective-1Jan2021-27Nov2020-Final-Mark-up_0.pdf Statutes - Article 42: https://inside.fei.org/sites/default/files/FEI%20Statutes_2021_17Nov21_CLEAN_0.pdf Ethics Panel cases may be referred to the Tribunal. Tribunal decisions: https://inside.fei.org/media-updates/fei-tribunal-issues-final-decision-case-abuse-horse Tribunal Activity Report: https://inside.fei.org/system/files/35_FEI_GA%202021_FEI_Tribunal_Activity_Report.pdf
3.2	Implementation of Anti-Doping Code	ITTF	Confirmation of ITA agreement: https://ita.sport/partner/international-table-tennis-federation-ittf/
3.2	Implementation of Anti-Doping Code	World Athletics	Athletics Integrity Unit is independent. Anti-doping page: https://www.athleticsintegrity.org/know-the-rules/understand-the-anti-doping-rules Testing figures for 2020: https://www.athleticsintegrity.org/downloads/pdfs/other/Testing-Infographic.pdf Suspensions and other sanctions are published
3.2	Implementation of Anti-Doping Code	World Rowing	ITA agreement in place: https://worldrowing.com/2021/03/15/world-rowing-partners-with-the-international-testing-agency-for-anti-doping/ Agreement includes investigations. Latest cases are published. Example: https://worldrowing.com/2021/01/04/world-rowing-statement-on-anti-doping-bye-laws-violation-by-robert-strachan/
3.2	Implementation of Anti-Doping Code	UWW	List of Anti-Doping Rule Violations: https://cdn.uww.org/s3fs-public/2022-01/220111_list_of_antidoping_rules_violations_website_0.pdf?VersionId=W1EiA8R8YLC0yRQpFWiM9_mfF5SatnKe Activity Report 2018-20 includes section on anti-doping with testing numbers: https://cdn.uww.org/s3fs-public/2021-12/all_dpt_ar_2018-2020.pdf?VersionId=awVeuhHtEQKvnshnKRdi4uq3NEJFbtI4
3.3	Implementation of Code on Manipulation	IJF	Sport and Organisation Rules 1.2.2 – competition manipulation rules: https://78884ca60822a34fb0e6-082b8fd5551e97bc65e327988b444396.ssl.cf3.rackcdn.com/up/2021/05/IJF_Sport_and_Organisation_Rul-1622041960.pdf There is also a reference in the Code of Ethics. There are significant measures in place to protect against the risk of unfair judging.

Ref	Topic	IF	Section - Integrity
3.3	Implementation of Code on Manipulation	ITF	International Tennis Integrity Agency is functionally and operationally independent from the ITF. Regular news and quarterly briefings continue: https://www.itia.tennis/news/itia-news/2021-q3-update/
3.3	Implementation of Code on Manipulation	FIFA	Cases published with full reasoned decisions. Example: https://digitalhub.fifa.com/m/e481ad7e4e941afb/original/kktrklanssmiejn1mh6d-pdf.pdf Example: https://digitalhub.fifa.com/m/135dc2936745fff4/original/y6zoaxv8tvwmskevowms-pdf.pdf Code of Ethics – Relevant articles 23, 26 & 29: https://digitalhub.fifa.com/m/1c429d1b627be00c/original/la3f5yqsox5cns9oypkg-pdf.pdf#:~:text=They%20shall%20respect%20the%20significance.every%20aspect%20of%20their%20functions . Partnership with Sportradar
3.3	Implementation of Code on Manipulation	World Rugby	Regulation 6 sets out the rules: https://www.world.rugby/organisation/governance/regulations/reg-6 Anti-corruption page: https://www.world.rugby/organisation/governance/anti-corruption There are partnerships with INTERPOL, UNODC and others. Online education is provided.
3.4	Implementation of conflict of interest policy	World Sailing	Register of interests published: https://www.sailing.org/tools/documents/20202021COIRegister-[25949].pdf Conflict of Interest Policy: https://www.sailing.org/tools/documents/ConflictofInterestPolicy-[21523].pdf
3.4	Implementation of conflict of interest policy	FEI	Conflict of Interest Policy in Internal regulations (page 26): https://inside.fei.org/sites/default/files/Internal%20Regulations%20of%20the%20FEI%202021_17Nov21_CLEAN.pdf Definition and procedures are covered
3.4	Implementation of conflict of interest policy	FIFA	Article 19 of Code of Ethics covers the policy with references in Legal Handbook: https://digitalhub.fifa.com/m/3d32b93a1a30430b/original/FIFA-Legal-Handbook.pdf Governance Regulations include eligibility questionnaire with conflicts of interest declaration: https://digitalhub.fifa.com/m/50d9e7969b79704e/original/h3i41a7kg1nfuopfhbt-pdf.pdf Pocket Guide: https://digitalhub.fifa.com/m/45db16957007fa50/original/caccap9iuxjgvy pkaxgo-pdf.pdf
3.4	Implementation of conflict of interest policy	UCI	Conflict of Interest provision included in Code of Ethics 7.4. Ethics Committee can enforce. Example of a register of interests for a Management Commission member: https://assets.ctfassets.net/76117gh5x5an/34VMAegr7FaJ8i9WsB1Sgb/ba77727df8d0fc33ab1c5000f42bb561/register-of-interests-nash-signed.pdf
3.5	Whistle-blower system	FIFA	Pocket Guide includes reporting mechanisms and use of BKMS (third-party reporting) system: https://www.fifa.com/legal/integrity/reporting-mechanisms Integrity App also available.
3.5	Whistle-blower system	IJF	Whistleblowing system with a confidential reporting mechanism: https://reportintegrity.judobase.org/form
3.5	Whistle-blower system	FIG	Reporting page: https://www.gymnasticsethicsfoundation.org/reporting Gymnastics Ethics Foundation annual report mentions whistle-blower support and protection for whistle-blowers. Report includes safeguarding case numbers: https://www.asoif.com/news/gymnastics-ethics-foundation-publishes-its-2020-annual-report

Ref	Topic	IF	Section - Integrity
3.5	Whistle-blower system	UCI	Reporting platform allows for anonymity and uses an external supplier: https://www.uci.org/report-doping/6UVAtuLLa25GTPHpCIU3PS
3.6	Integrity investigations	ITF	Dedicated unit and extensive work being undertaken with regular investigations: https://www.itia.tennis/
3.6	Integrity investigations	World Rugby	Betting monitoring was evident in relation to Rugby World Cup 2019: https://www.world.rugby/news/445625
3.6	Integrity investigations	BWF	Extensive activity and scope of integrity unit. Process described: https://corporate.bwfbadminton.com/integrity/judicial-processes/
3.6	Integrity investigations	ITTF	Integrity Unit has full-time staff and covers a range of issues. Investigations have been conducted: https://www.ittf.com/2021/10/28/kevin-carpenter-appointed-itfts-first-head-integrity
3.7	Publication of disciplinary decisions	FINA	Anti-Doping Rule Violation cases are published in compliance with the World Anti-Doping Code: https://www.fina.org/anti-doping/cases Disciplinary cases are published: http://www.fina.org/gms-function/disciplinary-panel Ethics Panel cases are published: https://www.fina.org/structure/panels/ethics
3.7	Publication of disciplinary decisions	FIVB	List of cases provided: https://www.fivb.com/en/thefivb/legal Example of full decision published for an anti-doping case: https://www.fivb.com/-/media/2020/fivb%20corporate/fivb/medical/sanction/rodriguez%20perez%20decision%2015012020.pdf?la=en&hash=271C70C2B16B0CF98BB4E7817CBA5E1
3.7	Publication of disciplinary decisions	IJF	List of disciplinary decisions: https://www.ijf.org/ijf/documents/3 Example of a full disciplinary decision: https://www.ijf.org/news/show/fethi-nourine-and-amar-benikhlef-disciplinary-decision
3.7	Publication of disciplinary decisions	IWF	Example of full, reasoned decisions published: https://iwf.sport/wp-content/uploads/downloads/2021/11/2021.11.3-Final-EDC-Decision-Doerr-WFL-v-IWF.pdf
3.8	Gender balance	World Rowing	Four out of 8 Executive Committee members are women: https://worldrowing.com/about/organisation/
3.8	Gender balance	World Sailing	Four out of 9 Board members are women: https://www.sailing.org/board-of-directors
3.8	Gender balance	FEI	Nine out of 21 Board members are women and 3 out of 7 on the Executive. Statutes Article 2.2 mentions objective of supporting promotion of diversity, inclusion and gender equality: https://inside.fei.org/content/general-regs-statutes
3.8	Gender balance	FIH	Six women out of 16 on Executive Board. There is active work on gender equality: http://fih.ch/news/fih-approves-reviewed-gender-equality-policy/
3.9	Diversity at Board/Committee level	BWF	Continental representation on Council. Gender Equality and Diversity Commission in place: https://corporate.bwfbadminton.com/about/council-commission/ Para-Badminton representative on Council.
3.9	Diversity at Board/Committee level	World Athletics	Constitution 60.6 - EB Appointments Panel identifies skills, expertise and experience needed for EB. Candidates can be invited. 60.7 - relevant factors taken into account include experience, skills, diverse views, backgrounds etc. Governance Rules: https://www.worldathletics.org/download/download?filename=192110b4-3c22-4bda-be4b-20572ac5126c.pdf&urlslug=B3.1%20-%20Governance%20Rules%20(amended%20on%2029%20July%202021) 6.7 - Nominations Panel relevant factors considered include experience, skills, diverse views, backgrounds etc.

Ref	Topic	IF	Section - Integrity
3.9	Diversity at Board/Committee level	World Rowing	Call for Gender Equality, Diversity & Inclusion Advisory Group nominations requested requisite skills/experience: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2021/11/24101457/CIRC062021-F-241121.pdf
3.9	Diversity at Board/Committee level	FIH	Statutes Article 7.1iv: https://www.fih.ch/inside-fih/our-official-documents/fih-statutes/ Presidents of Continental Federations sit on Board. Athlete's Representative is Board member. Diversity guidelines in place for nominations for committees, which takes form of Elections Oversight Panel. Guidelines: http://fih.ch/media/13224367/1-guidelines-for-eligibility-to-be-appointed-to-an-fih-committee-and-panel-2019_final.pdf
3.10	Safeguarding programmes and policies	World Rowing	Contributor to IOC's Safeguarding Officer in Sport Certificate education programme. Event Safeguarding Officers have been in place at all World Rowing events since 2019. Safeguarding webinars, safer recruitment guide, policies, report form: https://worldrowing.com/responsibility/safeguarding/
3.10	Safeguarding programmes and policies	FIE	Policy and procedures approved and enforced (FIE Statutes, chapter 13, Administrative Rules, chapter 14 + annexes). Dedicated section on the website with possibility of anonymous reporting for cases: https://fie.org/fie/documents/safe-sport
3.10	Safeguarding programmes and policies	FIG	Extensive activity including educational campaigns. Safeguarding framework in place: https://www.gymnastics.sport/publicdir/rules/files/en_Framework%20for%20Safeguarding%20during%20Events.pdf Safeguarding Working Group also has been set up. https://www.gymnastics.sport/publicdir/bulletin/Bulletin253/html5.html#page/13
3.10	Safeguarding programmes and policies	ITF	Safeguarding and Case Management Procedures: https://www.itftennis.com/media/4986/itf-safeguarding-and-case-management-procedures-2021.pdf Safeguarding policy for adults: https://www.itftennis.com/media/4457/itf-adult-safeguarding-policy-2022.pdf

Ref	Topic	IF	Section - Democracy
4.1	Elections for president and officials	ICF	Statutes 26.2 – many of the Board are elected by the Congress: https://www.canoeicf.com/sites/default/files/icf_statutes_2021.pdf Voting numbers are published: https://www.canoeicf.com/sites/default/files/icf_congress_2021_-_election_results.pdf Article 23.4 covers electronic voting.
4.1	Elections for president and officials	FINA	Voting numbers published in 2021 Congress minutes: https://resources.fina.org/fina/document/2022/01/27/c936af85-b103-4b0c-80b6-a30af4924c5f/Minutes-of-the-Congress-Final-.pdf There was external scrutiny for the election
4.1	Elections for president and officials	World Triathlon	Election held in 2020. Voting numbers published: https://www.triathlon.org/uploads/docs/2_2020_World_Triathlon_Minutes_Congress_22Sep2021.docx_-_Google_Docs.pdf Notary present in accordance with Article 30.18
4.1	Elections for president and officials	FIVB	Constitution 2.3.6.2 - majority of the Board of Administration are elected: https://www.fivb.com/-/media/2020/fivb%20corporate/fivb/legal/constitutions_and_regulations/updated%201/fivb%202018%20constitution_clean.pdf?la=en&hash=E766BB13B199228D611B4375A6AA5E41 Assistance offered to continental Confederations for elections Voting numbers for gender-in-minority elections were published: https://www.fivb.com/en/about/news/new-fivb-board-of-administration-elected-by?id=92151 External scrutineers
4.2	Election campaigning rules	UCI	Campaigning rules are in place and specifically cover financial support: https://assets.ctfassets.net/76117gh5x5an/3ML57YSOtGu2vfaXnxNoyc/26e57d1623854ec7b06ba264eb4ac985/decision-ec-2020-01.pdf
4.2	Election campaigning rules	FEI	Code of Conduct for elections published: https://inside.fei.org/system/files/Code%20of%20Conduct%20for%20FEI%20Elections_11Feb22_0.pdf Elections page: https://inside.fei.org/fei/about-fei/governance/elections
4.2	Election campaigning rules	FIH	Elections Manual makes rules and procedures clear: http://fih.ch/media/13314745/2020-fih-elections-manual.pdf Rules on finance/disclosure in Appendix 1 include making public any donations received.
4.2	Election campaigning rules	UIPM	Election rules published: https://www.uipmworld.org/sites/default/files/election_rules_uipm_2018.pdf Article 3.2 – nominations presented at least 90 days before elections. Article 6 - campaigning rules.
4.3	Electoral process and rules	FIH	Statutes 6.3. Various voting scenarios covered: http://fih.ch/media/13430204/voting-scenarios_-47th-fih-congress.pdf
4.3	Electoral process and rules	WBSC	Election By-Laws Art 7&8: https://www.wbsc.org/organisation/statutes Detailed voting process covering multiple scenarios. Paper and electronic voting options referenced. Legal Commission is responsible in the event of a protest
4.3	Electoral process and rules	World Sailing	Regulations - 4.4: All voting by secret ballot. Voting procedures covers various scenarios: https://members.sailing.org/tools/documents/20201008ECElectionCommitteeNotice6-[26581].pdf
4.4	Publishing details of elected roles	World Archery	Electoral procedures detail eligibility requirements. Role descriptions are published: https://extranet.worldarchery.sport/documents/index.php/Events/Congress/2021_Yankton/Role_descriptions.pdf
4.4	Publishing details of elected roles	FEI	Positions open are published: https://inside.fei.org/fei/about-fei/governance/elections/open-positions-2022 Elections page includes responsibilities/requirements
4.4	Publishing details of elected roles	ICF	Skillset document lists expected time commitment: https://www.canoeicf.com/other/rome-2021/candidates

Ref	Topic	IF	Section - Democracy
4.4	Publishing details of elected roles	IGF	Role descriptions are published. Example of Women's Chair of Administrative Committee: https://gsites.brightspotcdn.com/6a/2e/e7a211824011a419ec7e2f2cb887/igf-womens-chair-role-description.pdf Publication of notification to members: https://www.dropbox.com/sh/zysl4fxk109e3yc/AAA5K1mutgXbUy6wWTi1YYaa?dl=0&preview=Final+document+for+NFs.pdf
4.5	Eligibility rules	FEI	Article 24: Proposed by respective National Federation. Nominations Committee vets candidates. Rules and Application Process: https://inside.fei.org/fei/about-fei/governance/elections
4.5	Eligibility rules	BWF	Vetting rules (Appendix II): https://extranet.bwfbadminton.com/docs/document-system/81/1466/1467/1.1%20BWF%20Constitution%20-%20Updated%20Date%2031012021.pdf Vetting Panel is independent. Appendix II - Vetting of Officials details procedures and eligibility.
4.5	Eligibility rules	UCI	Eligibility checks take place at Continental Confederation level. Eligibility requirements are mentioned in Article 52 of UCI Constitution and in Confederation Constitutions. Example of European Confederation at article 13.2: https://www.uec.ch/resources/2021%20Events/congress/Status_UEC_english_2020.pdf
4.5	Eligibility rules	UIPM	Election Rules Article 4 - eligibility rules are not restrictive: https://www.uipmworld.org/sites/default/files/rules_on_internal_organisation_uipm_2021_clean_1.pdf Article 5 - Electoral Committee checks eligibility. Electoral Committee referenced in Internal Organisation Rules 4.9 and 7.15
4.6	Term limits for elected officials	FEI	Statutes 19.6: https://inside.fei.org/content/general-regs-statutes A Board member may serve a maximum of three full terms before a compulsory break of at least four years
4.6	Term limits for elected officials	World Rugby	Bye-Laws 9.8.1 - Chair and Vice Chair can serve 2 x 4 year terms: https://www.world.rugby/organisation/governance/bye-laws/bye-law-6 10.3.1.d - Executive Committee members can serve a maximum of 12 years in aggregate. Terms as Chair are additional.
4.6	Term limits for elected officials	World Athletics	Constitution 53 - President can serve 3 terms in that role with total maximum of 5 terms on Council. Similar terms apply for Executive Board: https://www.worldathletics.org/about-iaaf/documents/book-of-rules#collapsebook-a-the-constitution
4.6	Term limits for elected officials	IWF	Constitution: https://iwf.sport/wp-content/uploads/downloads/2022/02/Constitution-and-Rules-of-IWF-Adopted-29-August-2021-Modified-30-January-2022-CLEAN.pdf Allows for maximum of 3 consecutive terms (21.1), includes transitional arrangements (21.2), 3 terms is maximum even when elected President (21.3) and waiting period after serving 3 terms (21.4)
4.7	Representation of stakeholders	FEI	Athletes' Chair sits on Board – Statutes 19.1: https://inside.fei.org/sites/default/files/FEI%20Statutes_2021_17Nov21_CLEAN_0.pdf Committees include athlete representation: https://inside.fei.org/fei/about-fei/structure/standing-committees
4.7	Representation of stakeholders	ISSF	Athletes' Committee Chair is member of both the Executive Committee and Administrative Council. Articles 7.2.1 and 8.1.3 in constitution: https://www.issf-sports.org/theissf/organisation/committees.ashx
4.7	Representation of stakeholders	IFSC	2019 General Assembly approved amendment to Article 23 of the Statutes, introducing a second athlete representative with voting rights in the Executive Board: https://www.ifsc-climbing.org/index.php/2-uncategorised/66-ifsc-executive-board
4.7	Representation of stakeholders	World Athletics	Constitution 41.d - chair of Athletes' Commission and 1 other member are on the Council (1 male, 1 female). Current Council membership: https://www.worldathletics.org/about-iaaf/structure/council

Ref	Topic	IF	Section - Democracy
4.8	Governance support for members	ISA	ISA Members receive tailored support on issues of governance from two full-time staff. A National Federations Operations Manual is available: https://isasurf.org/become-a-member/
4.8	Governance support for members	World Archery	Education provided for regional consultants who work with members: https://extranet.worldarchery.sport/documents/index.php/Events/Congress/2021_Yankton/Reports/Secretary_Generals_Report_15_July_2021.pdf Member welcome kit available online along with constitution guides in 2 languages. Constitution & Rules Committee provide support: https://extranet.worldarchery.sport/documents/index.php/Events/Congress/2021_Yankton/Reports/Committee_reports/Constitution_and_Rules_Committee.pdf
4.8	Governance support for members	FINA	Tailored governance monitoring and support programme: https://www.fina.org/news/1909252/fina-launches-new-fina-olympic-aquatics-support-programme Good Governance Guidelines: https://resources.fina.org/fina/document/2021/10/25/f1716289-04b2-4141-9a3b-feb91033187d/FINA-Good-Governance-Guide.pdf Development programme brochure includes resources for members on governance-related issues: https://resources.fina.org/fina/document/2021/02/03/bb9818ac-ceb6-42b1-a605-575a80272f14/fina_develop_brochure_with_covers_lr.pdf
4.8	Governance support for members	WBSC	WBSC supported Continental Associations on the review of their statutes and Africa. Workshop during European Congress: https://static.wbse.org/assets/cms/documents/a15d4ff5-0cdd-4e82-f63d-2b6077660d8c.pdf
4.9	Monitoring member governance	BWF	Member categorisation: https://development.bwfbadminton.com/members/membership-development/members-categorisation
4.9	Monitoring member governance	FEI	Statutes - Article 8. List of National Federations suspended is published: https://inside.fei.org/fei/about-fei/governance/nfs/suspended-nfs Governance tools now published: https://inside.fei.org/fei/about-fei/governance/nfs/tools
4.9	Monitoring member governance	IWF	Constitution 8 - obligations of members. 2021 Membership Commission report shows active tracking of governance of members: https://iwf.sport/wp-content/uploads/downloads/2022/01/2021_IWF-Membership-Commission_Report.pdf Independent Member Federation Sanctioning Panel established to monitor alleged violations of anti-doping rules by members: https://iwf.sport/wp-content/uploads/downloads/2021/04/IMFSP_TOR_FIN.pdf
4.9	Monitoring member governance	World Archery	Monitoring has led to suspensions: https://extranet.worldarchery.sport/documents/index.php/Federation/Governance/Decisions_2019-2021.pdf
4.10	Equal opportunities to participate at General Assembly	World Rowing	2020 and 2021 Congresses (2 ordinary, 1 extraordinary) were delivered as online congresses, with rehearsals and training sessions for participants. Circular communication: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2021/09/06162422/CIRC042021-F-060921a.pdf
4.10	Equal opportunities to participate at General Assembly	UCI	Four nights' accommodation paid for Group 3 and 4 National Federations to attend Congress in 2019: https://assets.ctfassets.net/76117gh5x5an/3dV6nSmGk8spkz9GSRNMmx/0b09769ef9740fbf379233b4130c9734/2019-uci-rapport-annuel-inside-english-web.pdf#page=15
4.10	Equal opportunities to participate at General Assembly	World Rugby	2021 General Assembly took place online - equal opportunity for members to participate: https://resources.world.rugby/worldrugby/document/2022/01/25/b402cc0

Ref	Topic	IF	Section - Democracy
			0-3f71-467a-a31f-15deaa0287b6/World-Rugby-General-Assembly-2021-Programme-Final.pdf
4.10	Equal opportunities to participate at General Assembly	FIFA	Article 1 of Standing Orders of the Congress - FIFA bears cost for three delegates. See annex 9 of financial report for line on Congress including editorial on spend reduction with 2020 Congress online. https://digitalhub.fifa.com/m/5e974064dbb24433/original/FIFA_2020-financial-statements.pdf

Ref	Topic	IF	Section - Development and Solidarity
5.1	Development policy	FIVB	Empowerment programme offers both targeted and application-based support. Survey for National Federations to determine where support is needed: https://www.fivb.com/en/development/volleyball_empowerment/targeted%20support Application based support: https://www.fivb.com/en/development/volleyball_empowerment/application-based%20support Development work connects to the overall FIVB strategy
5.1	Development policy	FIG	Detailed information, including finances, extensive requirements for Academies: https://www.gymnastics.sport/publicdir/rules/files/en_Academy%20Policies.pdf Gymnastics for All policies/procedures published: https://www.gymnastics.sport/publicdir/rules/files/en_Gymnastics%20for%20All%20Manual,%20Edition%202020.pdf
5.1	Development policy	ICF	Policy in place https://www.canoeicf.com/sites/default/files/dp_policies_and_procedures_approved_07-09-2019.pdf There is also assessment of project beneficiaries. Fund allocation rules are clear. Outcomes published: https://www.canoeicf.com/development/news
5.1	Development policy	World Taekwondo	2022 Development Programme guidelines: http://www.worldtaekwondo.org/att_file_up/development/2022/Guidelines%20of%202022%20Development%20Program.pdf Support is divided into several different areas with criteria and application processes, linked to World Taekwondo's overall objectives. Application forms are available. The Annual Report 2020-21 explains different aspects of the Development Program: http://www.worldtaekwondo.org/documents-wt/docu.html?cd1=05
5.2	Redistribution activity	ITTF	Africa Report example includes data on number of projects implemented/completed: https://www.ittf.com/wp-content/uploads/2021/04/ITTF-HPD-Africa-CD-Program-Annual-Report-2020.pdf
5.2	Redistribution activity	FINA	There are defined criteria for providing support. 2020 Financial Statement include several line items on development. Financial Report 2017-21 - total expenditure by year on development: https://resources.fina.org/fina/document/2022/01/25/a83475b3-e786-4145-9867-d1cdd23eae3f/ActionFINA_06_Finances.pdf The 2020 Development Report provides information on Olympic Aquatic Support Programme and scholarships: https://resources.fina.org/fina/document/2021/02/18/720fe652-d307-45eb-a24c-60e89d7c1703/Development_Annual_Report_2020.pdf
5.2	Redistribution activity	FIG	Line in 2020 financial report on development: http://www.fig-docs.com/website/financial/FIG_Financial_Report_2020.pdf
5.2	Redistribution activity	FIE	Spending information disclosed. Global support plan 2021: https://static.fie.org/uploads/24/124341-1.%20plan%20d%27aide_ang.pdf
5.3	Monitoring development funding	FIFA	Breakdown per Member Association of grants in annex to financial report: https://digitalhub.fifa.com/m/338f77d9dbfca9cc/original/FIFA-Annual-Report-2020-Annexe.pdf Auditing and monitoring are in place.

Ref	Topic	IF	Section - Development and Solidarity
5.3	Monitoring development funding	ITTF	Example of quarterly report: https://ittffoundation.org/files/cms/about-us/reports/permanent-quarterly-reports/permanent_report_q2_2021julyv2_final.pdf Page 14 states external audit takes place to approve financial statements of the ITTF Foundation: https://ittffoundation.org/files/cms/about-us/reports/strategicplan18-20.pdf Extract of report by independent auditor in annual report from 2020 (page 50): https://ittffoundation.org/files/cms/about-us/reports/annual-reports/ittf-foundation-annual-report-2020.pdf
5.3	Monitoring development funding	World Triathlon	Monitoring in place. Policies published for development funds: https://www.triathlon.org/uploads/docs/Payment_procedures_policies.pdf
5.3	Monitoring development funding	World Rugby	Agreement letters in place for unions in receipt of funds. Union and Regional development funding ROI is measured. Annual reports also contain comprehensive information on investment priorities and outcomes: https://resources.world.rugby/worldrugby/document/2021/06/08/fe3492ae-5d17-49a3-8a4a-4146896b63d9/World-Rugby-Financial-statement-2020.pdf
5.4	Sustainable development	World Sailing	Sustainability Award an annual event for best-performing National Federation: https://www.sailing.org/2022/02/09/11th-hour-racing-sustainability-award-spotlight/ Sustainability Agenda 2030: https://www.sailing.org/tools/documents/SustainabilityAgenda2030-[23247].pdf IF has joined 'Race to Zero'. Sustainability page: https://www.sailing.org/inside-world-sailing/organisation/world-sailing/sustainability/ Environmental guidelines for events published
5.4	Sustainable development	World Athletics	Sustainability Strategy: https://www.worldathletics.org/download/download?filename=f8c5cbee-12a4-4493-b18b-66f727cef883.pdf&urlSlug=world-athletics-sustainability-strategy Strategy is detailed with a commitment to reporting. There is guidance for organisers. Specific initiative on air quality: https://www.worldathletics.org/athletics-better-world/news/air-quality-sport-challenge-opens
5.4	Sustainable development	FIBA	There is extensive activity: https://www.fiba.basketball/documents/sustainabledevelopment.pdf Alignment with UNFCCC: https://www.fiba.basketball/news/fiba-joins-the-un-sports-for-climate-action-framework Sustainability considerations will be taken into account in assessment of bids for 2027 World Cup.
5.4	Sustainable development	IFSC	Sustainability Guidelines are in place, covering the IFSC itself as well as events. Section in 2020 Annual Report on sustainability: https://www.ifsc-climbing.org/index.php/2-uncategorised/282-annual-reports There is reference to an IFSC Sustainability Award. Prize awarded in November 2021: https://www.ifsc-climbing.org/index.php/news/649-five-continental-competitions-receive-first-ifsc-europe-sustainability-award
5.5	Social responsibility activity	FINA	"Swimming for All – Swimming for Life" programme with the goal to teach children how to swim and to promote physical activity through swimming across the globe: https://www.fina.org/corporate-events/swimming-for-all

Ref	Topic	IF	Section - Development and Solidarity
			<p>Example of project to build a swimming pool in Bhutan: https://www.fina.org/news/2178105/fina-president-signs-two-pioneering-agreements-with-bhutan-and-south-africa#:~:text=As%20part%20as%20the%20Pools,in%20the%20country's%20capital%2C%20Thimphu</p> <p>Further work planned at Development Centres in Dakar and Kazan</p>
5.5	Social responsibility activity	BWF	<p>Programme is global and extensive. Partnerships page examples of targeting hard to reach areas: https://development.bwfbadminton.com/about/partnerships Air Badminton initiative: page 68 of annual report for overview: https://annualreport.bwfbadminton.com/2020/68-1/</p>
5.5	Social responsibility activity	IJF	<p>There is extensive activity, such as the Judo for Schools (now including an EU Erasmus project) and Judo for Peace programmes: https://schools.ijf.org/ Example news story about a collaborative project in Ethiopia, involving the donation of equipment: https://www.ijf.org/news/show/judo-for-ethiopians-judo-is-my-home</p>
5.5	Social responsibility activity	FIBA	<p>There is extensive activity: Funding application process in place for FIBA Foundation: https://www.fiba.basketball/foundation/?page=/news https://www.fiba.basketball/foundation/basketball-for-good https://www.fiba.basketball/foundation/basketball-for-good#tab=element_2_1</p>
5.6	Education programmes	World Skate	<p>Academy provides education for coaches, judges and referees: http://www.worldskate.org/about/world-skate-academy.html Example of extensive inline speed skating programmes: http://www.worldskate.org/component/phocadownload/category/959-inline-speed-skating-world-skate-academy-2021-2022-program.html</p>
5.6	Education programmes	FIFA	<p>New education programme for former players, The Next 90: https://www.fifa.com/social-impact/fifa-legends/the-next-ninety FIFA is supporting development of the member associations coach educators through the development pathway. Coach educators have opportunity to learn through the FIFA E-learning platform, FIFA Online course, FIFA On-site course and FIFA Mentoring programme: https://www.fifa.com/womens-football/development-programmes/fifa-coach-mentorship-programme</p>
5.6	Education programmes	World Rugby	<p>Extensive face to face and online courses available: https://www.world.rugby/the-game/training-education 2019 Annual Report: over 3,000 courses delivered for players, coaches, officials, medical staff, administrators and others: https://www.world.rugby/organisation/about-us/annual-reports</p>
5.6	Education programmes	FIBA	<p>Programmes in place for coaches, players, administrators and game officials: https://www.fiba.basketball/official/game-officials-licensing</p>
5.7	Integrity education programmes	UWW	<p>Referee clinics and courses: https://uww.org/training-education/preparation-referee-competition-3) More Than Medal Training Camps https://uww.org/training-education/more-medals-training-camp and anti-doping Education and Awareness. The UWW Online Education platform (UWW Academy) integrates programs related to integrity (IOC, WADA): https://academy.uww.org/</p>

Ref	Topic	IF	Section - Development and Solidarity
5.7	Integrity education programmes	FEI	Integrity training available via FEI Campus: https://campus.fei.org/course/index.php?categoryid=52 Competition manipulation course: https://campus.fei.org/course/info.php?id=91
5.7	Integrity education programmes	BWF	Eight ambassadors are faces of global integrity campaign 'I Am Badminton': https://corporate.bwfbadminton.com/integrity/i-am-badminton/#:~:text=The%20%E2%80%9Ci%20am%20badminton%E2%80%9D%20campaign,to%20clean%20and%20honest%20play . Overview of activities in annual report (page 80). https://annualreport.bwfbadminton.com/2020/80-1
5.7	Integrity education programmes	ITF	Education programmes on ITIA website: https://www.itia.tennis/learn/ Education summary in annual reports: https://www.itia.tennis/news/press-releases/tennis-integrity-unit-annual-review-2019/
5.8	Legacy programmes for event hosts	UCI	Bike City Label provides a legacy platform for the hosts of UCI events. Information booklet: https://assets.ctfassets.net/76117gh5x5an/5eaUGztb1WloFHYSRbpNQ9/55263383d4460c25856e005d55ac4f85/uci-bike-city-label-low_neutral.pdf
5.8	Legacy programmes for event hosts	FIBA	Legacy activity linked to 2022 Women's World Cup: https://www.fiba.basketball/womensbasketballworldcup/2022/news/the-future-is-bright-for-women-and-indigenous-communities-around-the-fiba-womens-basketball-world-cup-2022#:~:text=min%20to%20read-.The%20future%20is%20bright%20for%20women%20and%20indigenous%20communities%20around.Women's%20Basketball%20World%20Cup%202022&text=%22The%20Legacy%20Program%20is%20supporting,to%20move%20towards%20gender%20equity
5.8	Legacy programmes for event hosts	World Rugby	Overview of France 2023 / New Zealand 2021 (2022) legacy activity and aspirations announced well in advance: https://www.rugbyworldcup.com/2023/news/675216/france-2023-a-rugby-world-cup-with-a-positive-impact https://www.rugbyworldcup.com/2021/about/coach-interns and https://www.rugbyworldcup.com/2021/about/childfund Summary of 2019 World Cup "Impact Beyond" programme in Annual Report: https://www.world.rugby/organisation/about-us/annual-reports
5.8	Legacy programmes for event hosts	World Athletics	World Championships Bid Guide include references to legacy: https://www.worldathletics.org/download/download?filename=c99ac4e3-f68e-465b-8397-d70fc3927ed0.pdf&urlslug=Bid%20Guide%20-%20World%20Athletics%20Championships Impact Assessment from U20 Championships in Nairobi is a detailed study: https://iaaf-my.sharepoint.com/:b/g/person/jakob_larsen_worldathletics_org/EQ-IXdR9SFJLmpvcsaJextlBeB3R8k8HderPorvaqilNuA?e=UNaOGm
5.9	Anti-discrimination activity	WBSC	Statutes 3, Code of Ethics 3.2.4.2, Harassment By-Laws 3 - non-discrimination. Gender Guidelines document includes transgender athlete policy: https://static.wbcs.org/assets/cms/documents/aa820361-7ec2-b320-a68e-c7f0d830b85d.pdf

Ref	Topic	IF	Section - Development and Solidarity
5.9	Anti-discrimination activity	World Rugby	Integrity Code 3.1.4 - non-discrimination: https://resources.world.rugby/worldrugby/document/2022/01/12/99f24b4b-1fee-4df6-83a6-c800cda80873/World-Rugby-Integrity-Code-Final-effective-12-May-2021-.pdf Bye-Law 3.f - non-discrimination: https://www.world.rugby/organisation/governance/bye-laws/bye-law-3 Rugby For All demonstrates a proactive approach to tackling discrimination with public declarations in 2020: https://www.world.rugby/organisation/sustainability/rugbyforall Transgender participation guidelines updated in 2020: https://www.world.rugby/news/591776
5.9	Anti-discrimination activity	FIFA	Diversity and discrimination guide: https://digitalhub.fifa.com/m/4c1bcf79012d52cc/original/arn2ylavxd26pnn2l83i-pdf.pdf Human Rights Policy: https://digitalhub.fifa.com/m/1a876c66a3f0498d/original/kr05dqyhwr1uhqy2lh6r-pdf.pdf
5.9	Anti-discrimination activity	World Taekwondo	Integrity Code of Conduct 3.3.9 - non-discrimination. Anti-discrimination policy; http://www.worldtaekwondo.org/viewer_pdf/external/pdfjs-2.1.266-dist/web/viewer.html?file=http://www.worldtaekwondo.org/wp-content/uploads/2020/01/WT-Anti-Discrimination-Policy-Dec.-6-2019.pdf Transgender eligibility requirements now in place
5.10	Resources dedicated to Paralympic / disability discipline(s)	IFSC	Paraclimbing is covered on the website, in the Annual Report and now in the Strategic Plan. Paraclimbing Development Plan: https://www.ifsc-climbing.org/index.php/paraclimbing/development Fully integrated
5.10	Resources dedicated to Paralympic / disability discipline(s)	World Taekwondo	Para-Taekwondo integrated fully in World Taekwondo. Coverage in Annual Report, inclusion in Development Program: http://www.worldtaekwondo.org/att_file_up/development/2022/Guidelines%20of%202022%20Development%20Program_updated.pdf
5.10	Resources dedicated to Paralympic / disability discipline(s)	FEI	Para-Dressage and Para-Driving fully integrated: https://inside.fei.org/fei/disc/para-dressage https://inside.fei.org/fei/disc/driving
5.10	Resources dedicated to Paralympic / disability discipline(s)	WKF	There is a Para-Karate Commission and a representative on the Executive Committee. Para-Karate was integrated into the programme of the World Senior Championships. There are regular news articles: https://www.wkf.net/news-center-new/inspiring-demonstration-of-values-at-para-karate-world-championships/1762

Ref	Topic	IF	Section - Checks and Balances / Control Mechanisms
6.1	Ethics committee with independent representation	FIH	Integrity Unit is an independent body of seven members and can investigate complaints arising out of the Code: http://fih.ch/media/12943893/2018-01-15-final-approved-fih-integrity-code.pdf
6.1	Ethics committee with independent representation	FIVB	Statutes 2.7.3 - Ethics Panel decides on ethical matters. Members of Ethics Panel listed - 1 member from each continent: https://www.fivb.com/en/thefivb/structure/judicialbodies
6.1	Ethics committee with independent representation	ITF	Resources and statements available online: https://www.itftennis.com/en/about-us/governance/ethics/
6.1	Ethics committee with independent representation	FIFA	Independent Ethics Committee has investigatory chamber and adjudicatory chamber and deals largely with ethics code. Disciplinary committee deals with statutes and Disciplinary Code. Outcomes published: https://www.fifa.com/legal/judicial-bodies Example: https://digitalhub.fifa.com/m/769e6ce8dbbb6a16/original/dt52kczfodqlelugxyiv-pdf.pdf
6.2	Audit committee with independent representation	FEI	Audit and Compliance Committee in place: https://inside.fei.org/fei/about-fei/structure/standing-committees-acc Article 33 details role and procedures. It is independent. 2021 report to General Assembly: https://inside.fei.org/system/files/ANNEX_8.1_GA%202021_ACC%20REPORT.docx.pdf
6.2	Audit committee with independent representation	FIFA	Statutes – Article 49: https://digitalhub.fifa.com/m/7e791c0890282277/original/FIFA-Statutes-2021.pdf Committee reports to Congress: https://www.fifa.com/about-fifa/organisation/committees Previously held compliance summits: https://www.fifa.com/about-fifa/legal/compliance/compliance-summit
6.2	Audit committee with independent representation	FIVB	Constitution 3.6.2 - 2 internal auditors elected. 2021 Congress Working File includes a report from the Internal Auditors: https://www.fivb.com/-/media/2020/fivb%20corporate/fivb/world%20congress/fivb_working_file_congress_2018_cancun_final_for%20website.pdf?la=en&hash=6173CA8CA1F6B49209E25BCCE6CE4E5B
6.2	Audit committee with independent representation	World Triathlon	Annual reports to the executive board across finance, risk and integrity. Members are elected. Meeting minutes published: https://triathlon.org/about/downloads/category/audit_committee
6.3	Internal financial controls	BWF	Accounts audited in accordance with International Financial Reporting Standards (IFRS): https://extranet.bwfbadminton.com/docs/document-system/81/82/961/Annexure%20C%20-%20BWF%20Audited%20Financial%20Statements%20-%20Year%20Ended%2031%20Dec%202020.pdf
6.3	Internal financial controls	FINA	2020 Financial Statements - audit in accordance with Swiss Generally Accepted Accounting Principles (GAAP): https://www.fina.org/about/fina-financial-reports
6.3	Internal financial controls	UCI	Financial statement established in accordance with Swiss GAAP.

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			Financial statement & auditor report: https://assets.ctfassets.net/76117gh5x5an/6vcY4Oi10QENlnBqoPOnxi/ce34be6a60bdeb394d93a680a69ebb68/2020-uci-rapport-annuel-inside-english-web.pdf
6.3	Internal financial controls	WBSO	Accounts examined according to "Swiss Standard on Limited Statutory Examination" which is not equivalent to IFRS/GAAP but may be appropriate to an organisation of WBSO's size. Evidence seen of dual/triple signatures required for larger amounts. Budget discussed and agreed at Executive Board meeting in Feb 2021: https://s3-eu-west-1.amazonaws.com/static.wbsc.org/assets/cms/documents/8dc48618-b179-69be-a1a7-0a87faed821e.pdf Further information on internal financial controls: https://www.wbsc.org/organisation/finance-audits
6.4	Risk management programme	IGF	Risk management policy published in Policies & Charter - 8 Risk Management: https://gsites.brightspotcdn.com/6c/1b/5ab36ea84858a73a2fb7952d011f/igf-policies-charters-january-2022.pdf A Risk Register is part of IGF risk management framework and is used as the central reporting tool to store all strategic and operational risks.
6.4	Risk management programme	FIVB	The 2021 Congress Working File: https://www.fivb.com/en/congress2021 and 2020 Business Report: https://www.fivb.com/-/media/fivb/thefivb/pdfs/businessreports/fivb_business_report_2020_subject_to_congress_approval.pdf?la=en&hash=511C19CE1458C4E904AE8B43AFF2127C both show detailed analysis of a number of financial and other risks (including the pandemic)
6.4	Risk management programme	World Athletics	Risk Committee of Executive Board established: https://www.worldathletics.org/about-iaaf/structure/executive-board-committees#executive-board-risk-committee
6.4	Risk management programme	ITF	ITF maintains a risk register which is reviewed twice per year by the ITF Board as per minutes of June 2021 Board update: https://www.itftennis.com/media/5239/itf-board-of-directors-meeting-summary-june-2021.pdf
6.5	Eligibility of athletes and sanctioning of events	BWF	Article 3.2 – Sanctioning of Tournaments. Article 3.5 – Unsanctioned Tournaments and restrictions: https://extranet.bwfbadminton.com/docs/document-system/81/1466/1471/Section%205.1%20General%20Competition%20Regulations%20-%2020%20October%202021.pdf
6.5	Eligibility of athletes and sanctioning of events	ITF	National eligibility rules compliant with competition law: https://www.sportresolutions.co.uk/decisions/view/aljazzh-bedene-the-lawn-tennis-association-vs-international-tennis-federation
6.5	Eligibility of athletes and sanctioning of events	World Athletics	Label Road Race Regulations - application procedure is explained: https://www.worldathletics.org/download/download?filename=691236e5-f7bd-444c-81f5-d8936ed9e6ec.pdf&urlslug=C1.6%20-%20Label%20Road%20Race%20Regulations Close attention is paid to compliance with competition law
6.5	Eligibility of athletes and sanctioning of events	UCI	Rules are in place to provide a process for event organisers to apply for an event to be approved. General Organisation of Cycling as a Sport 1.2.019 - process for granting exceptional permission to athletes to participate in

Ref	Topic	IF	Section - Checks and Balances / Control Mechanisms
			"forbidden races": https://assets.ctfassets.net/76117gh5x5an/wQympSG6EWIKq6o6HKw9E/3e1b6d0c106026312ad97c2a16ca150b/1-GEN-20220128-E.pdf
6.6	Open tendering	World Sailing	Invitation to tender from 2020: https://www.sailing.org/2020/06/11/invitation-to-tender-2022-youth-olympic-games-one-person-dinghy-windsurf-events/ Example of previous invitation to tender: https://www.sailing.org/tools/documents/2024WindsurferEquipmentInvitationtoTender-[25181].pdf
6.6	Open tendering	World Archery	Tenders page on website: https://worldarchery.sport/about-us/corporate/tenders Documentation is available: https://extranet.worldarchery.sport/documents/index.php/?doc=5833&inline=1
6.6	Open tendering	UIPM	Tender document example: https://www.uipmworld.org/sites/default/files/UIPM_TV_Digital_Production_Distribution_Tender.pdf Scoring of bid proposals: https://www.uipmworld.org/sites/default/files/tv_bid_scoring_biffe.pdf Outcomes published: https://www.uipmworld.org/news/uipm-seeking-timingscoring-and-tv-graphics-provider-2022-2024-cycle and https://www.uipmworld.org/news/uipm-seeks-tv-digital-production-and-distribution-partner-2022-2024
6.6	Open tendering	IHF	IHF Invitation to Tender for worldwide TV/media rights of future IHF men's and women's senior events is available: http://ihf-online.info/magazine/TVrights01/index.html
6.7	Internal appeals process	FIVB	Statutes 2.7.2 - Appeals Panel: Statutes 2.7.2 - Appeals Panel: https://www.fivb.com/en/thefivb/legal 2.7.5 - right of appeal to CAS. There have been cases at CAS historically List of cases: https://www.fivb.com/en/thefivb/legal
6.7	Internal appeals process	IHF	Internal appeals process is in place. Legal Provisions - 2.2. Final appeal to CAS Statutes - 23. Last CAS case in 2018. Arbitration Commission full decision: https://www.ihf.info/sites/default/files/2022-01/IHF%20Arbitration%20Commission%20decision_Hisham%20Nasr%20vs%20IHF_07.07.2021.pdf
6.7	Internal appeals process	ITF	Procedural rules in place: https://www.itftennis.com/media/5989/2019-procedural-rules-itf-iap.pdf Right of appeal to CAS in tennis regulations: https://www.itftennis.com/media/3870/itf-world-tennis-tour-regulations-amended-august-2020.pdf
6.7	Internal appeals process	FEI	General Regulations - Article 162 https://inside.fei.org/system/files/FEI%20General%20Regulations-effective-1Jan2021-27Nov2020-Final-Mark-up_0.pdf Internal appeals process to FEI Tribunal with a final right of appeal to CAS.
6.8	Due diligence / risk management in allocation of events	UCI	Example of an event bid guide showing responsibilities of host and UCI: https://downloads.ctfassets.net/76117gh5x5an/1K3omtJk0wiCrnFqkoxb7P/59fab79db7a37b139763c1417341f88a/2022_UCI_TRACK_WCH_BID-GUIDE_2025-26.pdf
6.8	Due diligence / risk	World Athletics	Bidding Pre-Qualification Form collects information for World Athletics to use in due diligence:

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	management in allocation of events		https://www.worldathletics.org/download/download?filename=7db98541-5df2-4ff9-95fd-6dc2c1951651.pdf&urlslug=Bid%20Pre-Qualification%20Form
6.8	Due diligence / risk management in allocation of events	World Rugby	Preferred Candidate process is intended to allow World Rugby to carry out due diligence checks: https://www.world.rugby/news/672650/world-rugby-adopts-partnership-approach-to-rugby-world-cup-host-selection
6.8	Due diligence / risk management in allocation of events	FEI	FEI bidding platform on website: https://inside.fei.org/bidding-platform Example of bid guide: https://inside.fei.org/sites/default/files/bidding/1%20-%20Bid%20Guide%20-%20FEI%20Championships%20and%20Finals.pdf
6.9	Awarding events follows transparent process	World Athletics	Announcement about opening of a bidding process: https://worldathletics.org/hosting/news/pre-qualification-2024-2026-world-athletics-r Bidding calendar: https://worldathletics.org/hosting/calendar Bidding Rules 8 - Council decides selection of hosts for events. There is a process for reallocation of events, if needed: https://www.worldathletics.org/download/download?filename=82440568-96cf-483d-9a35-ff0d689bc08e.pdf&urlslug=C6.1%20-%20Event%20Bidding%20Rules
6.9	Awarding events follows transparent process	IGF	Details about awarding processes include assessment criteria, timetables. Information about selection/voting at the Biennial Meeting is found in the IGF Event Bidding Rules: https://www.igfgolf.org/watc/hosting-process Section 4 of bid rules details bid evaluation panel role. Evaluation criteria explains scoring system. Technical Manual also outlines procedure. Outcomes published: https://www.igfgolf.org/news/igf-national-federation-membership-holds-virtual-biennial-meeting
6.9	Awarding events follows transparent process	World Rugby	News article announcing the selection process set out the timetable: www.world.rugby/news/579751/world-rugby-announces-joint-mens-and-womens-rugby-world-cup-host-selection Bye-Laws 9.6.m - Council has authority to choose hosts of Rugby World Cups
6.9	Awarding events follows transparent process	FEI	Bid event calendar is transparent, including timetable, links to apply and confirmation when event has closed for bids: https://inside.fei.org/bidding-platform/events%20 General Regulations - Article 106: procedures for allocation of event
6.10	Data Protection	BWF	Overarching document: General Data Privacy Policy: https://extranet.bwfbadminton.com/docs/document-system/81/1466/1467/Section%201.2.5%20-%20General%20Privacy%20Policy%20-%202022052018.pdf Privacy Notice is regularly updated: https://corporate.bwfbadminton.com/about/data-privacy/
6.10	Data Protection	IFSC	Training provided for some staff by a specialist law firm. Personal data processing information for adult athletes (updated 2021): https://cdn.ifsc-climbing.org/images/ifsc/Footer/Athletes/2021_IFSC_PersonalDataProcessingInformation_Athletes_adults.pdf
6.10	Data Protection	FINA	Privacy Policy: https://www.fina.org/privacy-policy

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			Database is secured and all the information is encrypted and managed by a department of 4 staff members: https://data.fina.org/account/signin?returnurl=%2f IF has a GDPR Certified Data Protection Officer. Data Protection is part of the education material in FINA courses
6.10	Data Protection	ITF	Privacy notice homepage: https://www.itftennis.com/en/about-us/privacy-notice/