



ASOIF International Federation Governance Project Examples of Good Governance Practice

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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 Task Force](#) in 2019-20.

About the good practice examples

The examples below all relate directly to one of the 50 questions in the 2019-20 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 three 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	Example
			Section - Transparency
2.1	Publication of statutes	World Archery	Statutes are available to view online as well as in PDF to download. The marked-up version of the PDF shows amendments: https://worldarchery.org/rulebook https://rulebook.worldarchery.org/PDF/Official/2020-01-15/EN-Book1-diff.pdf
2.1	Publication of statutes	ICF	Rules archive includes marked-up versions: https://www.canoeicf.com/rules-archive
2.1	Publication of statutes	FIVB	All regulations are provided with a clean and marked-up version. https://www.fivb.com/en/thefivb/legal
2.2	Organisational structure	FIE	Structure is clearly explained on the website: https://fie.org/fie/structure/structure https://fie.org/fie/structure/executive-committee There are dedicated pages for Commissions/Councils and staff: https://fie.org/fie/structure/council https://fie.org/fie/structure/office
2.2	Organisational structure	FIH	A detailed organisation chart is published, including staff structure: http://fih.ch/media/13339065/fih-orgchart-dec-2019.pdf
2.2	Organisational structure	IFSC	The organisation chart is clear with hierarchical levels. The chart directly links to a dedicated page for each body: https://www.ifsc-climbing.org/index.php/about-us/values-statutes/2-uncategorised/283-ifsc-structure
2.3	Vision, mission, strategy	ITF	An organisational strategy is in place, listing the 8 strategic priorities with links to relevant sections of the website: https://www.itftennis.com/en/growing-the-game/itf-2024-strategy/ The ITF Annual Review and annual Global Tennis Report explain how activity links back to the ITF 2024 strategy: https://www.itftennis.com/en/about-us/organisation/publications-and-resources/publications/
2.3	Vision, mission, strategy	UCI	The UCI's Agenda 2022 includes detailed target:. https://www.uci.org/docs/default-source/agenda-2022/2018-uci-agenda2022-en-web.pdf?sfvrsn=56b641e7_8
2.3	Vision, mission, strategy	ICF	The 2016-2020 Strategic plan is clearly laid out and split into objectives, strategies and task plan: https://www.canoeicf.com/sites/default/files/icf_strategic_plan_2016-2020.pdf
2.4	Details of members	FEI	Detailed information is published for each national federation, including numbers of events, officials, horses and athletes: https://data.fei.org/NFPages/NF/Search
2.4	Details of members	World Rugby	Information on Member Unions includes contact details, news and fixtures/results: http://www.worldrugby.org/member-unions
2.4	Details of members	IHF	List of member federations with additional detail including federation news and past participation at events: https://www.ihf.info/federations
2.5	Details of elected officials	UWW	Biographies published include CV and conflicts of interest statement – an example: https://unitedworldwrestling.org/person/natalia-yariguina List of the terms of Bureau members: https://unitedworldwrestling.org/sites/default/files/2019-03/elections_dates_terms_bureau_members_ver_mar2019.pdf

2.5	Details of elected officials	ITU	Biographies of Executive Board members include years of their elected mandate and their conflict of interest declaration, plus a signed commitment to abide by the ITU Constitution and rules: https://www.triathlon.org/about/itu_executive_board
2.5	Details of elected officials	World Sailing	There are detailed biographies of the Board of Directors, including a list of Member National Associations which nominated them: https://www.sailing.org/about/committees/board/30030.php
2.6	Annual report	FIFA	Yearly Activity and Governance Reports are published, with extensive detail. http://www.fifa.com/about-fifa/official-documents/organisation Activity Report 2018. https://resources.fifa.com/image/upload/yjibhdqzfwz5ongszo0.pdf Governance Report 2018. https://resources.fifa.com/image/upload/fifa-governance-report-2018.pdf?cloudid=yrsjcy9fza7xy02pl436
2.6	Annual report	ITF	ITF Annual Reviews are available dating back several years: https://www.itftennis.com/en/about-us/organisation/publications-and-resources/publications/
2.6	Annual report	WT	Recent annual reports are published, which include a good range of institutional information: http://www.worldtaekwondo.org/governance/annual_reports/ http://www.worldtaekwondo.org/wp-content/uploads/2019/06/2018-2019_Annual_Report.pdf
2.7	Audited accounts	BWF	The annual reports include audited accounts, and there is an archive: http://bwfcorporate.com/about/annualreports/ 2019 audited accounts are also published as a separate document. https://extranet.bwfbadminton.com/docs/document-system/81/82/961/Annexure%20B%20%20BWF%20Audited%20Financial%20Statements%20%2031%20December%202019%20VF.pdf
2.7	Audited accounts	ITTF	Audited Financial Statements published dating back a number of years: https://documents.ittf.sport/document?field_document_category_target_id=152&field_document_type_target_id=All&field_place_value=&items_per_page=50 2018 annual report includes management information from the CFO – see page 50: https://documents.ittf.sport/sites/default/files/public/2019-05/2018AnnualReport.pdf
2.7	Audited accounts	World Archery	Audited accounts are published dating back a number of years. There is also a Finance and Audit Board Report on the accounts: https://extranet.worldarchery.org/documents/?dir=507 https://extranet.worldarchery.org/documents/index.php?dir=584
2.8	Allowances and benefits	UCI	The Financial Reports include line items for the remuneration of President, Management Committee and a total figure for staff - see pages 122-123: https://www.uci.org/docs/default-source/publications/2018-uci-rapport-annuel-inside-english-web.pdf?sfvrsn=dcab78d0_8 The allowances for officials are published: https://www.uci.org/docs/default-source/financial-obligations/2020/officiels-20---multi.pdf?sfvrsn=5cb93082_2
2.8	Allowances and benefits	ITTF	ITTF Travel Policy explains rules for officials: https://documents.ittf.sport/document/215 ITTF Allowance and Benefits Policy include figures for allowances and per diems: https://documents.ittf.sport/document/214

2.8	Allowances and benefits	UWW	<p>Details of per diems for Bureau members and total expenditure for 2018 listed on the web page: https://unitedworldwrestling.org/governance/finance</p> <p>Breakdown of different types of expenses in the budget: https://unitedworldwrestling.org/sites/default/files/2018-09/budget_2019_eng.pdf</p>
2.9	General Assembly documents	FISA	<p>Full Congress papers are published with an extensive archive and links to livestreams: http://www.worldrowing.com/fisa/about-fisa/congress</p>
2.9	General Assembly documents	ITF	<p>Full agenda and minutes published from Annual General Meetings, dating back several years: https://www.itftennis.com/en/about-us/itf-events/itf-conference-and-agm/agm-resources/</p> <p>News article about the Annual General Meeting includes voting results: https://www.itftennis.com/en/news-and-media/articles/david-haggerty-re-elected-as-itf-president/</p>
2.9	General Assembly documents	FEI	<p>Extensive information is available from previous General Assemblies: https://inside.fei.org/fei/about-fei/governance/meetings/fei-general-assembly</p> <p>For 2019 there is a live blog and publication of all supporting documents: https://inside.fei.org/fei/about-fei/fei-general-assembly/2019 https://inside.fei.org/fei/about-fei/fei-general-assembly/2019/annexes</p>
2.10	Summary of meeting decisions	ITF	<p>A summary of Board meetings and decisions made is published, dating back several years: https://www.itftennis.com/en/about-us/organisation/company-structure/</p>
2.10	Summary of meeting decisions	UCI	<p>Agendas are available for Management Committee meetings that have taken place: https://www.uci.org/inside-uci/governance/management-committee</p> <p>Press releases are issued summarising meeting decisions. https://www.uci.org/inside-uci/press-releases https://www.uci.org/inside-uci/press-releases/the-uci-management-committee-confirms-its-commitment-to-the-new-organisation-of-track-and-road-cycling</p>
2.10	Summary of meeting decisions	UIPM	<p>Executive Board meeting schedule and a summary of decisions taken are published: https://www.uipmworld.org/executive-board-meetings</p> <p>Other Committee and Commission meeting minutes are also published: https://www.uipmworld.org/committees-and-commissions-meetings</p>

Ref	Topic	IF	Section - Integrity
3.1	Implementation of Code of Ethics	FIG	<p>There is an Independent Gymnastics Ethics Foundation, which includes a dedicated Compliance Officer (Article 4.3 of the GEF Operational Rules): https://gymnasticsethicsfoundation.org/public/rules/GEF_Operational_rules.pdf</p> <p>Information on outcomes of activity is published: https://www.gymnastics.sport/publicdir/bulletin/Bulletin248/html5.html#page/38#</p>
3.1	Implementation of Code of Ethics	BWF	<p>There is an Integrity Unit and an Ethics Hearing Panel with rules and procedures published.</p> <p>Judicial procedures: https://extranet.bwfbadminton.com/docs/document-system/81/1466/1469/Section%203.1%20-%20Judicial%20Procedures%20-%202011102019.pdf</p> <p>Integrity programme, which includes education: https://corporate.bwfbadminton.com/integrity/</p> <p>Outcomes are published, including an archive: https://corporate.bwfbadminton.com/integrity/hearing-panel-decisions/ https://corporate.bwfbadminton.com/archive-panel-decisions/</p>
3.1	Implementation of Code of Ethics	UCI	<p>The Ethics Commission is elected by Congress - see Code of Ethics, article 12: https://www.uci.org/docs/default-source/rules-and-regulations/uci-code-of-ethics.pdf</p> <p>Members of the Ethics Commission: https://www.uci.org/news/2017/ethics-commission-165125</p> <p>Evidence of activity included report from the Chair to Congress: https://www.uci.org/docs/default-source/governance/pv/187-uci-congress-minutes-innsbruck-aut-en.pdf</p> <p>Also see 2018 annual report page 7 - brief reference to Ethics Commission activity: https://www.uci.org/docs/default-source/publications/2018-uci-rapport-annuel-inside-english-web.pdf?sfvrsn=dcab78d0_8</p> <p>News story about the work of the Commission: https://www.uci.org/inside-uci/press-releases/uci-statement-on-healthmate---cyclive-team</p>
3.2	Implementation of Anti-Doping Code	WT	<p>Anti-doping programme outsourced to ITA: http://www.worldtaekwondo.org/ita-and-world-taekwondo-sign-anti-doping-partnership/</p> <p>Table of suspensions and statistics published: http://www.worldtaekwondo.org/medical-anti-doping/anti-doping/sanctioned-athletes-and-athlete-support-personnel/ http://www.worldtaekwondo.org/medical-anti-doping/anti-doping/what-do-athletes-and-athlete-support-personnel-need-to-know-about-anti-doping/</p> <p>Anti-Doping activity is also reported on in the annual report - see pages 30-31: http://www.worldtaekwondo.org/wp-content/uploads/2019/06/2018-2019_Annual_Report.pdf</p>

3.2	Implementation of Anti-Doping Code	FIG	<p>Anti-doping programme outsourced to ITA: https://ita.sport/2018/11/07/ita-and-fig-join-forces-in-fight-against-doping-2/</p> <p>Anti-doping sanctions are published: https://www.gymnastics.sport/site/pages/medical/rapport-sanctions.pdf</p>
3.2	Implementation of Anti-Doping Code	World Athletics	<p>The anti-doping programme is managed by the independent Athletics Integrity Unit.</p> <p>Procedures are explained and there is an annual report. Sanctions are published: https://www.athleticsintegrity.org/downloads/pdfs/know-us/en/AIU-Annual-Report-2018-EN_Lite-1.pdf https://www.athleticsintegrity.org/know-the-process/whereabouts-failures https://www.athleticsintegrity.org/disciplinary-process/global-list-of-ineligible-persons https://www.athleticsintegrity.org/disciplinary-process</p>
3.3	Implementation of Code on Manipulation	BWF	<p>Code of Conduct in Relation to Betting, Wagering and Irregular Match Results: https://extranet.bwfbadminton.com/docs/document-system/81/1466/1468/2.4%20CC%20in%20relation%20to%20Betting%20Wagering%20and%20Irregular%20Match%20Results%20_20190516_.pdf</p> <p>The anti-match fixing programme falls within the Integrity Unit's scope of work: https://corporate.bwfbadminton.com/integrity/anti-match-fixing-overview/</p> <p>Cases are published. See an example: https://corporate.bwfbadminton.com/integrity/hearing-panel-decisions/ https://extranet.bwfbadminton.com/docs/document-system/81/210/382/Ethics%20Hearing%20Panel%20Decision%20_%20BWF%20v%20J.Persson%20_%20Decision%20Dated%2018032019%20_%20Website.pdf</p>
3.3	Implementation of Code on Manipulation	FEI	<p>FEI Code on the prevention of the manipulation of competitions – Appendix G: https://inside.fei.org/sites/default/files/FEI%20General%20Regulations%20effective%201%20January%202020%20-%20Final%20Version%20for%20Website%20-%20Clean.pdf</p> <p>Details of a case have been published: https://inside.fei.org/system/files/Appeal%20Dzhumadzuk%20%20UKR-NF%20vs%20%20FEI%20-%20Final%20Tribunal%20Decision%20-%2030%20November%202016.pdf</p> <p>There is a dedicated webpage with links to relevant resources and some educational materials: https://inside.fei.org/be-true</p>
3.3	Implementation of Code on Manipulation	World Athletics	<p>Rules on the Manipulation of Sports Competition are published – see Book D4.2: https://www.worldathletics.org/about-iaaf/documents/book-of-rules</p> <p>The topic is also referenced in Rule 6.3d of the Integrity Code of Conduct: https://www.athleticsintegrity.org/downloads/pdfs/know-the-rules/en/IAAF_Integrity_Code_of_Conduct.pdf</p> <p>Suppliers are contracted to monitor activity and conduct investigations for major events.</p>

3.4	Ensuring members follow codes	FIBA	<p>Requirements for members are set out in Statutes article 9 and Code of Conduct in the Internal Regulations: http://www.fiba.basketball/documents/fiba-general-statutes.pdf http://www.fiba.basketball/internal-regulations/book1/general-provisions.pdf</p> <p>There are dedicated working groups to assist in the case of non-compliant federations: http://www.fiba.basketball/commissions</p>
3.4	Ensuring members follow codes	World Rugby	<p>There are several relevant rules: Compliance with regulations - Handbook 2 Council membership rights - Bye-law 9.3 and 9.4 Union compliance – Handbook 2.1 https://www.world.rugby/handbook</p> <p>A membership pathway document is also published, which outlines the procedure to obtain membership. https://www.world.rugby/handbook/bye-laws/bye-law-6</p>
3.4	Ensuring members follow codes	IHF	<p>IHF Legal Department monitors national federation statutes and election processes.</p> <p>A case relating to the suspension of a member federation is published (also see Congress Minutes 3.1): https://www.ihf.info/sites/default/files/2019-06/43882_2_Member%27s%20suspension_E_0.pdf https://www.ihf.info/sites/default/files/2020-01/2019%20Ordinary%20Congress_Minutes_E.pdf</p>
3.5	Whistle-blower system	ITF	<p>A whistle-blowing policy is published: https://www.itftennis.com/en/about-us/whistle-blowing/</p> <p>There are multiple reporting mechanisms in place, depending on the topic: https://antidoping.itftennis.com/antidoping/report-doping.aspx https://itf.formstack.com/forms/safeguarding_incident_reporting_form https://antidoping.itftennis.com/antidoping/home.aspx https://www.tennisintegrityunit.com/education</p> <p>Press release about TIU activity: https://www.tennisintegrityunit.com/media-releases/tiu-briefing-note-july-september-2019</p>
3.5	Whistle-blower system	FIFA	<p>Information about reporting mechanisms is published in the FIFA Code of Conduct, which includes a non-retaliation policy: https://resources.fifa.com/image/upload/fifa-code-of-conduct-2929214.pdf?cloudid=wfomatimtwql2kogyxr</p> <p>An external supplier manages the reporting mechanisms: https://www.fifa.com/who-we-are/legal/integrity/confidential-reporting/</p> <p>The Annual Governance Report has a section on reporting tools and a brief summary on activity – see pages 26-27: https://resources.fifa.com/image/upload/fifa-governance-report-2018.pdf?cloudid=yrsjcy9fza7xy02pl436</p>
3.5	Whistle-blower system	World Rugby	<p>There is a dedicated email address and online form for reporting: https://www.integrity.worldrugby.org/?report=form</p> <p>The confidential reporting policy is published: https://www.integrity.worldrugby.org/?show=confidential</p>

3.6	Integrity investigations	FEI	<p>There is a dedicated Equestrian Community Integrity Unit, which investigates cases and reports to the General Assembly - see paragraph 32 in the 2018 minutes: https://inside.fei.org/fei/cleansport/integrity https://inside.fei.org/system/files/5_ANNEX_GA19_MINUTES%20GA%202018%20MANAMA%20%28BRN%29.pdf</p> <p>Also see a news article from 2018 regarding an ECIU investigation: https://inside.fei.org/content/eciu-findings-fei-world-equestrian-games%E2%84%A2</p> <p>Guidelines for the evidence gathering process: https://inside.fei.org/system/files/FEI%20Evidence%20Manual%20V2.1f.pdf</p>
3.6	Integrity investigations	ITF	<p>There is an independent Tennis Integrity Unit with full information available: https://www.tennisintegrityunit.com/investigations-and-sanctions</p>
3.6	Integrity investigations	World Athletics	<p>The rules and processes for investigations are clearly explained: https://www.athleticsintegrity.org/know-the-rules https://www.athleticsintegrity.org/know-the-process https://www.athleticsintegrity.org/disciplinary-process</p>
3.7	Publication of disciplinary decisions	ITU	<p>Tribunal cases are published, including full, reasoned decisions. Anti-doping cases identify the basic facts and the period of ineligibility: https://www.triathlon.org/about/downloads/category/arbitration_tribunal_decisions https://www.triathlon.org/anti-doping/doping_violations</p>
3.7	Publication of disciplinary decisions	UWW	<p>All disciplinary decisions are published on a specific section of the website: https://unitedworldwrestling.org/governance/disciplinary-ethics https://unitedworldwrestling.org/governance/disciplinary-decisions https://unitedworldwrestling.org/governance/decisions</p>
3.7	Publication of disciplinary decisions	World Rugby	<p>Full judicial decisions are published on a designated section of the website and there are associated news stories: https://www.world.rugby/documents/judicial-decisions</p> <p>The judicial appointees for tournaments are also named: https://www.world.rugby/news/425369</p>
3.8	Gender balance	FISA	<p>The Council is relatively balanced in composition between women and men: http://www.worldrowing.com/fisa/about-fisa/council/</p>
3.8	Gender balance	FIH	<p>Statutes 7.1.a.ii - 4 men and 4 women to be elected to the Executive Board: http://www.fih.ch/media/13314743/fih-statutes-2018.pdf</p> <p>Overall, there are 6 women out of 16 members listed on the Executive Board listed: http://www.fih.ch/inside-fih/our-team/executive-board/</p> <p>The FIH Gender Equality Policy is published: http://www.fih.ch/inside-fih/our-official-documents/fih-gender-equality-policy/</p>
3.8	Gender balance	World Athletics	<p>The 2019 Constitution includes provisions to ensure improved gender balance on the Council over time - see article 36: https://www.worldathletics.org/about-iaaf/documents/book-of-rules</p>
3.9	Safeguarding programmes and policies	FIE	<p>There is a detailed safeguarding policy in place - see chapter 13 of statutes and chapter 14 of administrative rules: https://static.fie.org/uploads/24/120905-FIE%20Statutes%20ang-3.pdf https://static.fie.org/uploads/24/123121-ADMINISTRATIVE%20RULES%20ang.pdf</p> <p>Evidence of activity includes dedicated safeguarding officers at major events.</p>

3.9	Safeguarding programmes and policies	FEI	<p>There is a Safeguarding Policy against Harassment and Abuse - see appendix I of the FEI General Regulations: https://inside.fei.org/sites/default/files/FEI%20General%20Regulations%20effective%201%20January%202020%20-%20Final%20Version%20for%20Website%20-%20Clean.pdf</p> <p>Reporting form. https://inside.fei.org/sites/default/files/Incident%20Report%20Form_Final%204Dec2018%20-%20clean%20-interactive.pdf</p> <p>An external supplier conducts safeguarding training for FEI staff, the legal department and FEI Tribunal.</p> <p>Also see article 2.3 of Statutes: https://inside.fei.org/sites/default/files/FEI%20Statutes_2019_19Nov19_MARK-UP_0.pdf</p>
3.9	Safeguarding programmes and policies	FISA	<p>There is a safeguarding policy and detailed information on the website: http://www.worldrowing.com/fisa/about-fisa/safeguarding-135508</p> <p>There is an incident reporting form and a list of event safeguarding officers at events: http://www.worldrowing.com/mm//Document/General/General/13/57/16/FISAIncidentReportingForm_Neutral.pdf http://www.worldrowing.com/mm//Document/General/General/14/20/53/2020_EventSafeguardingOfficers_030320_Neutral.pdf</p> <p>Training is in process for FISA Staff, Commissions and FISA Council.</p>
3.10	Data protection	ITU	<p>A variety of policies relating to GDPR are published: https://www.triathlon.org/privacy_notice https://www.triathlon.org/about/gdpr https://www.triathlon.org/uploads/docs/World_Triathlon_GDPR.pdf https://www.triathlon.org/uploads/docs/Personal_Data_Policy_AA.pdf</p>
3.10	Data protection	FIFA	<p>FIFA Data Protection Regulations are issued and applicable to all member associations, as well as their members: https://resources.fifa.com/image/upload/fifa-data-protection-regulations-2019.pdf?cloudid=dr9labmtd63ctx6o3erk</p> <p>FIFA held a Data Protection Summit for a wide range of stakeholders. https://www.fifa.com/who-we-are/news/fifa-data-protection-summit-2019-sharing-fifa-s-expertise-in-data-protection-wit</p> <p>There is mandatory e-learning on data protection for all staff.</p>
3.10	Data protection	UCI	<p>UCI staff are regularly informed of risks and best practices in relation to data protection and IT security. Security measures are in place and the UCI ensures that relevant rules are complied with by contracting partners.</p> <p>GDPR is referenced in the Data Protection Policy: https://www.uci.org/docs/default-source/uci-official/general-policy.pdf?sfvrsn=8ce82332_12</p>

Ref	Topic	IF	Section - Democracy
4.1	Elections for president and officials	World Archery	<p>The Executive Board and some committees are elected – see Constitution 1.6.3: https://worldarchery.org/rulebook/article/1</p> <p>Voting numbers were published in the 2019 Congress minutes. An electronic voting system was used, which provides an element of independent scrutiny: https://extranet.worldarchery.org/documents/index.php/documents/?doc=4761 17.</p>
4.1	Elections for president and officials	UCI	<p>The majority of the Management Committee is elected by the Congress.</p> <p>Voting numbers are published in Minutes - see 2017 minutes, points 11 and 12: https://www.uci.org/docs/default-source/governance/pv/186-uci-congress-minutes-bergen-nor-en.pdf</p>
4.1	Elections for president and officials	World Sailing	<p>The Board is elected at the General Assembly.</p> <p>An electronic voting system is used. Voting numbers were published from the previous elections in 2016: https://www.sailing.org/meetings/generalassembly/election_of_officers.php https://www.sailing.org/tools/documents/2016ElectionofPresident-[21538].pdf https://www.sailing.org/tools/documents/2016ElectionofVicePresident-[21537].pdf</p>
4.2	Election campaigning rules	UIPM	<p>Election campaigning rules, including disclosure of financing (article 6): https://www.uipmworld.org/sites/default/files/election_rules_uipm_2018_1.pdf</p>
4.2	Election campaigning rules	FEI	<p>A Code of Conduct for Elections is published on the website, which covers brief rules for allowed expenses - see 3.1.4, 3.1.6 and 4.8: https://inside.fei.org/system/files/Code%20of%20Conduct_for%20Elections_2020.pdf</p> <p>All election information is published for General Assemblies: https://inside.fei.org/fei/elections</p>
4.2	Election campaigning rules	World Athletics	<p>Detailed Candidacy Rules are published among the election documents, including a section on expenditure - see 8.17.</p> <p>Expenditure limits are in place for campaigns for Council Members and the President with monitoring by the Election Oversight Panel: https://www.worldathletics.org/about-iaaf/structure/elections</p>
4.3	Electoral process and rules	FIG	<p>Voting rules are explained in detail – see Statutes article 11.17: https://www.gymnastics.sport/publicdir/rules/files/en_Statutes%202019%20with%20changes.pdf</p> <p>An electronic system overseen by an external company was used at previous Congresses.</p>
4.3	Electoral process and rules	ITF	<p>The voting rules in the Constitution are detailed – see article 18 (t): https://www.itftennis.com/media/2431/the-constitution-of-the-itf-2020-english.pdf</p> <p>The voting procedure is developed with the Independent Election Panel and independent auditors. The process was described to voters during the AGM (see page 24): https://www.itftennis.com/media/2445/2019-agm-minutes-final-draft-for-ratification-at-2020-agm.pdf</p>

4.3	Electoral process and rules	World Athletics	There are detailed election rules in the Constitution (article 35) and Rules of Congress (articles 10 and 11). Rules include provisions for paper ballot voting in case of a failure in the electronic system and cover various scenarios: https://www.worldathletics.org/about-iaaf/documents/book-of-rules
4.4	Publishing details of elected roles	FEI	All open positions for election and job specifications are listed on the website. Candidate CVs are also published: https://inside.fei.org/fei/elections https://inside.fei.org/fei/elections/open-positions https://inside.fei.org/fei/about-fei/governance/elections/job-specs
4.4	Publishing details of elected roles	ICF	The list of positions to be elected is published ahead of the Congress: https://www.canoeicf.com/other/manila-2020 https://www.canoeicf.com/sites/default/files/election_2020_positions.pdf
4.4	Publishing details of elected roles	World Athletics	The Elections section of the website includes detailed job descriptions, the application procedure and the vetting process. See the example from the 2019 elections: https://www.worldathletics.org/about-iaaf/structure/elections
4.5	Eligibility rules	ITF	Candidates are nominated by Class B members – see Constitution articles 20b and 21f. There are eligibility rules - see article 19c: https://www.itftennis.com/media/2431/the-constitution-of-the-itf-2020-english.pdf The rules for the Election and Eligibility Panel are in the Code of Ethics – see appendix 1, article 1.7: https://www.itftennis.com/media/2388/itf-code-of-ethics-effective-27-sep-2019-english.pdf
4.5	Eligibility rules	ITTF	There are brief eligibility rules for elected officials - Constitution 1.5.9. The nominations process is non-restrictive. The Nominations Committee reviews the validity and qualifications of candidates - Constitution 1.5.7.2: https://www.ittf.com/wp-content/uploads/2020/04/2020ITTFHandbook_v1.pdf
4.5	Eligibility rules	FEI	The eligibility of candidates is covered in Statutes article 24 and is not restrictive: https://inside.fei.org/sites/default/files/FEI%20Statutes_2019_19Nov19_MARK-UP_0.pdf The Nominations Committee vets all candidacies - see Code of Conduct and article 32 of Statutes: https://inside.fei.org/system/files/Code%20of%20Conduct_for%20Elections_2020.pdf
4.6	Term limits for elected officials	FEI	Board Members may serve three terms then there is a waiting period (of at least one term) before being eligible for a new role. The President may only serve three terms as President - see 19.6: https://inside.fei.org/sites/default/files/FEI%20Statutes_2019_19Nov19_MARK-UP_0.pdf
4.6	Term limits for elected officials	IFSC	Executive Board members are eligible for a maximum of three terms – see article 25. In the 2021 elections, Board members who have already served for three terms or are in their third term will only be eligible for one more term: https://cdn.ifsc-climbing.org/images/About/IFSC_Statutes_2019.pdf
4.6	Term limits for elected officials	World Rugby	Chair and Vice-Chair have a term limit of 2 x 4 years - see 9.8.1. For the Executive Committee, there is a term limit of 12 years in aggregate (10.3.1.d) https://www.world.rugby/handbook/bye-laws/bye-law-9 https://www.world.rugby/handbook/bye-laws/bye-law-10

4.7	Representation of stakeholders	IFSC	One female and one male representative elected by the Athletes' Commission on the Executive Board - see article 24: https://cdn.ifsc-climbing.org/images/About/IFSC_Statutes_2019.pdf https://www.ifsc-climbing.org/index.php/2-uncategorised/66-ifsc-executive-board
4.7	Representation of stakeholders	ISSF	The Athletes' Committee Chair is a voting member of both the Executive Committee and Administrative Council - see 7.2.1 and 8.1.3: https://www.issf-sports.org/getfile.aspx?mod=docf&pane=1&inst=452&file=ISSF%20Constitution%20ENGLISH.pdf Rules for Athletes' Committee are detailed - see article 3.12.3.13, Annex "AC": Athletes Committee: https://www.issf-sports.org/getfile.aspx?mod=docf&pane=1&inst=455&file=1.%20ISSF%20General%20Regulations.pdf
4.7	Representation of stakeholders	FIE	Members of the Athletes' Commission are elected – see Statutes 6.3.2. Election results: https://fie.org/articles/606 The President of the Athletes' Commission is member of the Executive Committee with full voting rights (see Statutes 5.2.5). There are rules for the election of the Athletes' Commission - see 4.5: https://static.fie.org/uploads/24/123773-FIE%20Statutes%20ang%20%281%29.pdf Election results for the Commission are published: https://fie.org/articles/606
4.8	Conflict of interest policy	FIFA	The Conflict of Interests Directives include practical guidance on identifying and managing conflicts and detailed explanation of terms: https://resources.fifa.com/image/upload/fifa-conflict-of-interest-directives.pdf?cloudid=v5o2k1q66xkspwskopsq
4.8	Conflict of interest policy	ITU	Conflict of Interest Declarations by the Executive Board members are signed and published on the website: https://www.triathlon.org/about/itu_executive_board
4.8	Conflict of interest policy	World Sailing	The conflict of interest policy is published and includes the declaration form: https://www.sailing.org/tools/documents/ConflictofInterestPolicy-[21523].pdf The latest register of interests is published: https://www.sailing.org/tools/documents/RegisterofInterests-[25949].pdf
4.9	Regular meetings of General Assembly and other bodies	FISA	A calendar of meetings is published. http://www.worldrowing.com/mm/Document/General/General/14/15/69/2020FISAMeetingCalendarat151119_Neutral.pdf The Congress is annual.
4.9	Regular meetings of General Assembly and other bodies	WT	There is a regularly updated meeting calendar: http://www.worldtaekwondo.org/governance/wt_meetings_calendar/ The General Assembly is annual – Statutes 7.5: http://www.worldtaekwondo.org/wp-content/uploads/2020/03/STATUTES-December-20-2019.pdf
4.9	Regular meetings of General Assembly and other bodies	UCI	There is a calendar of Management Committee meetings published for the year (usually three meetings per year): https://www.uci.org/inside-uci/governance/management-committee The Congress is annual – Constitution 29.1: https://www.uci.org/docs/default-source/rules-and-regulations/uci-constitution-and-standing-orders.pdf

4.10	Equal opportunities to participate at General Assembly	FIVB	Financial regulations explain that expenses are covered for members to attend Congress. Category 1 and 2 National Federations have the travel expenses and accommodation for the first delegate paid by the FIVB. Category 3-5 National Federations have the accommodation expenses paid. See articles 1.6.12.2, 1.6.6.1d and 1.6.12.1: https://www.fivb.com/en/thefivb/legal https://www.fivb.com/-/media/fivb/thefivb/pdfs/legal/2019/fivb_financial_regulations_2018_20180504.pdf?la=en&hash=E1799495835A520BA42485E694CF9E3D
4.10	Equal opportunities to participate at General Assembly	ISSF	Expenses for one delegate per Member Federation to attend the General Assembly covered by ISSF in Statutes – article 6.4. https://www.issf-sports.org/getfile.aspx?mod=docf&pane=1&inst=452&file=ISSF%20Constitution%20ENGLISH.pdf Forms/information published ahead of the General Assembly. https://www.issf-sports.org/theissf/2019-extraordinary-general-assembly.ashx
4.10	Equal opportunities to participate at General Assembly	IFSC	The guidelines for Plenary Assembly state that the costs of attending are paid by the member associations – equal treatment for all. https://cdn.ifsc-climbing.org/images/ifsc/Footer/Plenary_Assembly/IFSC_PA_Guidelines_2018_Approved.pdf

Ref	Topic	IF	Section - Development and Solidarity
5.1	Development policy	BWF	<p>Development and Sport for All is a key result area in the BWF Strategic Plan and Implementation Plan https://extranet.bwfbadminton.com/docs/document-system/81/82/93/BWF%20Strategic%20Plan%202020-2024.pdf https://extranet.bwfbadminton.com/docs/document-system/81/82/93/BWF%20Strategic%20Implementation%20Plan%20Key%20Results%20Areas%20_KRA.pdf</p> <p>Development activities are described on a designated section of the website: https://development.bwfbadminton.com/about https://corporate.bwfbadminton.com/about/activities/</p> <p>The annual report includes a report from the Development Committee (see section 4 - Global Badminton Development) with summary statistics on programmes: https://annualreport.bwfbadminton.com/2018/static/_content/bwf_annual_report_2018.pdf</p>
5.1	Development policy	WT	<p>Development guidelines are published with eligibility criteria for each programme: http://www.worldtaekwondo.org/wp-content/uploads/2020/01/Guidelines-of-2020-Development-Program.pdf</p> <p>Several application forms are also published: http://www.worldtaekwondo.org/development/wtdp/</p>
5.1	Development policy	ITTF	<p>Development work is explained on the website, including a database of all activities: https://www.ittf.com/hpd/ https://www.ittf.com/hpd/hpd-databases/</p> <p>Dedicated pages for programmes and continental activity Reports: https://www.ittf.com/hpd/programmes/ https://www.ittf.com/hpd/continental-reports/</p>
5.2	Redistribution activity	ITU	<p>Contracts with Continental Confederations for development funding are published, which include allocated budgets for programmes: https://www.triathlon.org/about/downloads/category/continental_confederation_agreements</p>
5.2	Redistribution activity	FIFA	<p>The Financial Report outlines all of FIFA's investments, including total figures by country - see section Investments in Football, pages 38-60: https://resources.fifa.com/image/upload/fifa-financial-report-2018.pdf?cloudid=xzshsoe2ayttyquuxhq0</p>
5.2	Redistribution activity	FIE	<p>The audited accounts show in development investment and subsidies - see page 3: https://static.fie.org/uploads/23/117989-6.%20document%20financier%20complet%202018%20ang.pdf</p>
5.3	Monitoring development funding	FIFA	<p>The provision of financial reporting and audits is covered in FIFA Forward Regulations (see articles 5, 14-17). This includes a central audit review of all FIFA Forward funds distributed: https://img.fifa.com/image/upload/vk3xntbth7boicflu4vw.pdf</p>
5.3	Monitoring development funding	ITU	<p>The Payment Procedures Policy sets out some financial controls related to payment of funds to support Continental Confederations for development programmes: https://www.triathlon.org/uploads/docs/Payment_procedures_policies.pdf</p> <p>Development Agreements are published, which include some monitoring requirements. The Audit Committee reviews reports from one Continent at random: https://www.triathlon.org/about/downloads/category/2020_cc_agreements</p>

5.3	Monitoring development funding	BWF	<p>The Finance Committee Terms of Reference includes ensuring accountability for use of funds by Continental Confederations: https://corporate.bwfbadminton.com/about/council-committee/</p> <p>There is a detailed breakdown of Continental grants in the audited accounts, suggesting that expenditure is carefully scrutinised: https://corporate.bwfbadminton.com/about/annualreports/</p>
5.4	Sustainable development	World Sailing	<p>Sustainability Agenda 2030 provides detailed information with six key areas of focus: https://www.sailing.org/about/Sustainability.php#.Xj09GxP7Q6g</p> <p>Mandatory sustainability charter for sanctioned events: https://www.sailing.org/news/88906.php#.Xj09vBP7Q6h https://www.sailing.org/tools/documents/WSSpecialEventCharterDIGITALFinal-[25244].pdf</p>
5.4	Sustainable development	IGF	<p>Sustainability is one of the six key pillars of the IGF Strategic Plan: https://www.igfgolf.org/wp-content/uploads/2017/03/2017-2020-IGF_Strategic_Plan_Brochure.pdf</p> <p>Details of activity published on website: https://www.igfgolf.org/sustainability/ https://www.igfgolf.org/sustainability/igf-statement-on-sustainability/</p>
5.4	Sustainable development	BWF	<p>There is a sustainability policy within the Statutes: https://extranet.bwfbadminton.com/docs/document-system/81/1466/1467/Section%201.2.4%20Environment%20Policy.pdf</p> <p>Environmental and sustainability initiatives form part of the 2020-24 Strategic Plan/Implementation Plan – see for example strategy 4.2 (Strategic Plan) and priority area 5 (Implementation Plan): https://extranet.bwfbadminton.com/docs/document-system/81/82/93/BWF%20Strategic%20Plan%202020-2024.pdf https://extranet.bwfbadminton.com/docs/document-system/81/82/93/BWF%20Strategic%20Implementation%20Plan%20Key%20Results%20Areas%20_KRA.pdf</p>
5.5	Social responsibility activity	UWW	<p>Reports on a variety of social responsibility activity are published in the annual report and in news stories: https://unitedworldwrestling.org/sites/default/files/2019-11/activity_report_2016_-_2018_eng.pdf https://unitedworldwrestling.org/article/united-world-wrestling-assists-delivery-mats-and-equipment-puerto-rico https://unitedworldwrestling.org/article/olympafrica-hosts-largest-ever-wrestling-event-ivory-coast</p>
5.5	Social responsibility activity	WT	<p>Annual Report describes Sport for Social Development activity - see pages 50-52: http://www.worldtaekwondo.org/wp-content/uploads/2019/06/2018-2019_Annual_Report.pdf</p> <p>Other relevant activity includes Taekwondo Cares programme and Taekwondo Humanitarian Foundation. http://www.worldtaekwondo.org/news/taekwondo-cares/ http://thfaid.org/#</p>
5.5	Social responsibility activity	FIBA	<p>Social responsibility work is covered in the activity report – see pages 86-95.</p> <p>Examples include Basketball For Good projects. http://www.fiba.basketball/news/fiba-activity-report-2017-2019-now-available</p> <p>There is also information about the Basketball Without Borders project: http://www.fiba.basketball/bwb</p>

5.6	Education programmes	FIBA	<p>There are a wide range of education programmes including TIME-OUT, which is aimed at players transitioning at the end of their basketball careers:</p> <p>http://www.fiba.basketball/europe/programmes/time-out http://www.fiba.basketball/news/time-out-2-0-project-to-help-players-transition-from-sport-into-work-set-to-launch-in-2020</p> <p>More information on education programmes is in the Activity Report: http://www.fiba.basketball/activity-report2017-2019.pdf</p>
5.6	Education programmes	BWF	<p>Information is published on the development website with educational resources for coaches, players, technical officials and on para-badminton:</p> <p>https://development.bwfbadminton.com/coaches https://development.bwfbadminton.com/player https://development.bwfbadminton.com/technical-officials https://development.bwfbadminton.com/parabadminton</p> <p>An overview of activity is routinely published in the newsletter for technical officials: https://corporate.bwfbadminton.com/technical-officials/</p>
5.6	Education programmes	World Sailing	<p>Training and Development Strategy: https://issuu.com/worldsailing/docs/t_d_strategy2019-2014_april2019</p> <p>Examples of education activity: https://www.sailing.org/raceofficials/internationaljudge/seminars_clinics.php https://www.sailing.org/raceofficials/internationalraceofficer/88719.php https://www.sailing.org/raceofficials/internationalmeasurer/seminars_clinics.php</p> <p>Training resources: https://www.sailing.org/training/resources/index.php</p>
5.7	Integrity education programmes	FIE	<p>There are four integrity education programmes, each with a dedicated page on the FIE website: https://fie.org/fie/documents/clean-sport https://fie.org/fie/documents/safe-sport Fair-Play Trophy: https://fie.org/fie/structure/fair-play Donate your fencing gear https://fie.org/development/gear</p> <p>Educational work has been done on safeguarding at major events: https://fie.org/articles/807</p>
5.7	Integrity education programmes	FIBA	<p>Dedicated integrity information for athletes: https://playershub.fiba.com/en</p> <p>Integrity topics covered at workshops at major events: http://www.fiba.basketball/world/u17women/2018/news/fair-play-and-integrity-the-topics-covered-in-interactive-players-workshop https://vimeo.com/305534566</p>
5.7	Integrity education programmes	FIFA	<p>FIFA has organised integrity awareness programmes during major competitions: https://www.fifa.com/about-fifa/who-we-are/news/fifa-qualified-member-associations-uefa-participate-in-final-regional-integrity- https://www.fifa.com/u20worldcup/news/integrity-at-the-core-of-team-specific-presentations https://www.fifa.com/u17worldcup/news/fifa-u-17-world-cup-educating-players-for-life</p> <p>Integrity-related material for members includes Handbook for Member Associations, posters and flyer: https://www.fifa.com/about-fifa/who-we-are/legal/integrity/integrity-support/integrity-material/</p>

			<p>The Governance Report also references mandatory compliance training for FIFA Committee chairs, deputy chairpersons and members - see pages 20-23: https://resources.fifa.com/image/upload/fifa-governance-report-2018.pdf?cloudid=yrsjcy9fza7xy02pl436</p>
5.8	Legacy programmes for event hosts	BWF	<p>Legacy criteria are considered as part of the assessment for event bids: https://system.bwfbadminton.com/documents/folder_1_81/folder_1_140/folder_1_164/2.%20BWF%20Major%20Events%20-%20Bid%20Document.pdf</p> <p>Legacy objectives are among the KPIs in the Strategic Implementation Plan (see examples of AirBadminton and Major Events KPIs): https://extranet.bwfbadminton.com/docs/document-system/81/82/93/BWF%20Strategic%20Implementation%20Plan%20Key%20Results%20Areas%20_KRA.pdf</p> <p>There is reporting on legacy projects in the annual report: https://annualreport.bwfbadminton.com/2018/static/_content/bwf_annual_report_2018.pdf</p>
5.8	Legacy programmes for event hosts	UCI	<p>The UCI Bike City Label rewards cities/region which invest in cycling infrastructure and long-terms strategies to promote everyday cycling: https://www.uci.org/cycling-for-all/bike-city-label</p> <p>UCI Mobility and Bike Forums have taken place to support National Federations, event organisers and host cities exchange best practices.</p> <p>2018 edition in Milan: https://www.uci.org/news/2018/first-uci-bike-city-forum-experts-highlight-the-importance-of-the-bike 2019 edition in Paris: https://www.uci.org/news/2019/uci-mobility-bike-city-forum-unites-cycling-family-in-paris</p>
5.8	Legacy programmes for event hosts	World Rugby	<p>World Rugby's Impact Beyond (legacy) programme activity is explained, including news stories about recent events: https://www.world.rugby/development/impact-beyond https://www.rugbyworldcup.com/impactbeyond2019 https://www.rugbyworldcup.com/news/463592</p> <p>A detailed report on Impact Beyond ahead of RWC 2019 was published in the 2018 annual report: http://publications.worldrugby.org/yearinreview2018/en/28-1</p>
5.9	Anti-discrimination activity	FIE	<p>Anti-discrimination rules are covered in the Statutes, Code of Ethics and Safeguarding Policy (although there are slight differences in the wording used in each case): https://static.fie.org/uploads/24/120905-FIE%20Statutes%20ang-3.pdf</p> <p>The handbook of regulations for championships and the bid questionnaire specify that a commitment must be made by the organising committee to grant visas to all participants - see pages 5 and 94: https://static.fie.org/uploads/23/119023-CAHIER%20DES%20CHARGES%20CHM-ANG.pdf</p>
5.9	Anti-discrimination activity	World Rugby	<p>Anti-discrimination rules are covered in in Bye-Law 3.f, Regulation 20.4.c and Regulation 20 Appendix 1 article 1.13: https://www.world.rugby/handbook/bye-laws/bye-law-3 https://www.world.rugby/handbook/regulations/reg-20/reg-20 https://www.world.rugby/handbook/regulations/reg-20/appendix-1</p> <p>World Rugby has published a transgender policy: https://playerwelfare.worldrugby.org/?documentid=193</p>

5.9	Anti-discrimination activity	FIFA	<p>A Diversity and Discrimination guide is published, which includes information on the FIFA Diversity Award and a three-step procedure for dealing with discriminatory incidents at events. https://resources.fifa.com/image/upload/diversity-and-anti-discrimination-at-fifa.pdf?cloudid=arn2ylavxd26pnn2l83i</p> <p>Rules are covered in the Code of Ethics (Article 22) and there is a Good Practice Guide on diversity and anti-discrimination. https://resources.fifa.com/image/upload/fifa-code-of-ethics-2019-version.pdf?cloudid=la3f5yqsox5cns9oypkg https://resources.fifa.com/image/upload/good-practice-guide-2709434.pdf?cloudid=wg4ub76pezwcxnsaoj98</p>
5.10	Resources dedicated to Paralympic / disability discipline(s)	ITTF	<p>There is a full-time employee working on Para Table Tennis and development work is led by the High Performance and Development department: https://www.ipttc.org/</p> <p>There is a Para Table Tennis Committee in place, including Athletes' Commission members: https://www.ipttc.org/members/</p>
5.10	Resources dedicated to Paralympic / disability discipline(s)	ITF	<p>Wheelchair tennis is fully integrated within the ITF structure. There is a recently updated global development plan: https://www.itftennis.com/en/news-and-media/articles/itf-launches-global-wheelchair-tennis-development-plan/</p>
5.10	Resources dedicated to Paralympic / disability discipline(s)	ITU	<p>There is a department dedicated to Paratriathlon and a Paratriathlon Committee. Activity is extensive: https://www.triathlon.org/paratriathlon</p>

Ref	Topic	IF	Section - Checks and Balances / Control Mechanisms
6.1	Ethics committee with independent representation	UCI	<p>There is an Independent Ethics Commission which can propose sanctions and refer cases to Disciplinary Commission - see Article 12. https://www.uci.org/docs/default-source/rules-and-regulations/uci-code-of-ethics.pdf https://www.uci.org/news/2017/ethics-commission-165125</p>
6.1	Ethics committee with independent representation	FIH	<p>The Integrity Unit investigates complaints about alleged breaches of the FIH Integrity Code. Terms of Reference are published: http://fih.ch/inside-fih/our-team/fih-committees-and-panels/integrity-unit/ http://fih.ch/media/13224431/integrity-unit.pdf</p> <p>The Integrity Unit can make a charge, which if disputed, reverts to the FIH Disciplinary Commissioner for a decision (see article 27): http://www.fih.ch/media/12943893/2018-01-15-final-approved-fih-integrity-code.pdf</p>
6.1	Ethics committee with independent representation	ISSF	<p>The Ethics Committee is established as and when cases arise. See Section 6 (Procedures) of the Code of Ethics - in particular 6.1 and 6.2: https://www.issf-sports.org/getfile.aspx?mod=doc&pane=1&inst=465&file=ISSF%20Code%20of%20Ethics.pdf</p> <p>See section 4 on disciplinary measures - the Committee can propose sanctions and start investigations.</p> <p>An Ethics Committee case has been published: https://www.issf-sports.org/news.ashx?newsid=3051</p>
6.2	Audit committee with independent representation	FEI	<p>The Audit and Compliance Committee has a majority of independent members: https://inside.fei.org/fei/about-fei/structure/standing-committees</p> <p>In the Statutes Article 33 covers roles and responsibilities. The Committee reports to the General Assembly and Board https://inside.fei.org/sites/default/files/FEI%20Statutes_2019_19Nov19_MARK-UP_0.pdf</p> <p>A report to the General Assembly: https://inside.fei.org/system/files/8_ANNEX_GA19_AUDIT%20%26%20COMPLIANCE%20COMMITTEE%20REPORT.pdf https://inside.fei.org/system/files/Pts-07-13_FEIGA2019_Finance.pdf</p>
6.2	Audit committee with independent representation	FIFA	<p>Members of the Audit and Compliance Committee must not belong to any other FIFA body (Article 51 of Statutes): https://resources.fifa.com/image/upload/fifa-statutes-5-august-2019-en.pdf?cloudid=ggymhxxv8jrdfebkrmm</p> <p>Criteria for being independent are referenced in Governance Regulations, Article 5: https://resources.fifa.com/image/upload/fifa-governance-regulations.pdf?cloudid=xptmg6q5y21vnmvp7q6</p> <p>The Chair is independent and other members are involved in football but not in any other FIFA body: https://www.fifa.com/about-fifa/who-we-are/committees/committee/1935614/</p> <p>Activity published via the Governance Report and a report to Congress: https://resources.fifa.com/image/upload/fifa-governance-report-2018.pdf?cloudid=yrsjcy9fza7xy02pl436</p>

6.2	Audit committee with independent representation	ITU	<p>The Audit Committee is elected: https://www.triathlon.org/about/committees</p> <p>The report to Congress is published and includes practical recommendations: https://www.triathlon.org/about/congress</p>
6.3	Accounting controls / external financial audit	World Sailing	<p>Audited accounts are published dating back several years: https://www.sailing.org/about/governance/finance.php</p> <p>Accounts are prepared using a GAAP standard.</p> <p>A matrix of financial authorities is published: https://www.sailing.org/tools/documents/FinancialAuthoritiesmatrix-[23531].pdf</p>
6.3	Accounting controls / external financial audit	BWF	<p>Accounts are audited in accordance IFRS standards (Malaysia): https://corporate.bwfbadminton.com/about/annualreports/</p> <p>Internal procedures and financial controls are published: https://extranet.bwfbadminton.com/docs/document-system/81/1466/1467/1.2.2%20Federation%20Rules%20and%20Procedures%20%2011102019.pdf</p>
6.3	Accounting controls / external financial audit	WT	<p>Finance Committee oversees budgeting and financial control processes – see article 27.1.H: http://www.worldtaekwondo.org/wp-content/uploads/2020/01/World-Taekwondo-Statutes-as-of-Dec-20-2019.pdf http://www.worldtaekwondo.org/about-wt/committee/</p> <p>Accounts are audited in accordance with IFRS standards (Republic of Korea): http://www.worldtaekwondo.org/governance/financial_statements/</p>
6.4	Internal controls	UCI	<p>The Audit and Finance Committee terms of reference include risk management in addition to internal controls: https://www.uci.org/docs/default-source/terms-of-references/2018-05-02termsofreference_auditandfinancecommittee_english.pdf?sfvrsn=e92657da_6</p> <p>The Audit and Finance Committee Report is published within the annual report: https://www.uci.org/docs/default-source/publications/2018-uci-rapport-annuel-inside-english-web.pdf?sfvrsn=dcab78d0_8</p> <p>There are references to risk management in the accounts.</p>
6.4	Internal controls	IGF	<p>There is a section on risk management in the Audit and Risk Committee Charter: https://www.igfgolf.org/wp-content/uploads/IGF-Policies-Charters-Vers-260318.pdf</p>
6.4	Internal controls	ITTF	<p>ITTF undertakes a risk assessment workshop every second year with the external auditors, which is mentioned in the AGM documents.</p> <p>There is a reference to exchange rate risk in the 2018 accounts: https://documents.ittf.sport/sites/default/files/public/2019-05/2018_AFS.pdf</p>
6.5	Eligibility of athletes and sanctioning of events	ITU	<p>There is a co-operation framework with private event organiser Ironman: https://www.triathlon.org/news/article/itu_ironman_agree_to_historic_partnership</p> <p>Eligibility criteria for athletes in the Competition Rules are not restrictive - see 2.5: https://www.triathlon.org/uploads/docs/itusport_competition-rules_2019.pdf</p>

6.5	Eligibility of athletes and sanctioning of events	FIH	Regulations on Sanctioned and Unsanctioned Events: http://www.fih.ch/media/8997767/fih-sue-regulations-31_2020.pdf
6.5	Eligibility of athletes and sanctioning of events	UWW	Guidelines for the recognition of third-party events, with an appeal process: https://unitedworldwrestling.org/sites/default/files/2019-09/guidelines_recognition_third_party_events_eng_final.pdf
6.6	Open tendering	IHF	An Invitation to Tender for media rights for events in 2019/2021 is published: http://ihf-online.info/magazine/TVrights01/index.html .
6.6	Open tendering	ITF	There is a procurement policy and news stories are published from time to time about contracts: https://www.itftennis.com/media/2479/itf-procurement-policy.pdf https://www.itftennis.com/en/news-and-media/articles/itf-brings-sportradars-integrity-services-on-board/
6.6	Open tendering	World Sailing	Detailed information is published regarding tender processes: Invitation to tender: https://www.sailing.org/news/88392.php Appraisals of bids: https://www.sailing.org/news/88643.php Decisions: https://www.sailing.org/news/89011.php
6.7	Internal appeals process	FIVB	There is an Appeals Panel – see Constitution 2.7.2. The procedure is set out in the Disciplinary Regulations, section IV. Concluded appeals cases are published: https://www.fivb.com/en/thefivb/legal Members of the panel: https://www.fivb.com/en/thefivb/structure/judicialbodies
6.7	Internal appeals process	World Rugby	Rules for internal appeals are covered in 18.3 and 18.7 of regulations, and article 4 in appendix: https://www.world.rugby/handbook/regulations/reg-18/reg-18 https://www.world.rugby/handbook/regulations/reg-18/appendix-1 Appeal decisions are published: https://www.world.rugby/search?s=appeal
6.7	Internal appeals process	World Sailing	The process for internal appeals is covered in Constitution (79, 81) and Regulations (35.8): https://www.sailing.org/tools/documents/CONSTITUTION2020-[25926].pdf https://www.sailing.org/tools/documents/2020RegulationsClean-[25927].pdf A decision on an appeal case was published: https://www.sailing.org/tools/documents/190322KirkBrownvRaceOfficialsCommitteeDecision-[25965].pdf
6.8	Due diligence / risk management in allocation of events	FEI	The Bidding platform provides detail, including links to Bid Guides, Application forms and information for national federations on how to submit a bid. The Bid Guide explains overall hosting requirements and guidelines to submit a bid: https://inside.fei.org/bidding-platform/events
6.8	Due diligence / risk management in allocation of events	UCI	Detailed bidding guides are published for all UCI events, enabling the UCI to make a fair due diligence assessment of candidacies: https://www.uci.org/inside-uci/events
6.8	Due diligence / risk management in allocation of events	World Athletics	The Bid Evaluation Panel includes external expertise. Terms of reference are published and the evaluation methodology is set out (Book C6.1 Article 4.2 and Appendix 3): https://www.worldathletics.org/about-iaaf/documents/book-of-rules

6.9	Awarding events follows transparent process	UCI	<p>All information is published on the website, including events which are open for bidding: https://www.uci.org/docs/default-source/default-document-library/next-uci-world-championships.pdf</p> <p>Bid Guides provide information on criteria and timetable: https://www.uci.org/inside-uci/events</p> <p>Championships are awarded by the Management Committee and announcements are published: https://www.uci.org/docs/default-source/rules-and-regulations/uci-constitution-and-standing-orders.pdf https://www.uci.org/inside-uci/press-releases/ten-uci-world-championships-and-four-uci-bike-cty-labels-awarded-at-the-188th-uci-congress</p>
6.9	Awarding events follows transparent process	FIBA	<p>Rules for bidding published in Book 2 - Competitions. Rules include detailed responsibilities for hosts/FIBA regarding major events: http://www.fiba.basketball/en/Module/85132837-66aa-4ff3-a063-8cdf44ea14d/af6105e1-fac3-4456-8430-ee55ed3d2196</p> <p>Brief evaluation criteria are provided and there are news stories announcing the allocation of events: https://www.fiba.basketball/host# tab=element_2_1 http://www.fiba.basketball/en/news/philippines-japan-indonesia-to-stage-first-ever-multiple-hosts-fiba-basketball-world-cup-in-2023</p>
6.9	Awarding events follows transparent process	World Athletics	<p>Rules for the allocation of events, including a rotational policy, are explained in the bidding rules (see article 4 of book C6.1): https://www.worldathletics.org/about-iaaf/documents/book-of-rules</p> <p>The timetable for bid processes is outlined in the calendar: https://www.worldathletics.org/hosting/calendar</p> <p>There are news stories regarding bid processes, including about a bidding webinar for candidates and the announcement of successful bids: https://www.worldathletics.org/hosting/news/2022-world-athletics-series-hosting-webinars https://www.worldathletics.org/hosting/news/budapest-awarded-2023-iaaf-world-championship</p>
6.10	Right of appeal to CAS	FISA	<p>The right of appeal to CAS is covered in Code of Ethics 10.7 and Statutes, Articles 66-67: http://www.worldrowing.com/mm//Document/General/General/13/58/39/FISARulebookEN2019web_Neutral.pdf</p> <p>The full decision for a case has been published: http://www.worldrowing.com/mm//Document/General/General/12/43/31/CASfinaldecisionDaniilAndrienkoetallv.FISAandIOC_Neutral.pdf</p>
6.10	Right of appeal to CAS	World Archery	<p>There is a right of appeal to CAS for most decisions – see Constitution 1.31: https://rulebook.worldarchery.org/PDF/Official/2020-01-15/EN-Book1.pdf</p> <p>There has been an example of a case.</p>
6.10	Right of appeal to CAS	FIVB	<p>The right of appeal to CAS is covered in Constitution 2.7.5 and Disciplinary Regulations 32: https://www.fivb.com/en/thefivb/legal</p> <p>There have been examples of cases.</p>