



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 Full Members of the Association of Summer Olympic International Federations (ASOIF). The examples have been identified following the [First and Second Reviews of IF Governance](#) conducted by the ASOIF Governance Taskforce in 2016-17 and between November 2017 and March 2018.

About the good practice examples

The examples below all relate directly to one of the 50 questions in the 2017-18 edition of the [questionnaire](#) and are numbered accordingly. In most cases, there are two or three examples. 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 many of the questions there were too many good examples to include them all. In other cases only one IF is cited, either because it provided the clearest good example, or because the criteria for the indicator in the questionnaire proved very difficult for IFs to fulfil.

Most of the examples have been checked with the IFs in question. 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 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.

This document is regularly updated to ensure that web site URLs are still valid.

List of good practice examples

Ref	Topic	IF	Example
			Section - Transparency
2.1	Publication of statutes	FEI	Marked up and “clean” versions of statutes and other documents published on website: http://inside.fei.org/fei/regulations/general-rules
2.1	Publication of statutes	World Sailing	Marked up and “clean” versions of regulations published on website: http://www.sailing.org/documents/regulations/regulations.php
2.1	Publication of statutes	IAAF	Both 2017 and 2019 versions of the constitution are published: https://www.iaaf.org/about-iaaf/documents/constitution
2.2	Organisational structure	World Archery	Clear description of structure of the IF including an organisation chart: https://worldarchery.org/Governance
2.2	Organisational structure	BWF	Clear description of structure of the IF including an organisation chart: http://bwfcorporate.com/about/governance/
2.2	Organisational structure	FIE	HQ staff and roles clearly laid out with tabs for the rest of the organisation structure: http://fie.org/fie/structure/office
2.3	Vision, mission, strategy	BWF	Vision, mission, values and strategic plan clearly laid out: http://bwfcorporate.com/about/
2.3	Vision, mission, strategy	World Rugby	Detailed strategic plan with targets: http://www.worldrugby.org/strategic-plan
2.3	Vision, mission, strategy	FISA	Detailed strategic plan, although without published targets: http://www.worldrowing.com/mm//Document/General/General/11/83/69/1502Web_NFConference2015FISAStrategicPlanPPT_Neutral.pdf
2.3	Vision, mission, strategy	FIH	Clear, straightforward strategic plan, although without published targets: http://www.fih.ch/inside-fih/our-strategy/
2.4	Details of members	FEI	Publication of list of member nations with useful extra information: https://data.fei.org/NFPages/NF/Search
2.4	Details of members	ITU	Publication of list of member nations with useful extra information: http://www.triathlon.org/federations
2.4	Details of members	IHF	Publication of list of member nations with useful extra information: https://www.ihf.info/federations
2.5	Details of elected officials	UCI	Names and biographies of elected officials published, including conflict of interest declarations: https://www.uci.org/inside-uci/governance/management-committee
2.5	Details of elected officials	IGF	Names and biographies of board members published: http://www.igfgolf.org/about-igf/administration/ (However, mandate years are not mentioned)
2.5	Details of elected officials	IWF	Names and biographies of executive board members published: http://www.iwf.net/focus-on-iwf/executive-board/
2.6	Annual report	BWF	Several annual reports available to download: http://bwfcorporate.com/about/annualreports/
2.6	Annual report	FEI	Several detailed annual reports available with the most recent designed for viewing on screen: https://inside.fei.org/fei/about-fei/resource-library/fei-annual-report
2.7	Audited accounts	UCI	Audited accounts published in annual reports with extensive narrative information: https://www.uci.org/inside-uci/publications
2.7	Audited accounts	FIE	Detailed financial report by an IF with more limited resources: http://static.fie.org/uploads/16/81255-6.1_financial%20report%202015%20ang.pdf

			And audited accounts: http://static.fie.org/uploads/16/81258-6.2_2015%20report%20of%20the%20auditors%20ang.pdf
2.8	Allowances and benefits	BWF	Allowances and benefits listed clearly in Rules and Procedures document (see Statutes Chapter 1, Section 1.2.2, pg 20-30): http://bwfcorporate.com/statutes
2.8	Allowances and benefits	UCI	Remuneration for President and board members listed in the Annual Report (see page 101 for year 2016): https://www.uci.org/inside-uci/publications Information on per diems: https://www.uci.org/inside-uci/constitutions-regulations/financial-obligations
2.8	Allowances and benefits	FIFA	Remuneration for Council, senior executives and committee members published in the Governance Report (pages 60-63): https://resources.fifa.com/image/upload/fifa-governance-report-2018.pdf?cloudid=yrsjcy9fza7xy02pl436
2.9	General Assembly documents	FISA	Extensive archive of Congress documents: http://www.worldrowing.com/fisa/about-fisa/congress
2.9	General Assembly documents	World Archery	Extensive archive of Congress documents: https://extranet.worldarchery.org/documents/index.php?dir=10
2.9	General Assembly documents	FIFA	Good range of Congress documents published including summary articles about previous years: http://www.fifa.com/about-fifa/fifa-congress/index.html
2.10	Summary of meeting decisions	FIE	Official information updates after major meetings (separate from news articles): http://fie.org/fie/documents/letters/14
2.10	Summary of meeting decisions	World Sailing	Extensive archive of Executive Committee minutes: http://www.sailing.org/meetings/executive-minutes.php
2.10	Summary of meeting decisions	FIG	Full updates after Executive Committee meetings, e.g.: https://www.gymnastics.sport/site/news/displaynews.php?idNews=2462 Also detailed information in official Bulletins: https://www.gymnastics.sport/site/pages/bulletins.php

Ref	Topic	IF	Section - Integrity
3.1	Implementation of Code of Ethics	UCI	Independent Ethics Commission which implements the Code of Ethics: https://www.uci.org/news/2017/ethics-commission-165125
3.1	Implementation of Code of Ethics	World Rugby	Legal team includes Integrity Unit Manager: http://www.worldrugby.org/organisation/structure/staff
3.2	Implementation of Anti-Doping Code	UCI	Independent anti-doping programme: https://www.uci.org/inside-uci/clean-sport/anti-doping/uci-anti-doping-programme
3.2	Implementation of Anti-Doping Code	World Archery	Anti-doping programme out-sourced to Doping-Free Sport Unit: https://gaisf.org/dfsu/ Future alleged anti-doping rule violations will be adjudicated, and any sanctions issued, by the CAS Anti-Doping Division. https://worldarchery.org/news/168316/world-archery-appoints-court-arbitration-sport-adjudicate-future-anti-doping-violations
3.3	Implementation of Code on Manipulation	ITF	Independent Tennis Integrity Unit to protect against the risk of match manipulation: http://www.tennisintegrityunit.com/about-tiu
3.3	Implementation of Code on Manipulation	World Rugby	Micro-site on the IF's work to combat the risk of match manipulation: http://integrity.worldrugby.org/index.php?&language=en
3.4	Ensuring members follow codes	BWF	Model constitution and self-assessment governance questionnaire for national member federations: http://bwfcorporate.com/about/governance-resources/
3.4	Ensuring members follow codes	FIFA	Standard statutes for member associations: http://www.fifa.com/mm/document/affederation/generic/51/44/76/standardstatutes_e.pdf
3.4	Ensuring members follow codes	World Rugby	Ensuring members comply with regulations: Handbook Regulation 2.1 (page 83) covers Union compliance 9.1.f (page 46) covers compliance requirements for Unions to be eligible to vote: http://www.worldrugby.org/wr-resources/WorldRugbyDIR/Handbook/English/pubData/source/170103%20GF%20Handbook%20English%20Version.pdf
3.5	Whistleblower system	UCI	Confidential whistleblower process via an independent body: https://www.uci.org/inside-uci/clean-sport/anti-doping/help-ensure-cycling-is-clean
3.5	Whistleblower system	IAAF	A confidential, anonymous and secure online form via independent unit for doping and other integrity concerns: https://www.athleticsintegrity.org/know-the-process
3.6	Integrity education activity	BWF	Integrity awareness programme for athletes to protect against risk of match manipulation: http://bwfcorporate.com/integrity/i-am-badminton/
3.6	Integrity education activity	ITF	Tennis Integrity Unit provides resources for players to educate on match manipulation risks: http://www.tennisintegrityunit.com/player-resources
3.6	Integrity education activity	FIBA	Integrity guidance for athletes: http://playershub.fiba.com/en/integrity/fair-play-and-betting/protecting-integrity-sport
3.7	Integrity investigations	IAAF	Athletics Integrity Unit to conduct investigations: https://www.athleticsintegrity.org/know-the-process

3.7	Integrity investigations	FEI	Independent Equine Community Integrity Unit investigates integrity issues in the sport: https://inside.fei.org/fei/about-fei/integrity
3.7	Integrity investigations	BWF	Integrity Unit has role to conduct investigations: http://bwfcorporate.com/integrity/integrity-unit/
3.8	Publication of disciplinary decisions	World Rugby	Publication of all disciplinary decisions: www.worldrugby.org/documents/judicial-decisions
3.8	Publication of disciplinary decisions	FEI	Publication of disciplinary decisions in a specific section for the IF's Tribunal: https://inside.fei.org/fei/your-role/athletes/fei-tribunal
3.9	Gender balance	FIH	Gender equality policy – 4 of the 8 ordinary Executive Board Members must be female (FIH Statutes Article 7.1.a.ii) http://fih.ch/inside-fih/our-official-documents/fih-statutes/
3.9	Gender balance	IAAF	2019 Constitution (article 36, pages 25-8) includes progressive targets to work towards gender balance: https://www.iaaf.org/download/download?filename=d8a4e154-7244-4c53-a3cf-55faad26d7ab.pdf&urlslug=2019%20IAAF%20Constitution
3.10	Taking account of wider stakeholders	FIFA	MoUs with various organisations and an independent human rights advisory body established, composed of experts from the United Nations, trade unions, civil society and business with evidence of its activity: http://www.fifa.com/governance/news/y=2017/m=3/news=independent-advisory-board-of-human-rights-experts-to-meet-on-13-march-2875485.html MoU with the Council of Europe: http://www.fifa.com/governance/news/y=2018/m=1/news=fifa-and-the-council-of-europe-establish-a-strong-partnership-mou-on-h-2926210.html
3.10	Taking account of wider stakeholders	FISA	Formal cooperation with WWF and UNESCO: http://www.worldrowing.com/environment/fisa-wwf-strategic-alliance/ http://www.worldrowing.com/news/world-rowing-commits-unesco-world-heritage-sites

Ref	Topic	IF	Section - Democracy
4.1	Elections for president and officials	ITU	Congress elects President, Table Officers, Executive Board and others: http://www.triathlon.org/about/congress Publication of voting numbers in Congress minutes (pages 8-12): https://www.triathlon.org/uploads/docs/2016_Congress_Minutes.pdf
4.1	Elections for president and officials	FIG	Full publication of election results: http://fig-gymnastics.com/publicdir/live_results/congress/election.php?display=president
4.2	Election campaigning rules	BWF	Code of Conduct for election candidates (see Statutes Chapter 2, Section 2.2.1 Candidates Code of Conduct) http://bwfcorporate.com/statutes/ (No specific funding rule)
4.2	Election campaigning rules	World Sailing	Candidates application pack and rules: http://www.sailing.org/tools/documents/ElectionPack2016-[20995].doc (No specific funding rule)
4.3	Electoral process and rules	FIG	Voting rules in Statutes 11.17 (page 20): http://www.fig-gymnastics.com/publicdir/rules/files/main/20161025_Statutes%202017_E.pdf See also the rest of Article 11 for election process. Members can earn additional votes through participation in events. (However, the nominations process is restrictive)
4.3	Electoral process and rules	ITF	Article 18(t) on page 20 in Constitution covers weighted voting system: http://www.itfennis.com/about/organisation/constitution.aspx
4.3	Electoral process and rules	ITU	Election process: Constitution 27.6 (page 23) – “All other Parliamentary questions not contained in the Constitution shall be decided by Robert’s Rules of Order , Newly Revised”: http://www.triathlon.org/uploads/docs/International_Triathlon_Union_Constitution_Dec_20154.pdf (However, these procedures will be familiar only in countries with a “Common Law” tradition)
4.4	Publishing details of elected roles	FEI	Job/role specifications developed for elected officials: http://inside.fei.org/fei/elections/job-specs
4.5	Eligibility rules	ITU	Simple eligibility criteria for candidates – Constitution 27.1 (pages 21-2): http://www.triathlon.org/uploads/docs/International_Triathlon_Union_Constitution_Dec_20154.pdf
4.5	Eligibility rules	FEI	Nominations Commission determines eligibility of candidates for election - Internal Regulations 6.1 (page 11): https://inside.fei.org/fei/regulations/general-rules
4.5	Eligibility rules	FIFA	Rules about the eligibility check for candidates for election - Article 27 para 8 of the FIFA Statutes (page 26): http://resources.fifa.com/mm/document/affederation/generic/02/78/29/07/fifastatutsweben_neutral.pdf Article 37 and 38 of the FIFA Governance Regulations (pages 39-47): http://resources.fifa.com/mm/document/affederation/administrati on/02/11/20/75/forenweb_neutral.pdf (However, the nominations rule is highly restrictive)

4.6	Term limits for elected officials	FEI	Complex rules on term limits for officials are explained in Statutes, Articles 19.5-6, 31.7, 33.3 (starting page 15): https://inside.fei.org/sites/default/files/FEI%20Statutes_2019_CLEAN_0.pdf
4.6	Term limits for elected officials	World Rugby	Rules on term limits of 12 years for Executive Committee in Bye-Laws 10.3.1 (page 56): http://www.worldrugby.org/wr-resources/WorldRugbyDIR/Handbook/English/pubData/source/170103%20GF%20Handbook%20English%20Version.pdf
4.7	Representation of stakeholders	ITU	Representation of stakeholders – Athletes' Committee has right to vote at Congress – Constitution 14.3.i http://www.triathlon.org/uploads/docs/International_Triathlon_Union_Constitution_Dec_20154.pdf
4.7	Representation of stakeholders	UCI	Professional Cycling Council is an example of representing key stakeholders in official structures: https://www.uci.org/news/2017/professional-cycling-council-165131
4.7	Representation of stakeholders	ISSF	Chair of Athletes' Committee is a member of the Executive Committee: http://www.issf-sports.org/theissf/organisation/executive_committee.ashx Coach Advisory Committee in place: http://www.issf-sports.org/theissf/organisation/committees/issf_coaching_committee.ashx
4.8	Conflict of interest policy	World Sailing	Conflicts of interest policy: http://www.sailing.org/tools/documents/ConflictofInterestPolicy-%5b21523%5d.pdf
4.8	Conflict of interest policy	UCI	Register of interests published for elected officials: https://www.uci.org/inside-uci/governance/management-committee (Click on each name to find the register)
4.9	Regular meetings of General Assembly and other bodies	World Sailing	Calendar of meetings on website: http://www.sailing.org/meetings/index.php
4.9	Regular meetings of General Assembly and other bodies	FEI	Annual meeting of Congress (Statutes 11.1, page 12) and at least twice per year for the Bureau (21.1, page 17): https://inside.fei.org/sites/default/files/FEI%20Statutes_2019_CLEAN_0.pdf (However, there is no published calendar of meetings)
4.9	Regular meetings of General Assembly and other bodies	ITU	Annual meeting of Congress (Constitution 14.2, page 8) and at least twice per year for Executive Board (17.2, page 13): http://www.triathlon.org/about/download_file/itu_constitution (However, there is no published calendar of meetings)
4.10	Equal opportunities to participate at General Assembly	FIFA	Cost of travel and accommodation for three delegates from each member association is covered (Article 1 Standing Orders of Congress). Congress also livestreamed on website. http://resources.fifa.com/mm/document/affederation/administrati on/02/92/76/53/circularno.1617-68thfifacongressinmoscowrussiaon13june2018_neutral.pdf

4.10	Equal opportunities to participate at General Assembly	FIE	<p>Cost of 2 nights' accommodation for the first delegate of each national federation is covered: http://static.fie.org/uploads/17/89298-informations%20congres%202017%20ang.pdf</p> <p>Flight ticket for first delegate of each national federation is subsidised via continental Confederation. Evidence of budget published: http://static.fie.org/uploads/18/90951-budgets%20PDC%20complets.pdf</p>
4.10	Equal opportunities to participate at General Assembly	ITF	<p>All member nations receive direct grant of \$500 USD for travel and 4 nights' accommodation free of charge for one representative. Published AGM Travel Policy: http://www.itftennis.com/media/278295/278295.pdf</p>

Ref	Topic	IF	Section - Development and Solidarity
5.1 and 5.2	Development process and policy	World Rugby	Development programme with a transparent process for allocating resources: http://www.worldrugby.org/documents/development-brochures
5.1 and 5.2	Development process and policy	FEI	Process for allocating resources explained in Solidarity Guidelines: https://inside.fei.org/fei/fei-solidarity/programme
5.3	Monitoring development funding	FEI	Detailed form for funding recipients to complete for monitoring expenditure: https://inside.fei.org/fei/solidarity/about/form
5.3	Monitoring development funding	World Rugby	Outcomes of development funding covered in annual reports: http://www.worldrugby.org/documents/annual-reports
5.4	Sustainable development	FISA	Extensive activity to protect the environment: http://www.worldrowing.com/environment/
5.4	Sustainable development	FEI	Sustainability Handbook for Event Organisers: http://inside.fei.org/fei/your-role/organisers/handbook
5.4	Sustainable development	FIFA	Extensive action on sustainability in its broadest sense, including engagement with stakeholders and standards adopted: http://www.fifa.com/sustainability/
5.5	Social responsibility activity	FIBA	Social responsibility activity: http://www.fiba.com/foundation
5.5	Social responsibility activity	ITTF	Example of social responsibility project: http://www.ittf.com/2016/12/28/bonding-one-family-one-sport-theme-auckland/
5.5	Social responsibility activity	IJF	Example news story of activity at refugee camp: https://www.ijf.org/news/show/judo-demo-maheba-refugee-camp
5.6	Education programmes	FIE	Extensive education activity: http://fie.org/development/courses Detailed report on education programme in annual report (pages 14-22): http://static.fie.org/uploads/18/93548-91521-5.%202016%20annual%20report%20ang.pdf
5.6	Education programmes	ITU	Education programme for coaches, officials, event organisers and others: https://education.triathlon.org/
5.6	Education programmes	FIH	Education, training and resource centre – FIH Academy: http://www.fih.ch/inside-fih/fih-hockey-academy/
5.7	Gender / geographic balance in development	ITU	Gender and geographic balance in Team ITU development programme: http://www.triathlon.org/development/athlete/teamitu
5.7	Gender / geographic balance in development	FISA	Universality and gender equality are objectives of the Development Programme – Congress Papers (pages 88-89): http://www.worldrowing.com/mm//Document/General/General/12/39/79/2016OrdinaryCongressAgendaPapersENFinalweb_Neutral.pdf
5.8	Legacy programmes for event hosts	World Rugby	Legacy programmes linked to major events: http://www.worldrugby.org/development/impact-beyond?lang=en

5.8	Legacy programmes for event hosts	UCI	Bike City label for cities which host an event and take action to promote cycling: https://www.uci.org/cycling-for-all/bike-city-label
5.8	Legacy programmes for event hosts	IAAF	Observer programme for major events, funded by IAAF: https://www.iaaf.org/news/iaaf-news/observer-programme-2018
5.9	Anti-discrimination activity	IGF	Anti-discrimination policy: http://d2aygmo1xd84v8.cloudfront.net/wp-content/uploads/sites/49/2017/01/IGF-Antidiscrimination-Policy210117-2.pdf Some other policies: http://www.igfgolf.org/about-igf/governance-organization/ (Scroll down)
5.9	Anti-discrimination activity	FIFA	Diversity award project: http://resources.fifa.com/mm/document/afsocial/anti-racism/02/77/14/85/factsheet_fifadiversityaward_en_neutral.pdf
5.10	Resources dedicated to Paralympic/disability discipline(s)	ITF	Fully integrated Paralympic discipline (Wheelchair tennis) within ITF structure: www.itftennis.com/wheelchair/home.aspx
5.10	Resources dedicated to Paralympic/disability discipline(s)	World Taekwondo	World Taekwondo is a member of the IPC and works with INAS and ICSD. Reference to Olympic and Paralympic Charters in Statutes, Article 2 (page 6): http://www.worldtaekwondo.org/wp-content/uploads/2017/12/World-Taekwondo-Statutes-as-of-December-4-2017.pdf Para-Taekwondo Department: http://www.worldtaekwondo.org/about-wt/office/ Equal credit is given for participation in World Para-Taekwondo Championships (Statutes Articles. 15.1 and 16.4 on pages 15 and 17)
5.10	Resources dedicated to Paralympic/disability discipline(s)	FIBA	Although FIBA does not govern the Paralympic discipline of Wheelchair basketball, it provides extensive support for the International Wheelchair Basketball Federation (Statutes 4.3) which includes marketing and legal assistance as well as an anti-doping programme: http://www.fiba.basketball/documents/fiba-general-statutes.pdf

Ref	Topic	IF	Section - Checks and Balances / Control Mechanisms
6.1	Ethics committee with independent representation	UCI	Independent Ethics Commission which can propose sanctions: https://www.uci.org/news/2017/ethics-commission-165125 (See also 3.1 above)
6.1	Ethics committee with independent representation	FISA	Independent Ethics Panel which can propose sanctions: http://www.worldrowing.com/fisa/about-fisa/fisa-code-ethics
6.2	Audit committee with independent representation	World Sailing	Audit Committee with independent representatives operates between the external auditor and the IF: http://www.sailing.org/about/committees/audit_committee.php
6.2	Audit committee with independent representation	IGF	Charter for Audit and Risk Committee, which has a wide remit: http://d2aygmo1xd84v8.cloudfront.net/wp-content/uploads/sites/49/2017/01/IGF-Audit-and-Risk-Committee-Charter.pdf
6.2	Audit committee with independent representation	FIVB	Congress working file includes report from internal auditors (pages 186-190): http://www.fivb.com/-/media/fivb/congress/fivb_working_file_worldcongress_2016_final.pdf?la=en
6.3 and 6.4	Accounting controls / risk management	ITF	Risk management covered in Corporate Governance section in annual report (pages 44-45) followed by audited accounts (page 46 onwards): http://itf.uberflip.com/i/828261-itf-annual-report-accounts-2016
6.3 and 6.4	Accounting controls / risk management	BWF	Explanation of internal controls in Rules and Procedures (go to Statutes Chapter 1, Section 1.2.2 pages 18-19): http://bwfcorporate.com/statutes
6.3 and 6.4	Accounting controls / risk management	World Sailing	Financial authorities matrix: http://www.sailing.org/tools/documents/FinancialAuthoritiesmatrix-[23531].pdf
6.3	External financial audit		See examples under 2.7 above
6.5	Protecting sporting regulations from commercial interests	ITF	Davis Cup regulations regarding choice of venue protect against commercial influence on sporting rules: Davis Cup regulations - rules 25 and 27 (page 13): http://www.daviscup.com/media/247913/247913.pdf
6.5	Protecting sporting regulations from commercial interests	FIVB	Disciplinary Regulations reference integrity in relation to selection of events (Articles 4.2-5, 6.5 and 7 – pages 7-11) http://www.fivb.org/EN/FIVB/Document/Legal/FIVB_Disciplinary_Regulations_2017_20170807.pdf Bidding documents also incorporate a Human Rights Provision e.g. Schedule 5 VNL Finals (page 50): http://www.fivb.com/-/media/fivb/bid/fivbifb-mens-nvl-finalterms-and-conditions--full-version.pdf?la=en&hash=EF27B5FEB1EAB881D4BA71592CFA62CB6F9F6AB5
6.6	Open tendering	IGF	Competitive tendering for contracts over 50,000 CHF: https://www.igfgolf.org/about-igf/governance-organization/ (Scroll down to IGF Assignment of Authority Policy)
6.6	Open tendering	World Rugby	Public announcement of a broadcast tender: http://www.worldrugby.org/news/138102?lang=en
6.7	Internal appeals process	FEI	Internal appeals covered in Statutes Chapter X (pages 25-27): FEI Tribunal, Court of Arbitration of Sport, Reprieve, Penalties and Enforcement and Ethics Panel:

			https://inside.fei.org/sites/default/files/FEI%20Statutes_2019_CLEAN_0.pdf
6.7	Internal appeals process	FIG	Appeal process covered in Code of Discipline Article 29 (pages 11-13): https://www.gymnastics.sport/site/rules/rules.php Outcomes published in Bulletins, e.g. Sept 2016: http://www.fig-gymnastics.com/publicdir/bulletin/Bulletin237/html5.html
6.8 and 6.9	Due diligence/ transparent process in bidding process	ITU	Example of detailed bidding guide: http://www.triathlon.org/uploads/docs/itusport_world-cup-events-bid-conditions-2017.pdf
6.8 and 6.9	Due diligence/ transparent process in bidding process	UCI	Due diligence in bidding process for major events – detailed bidding guides for each discipline: https://www.uci.org/inside-uci/events-and-marketing/host-a-uci-event
6.10	Right of appeal to CAS	FIVB	Right of appeal to CAS covered in Constitution 2.7.5 (page 15): http://www.fivb.org/EN/FIVB/Document/Legal/FIVB_Constitution_2014_en_20141031.pdf Also Disciplinary Regulations 23 (page 24): http://www.fivb.org/EN/FIVB/Document/Legal/FIVB_Disciplinary_Regulations_2016_11.04.2016.pdf
6.10	Right of appeal to CAS	World Archery	Right of appeal to CAS covered in Statutes 1.30 (page 17): https://rulebook.worldarchery.org/PDF/Official/2016-10-01/EN-Book1.pdf Example of the outcome of a case being published: https://worldarchery.org/news/137092/statement-court-arbitration-sport-decision-lach-appeal
6.10	Right of appeal to CAS	IAAF	2017 Constitution Article 20.1 – all disputes arising under Constitution are subject to an appeal to CAS: https://www.iaaf.org/about-iaaf/documents/constitution