



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.

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_NFConference-2015FISAStrategicPlanPPT_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: http://ihf.info/en-us/theihf/memberfederations.aspx |
| 2.5 | Details of elected officials | UCI | Names and biographies of elected officials published, including conflict of interest declarations: http://www.uci.ch/inside-uci/organisation/management-committee-161115/ |
| 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/ |

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| 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/publications/fei-annual-report |
| 2.7 | Audited accounts | UCI | Audited accounts published in annual reports with extensive narrative information: http://www.uci.ch/inside-uci/about/annual-reports/ |
| 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): http://www.uci.ch/inside-uci/about/annual-reports/ Information on per diems: http://www.uci.ch/mm/Document/News/News/16/55/16/Officiels16-Multi_English.pdf |
| 2.8 | Allowances and benefits | FIFA | Remuneration for Council, senior executives and committee members published in the Governance Report (pages 17-19): http://resources.fifa.com/mm/document/affederation/administration/02/87/89/23/gr2016env1_neutral.pdf |
| 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.: http://www.fig-gymnastics.com/site/figNews/view?id=1739&dateBegin=06%2F02%2F2017&dateEnd=08%2F03%2F2017 Also detailed information in official Bulletins: http://www.fig-gymnastics.com/site/news/bulletins |

| Ref | Topic | IF | Section - Integrity |
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| 3.1 | Implementation of Code of Ethics | UCI | Independent Ethics Commission which implements the Code of Ethics: http://www.uci.ch/inside-uci/organisation/commissions/commission/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: http://www.uci.ch/clean-sport/anti-doping/ |
| 3.2 | Implementation of Anti-Doping Code | World Archery | Anti-doping programme out-sourced to Doping-Free Sport Unit: https://gaisf.org/dfsu/ World Archery Anti-Doping Panel members are independent: https://worldarchery.org/committees#BOARDS Outcomes published in 2015 Annual Report |
| 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: http://www.uci.ch/clean-sport/help-ensure-cycling-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 |

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| 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/Election-Pack2016-[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.itftennis.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 |

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| 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/administration/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/Statutes%2029%20April%202015%20-%20clean.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/WorldRugby-DIR/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: http://www.uci.ch/inside-uci/organisation/commissions/commission/professional-cycling-council/ |
| 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: http://www.uci.ch/inside-uci/organisation/management-committee-161115/ (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 | FIFA | Calendar with a specific tab for meetings: http://www.fifa.com/calendar/ |
| 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/Statutes%2029%20April%202015%20-%20clean.pdf (However, there is no published calendar of meetings) |

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| 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 live-streamed on website. http://resources.fifa.com/mm/document/affederation/administration/02/92/76/53/circularno.1617-68thfifa-congressinmoscowrussiaon13june2018_neutral.pdf |
| 4.10 | Equal opportunities to participate at General Assembly | FIE | 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 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 |
| 4.10 | Equal opportunities to participate at General Assembly | ITF | 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 |

| 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/system/files/FEI_Solidarity_Programme-General_Guidelines_Ed.2017.pdf |
| 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 |

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| 5.8 | Legacy programmes for event hosts | UCI | Bike City label for cities which host an event and take action to promote cycling: http://www.uci.ch/cyclingforall/uci-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 Committee which can propose sanctions: http://www.uci.ch/inside-uci/organisation/commissions/commission/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 | UCI | World Tour teams have to meet licensing conditions: http://www.uci.ch/mm/Document/News/Rulesandregulation/17/73/59/2-ROA-20170201-E_English.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=EF27B5FEB1EAB881D4BA71592C-FA62CB6F9F6AB5 |
| 6.6 | Open tendering | IGF | Competitive tendering for contracts over 50,000 CHF: https://www.igfgolf.org/wp-content/uploads/sites/49/2017/01/Assignment-of-Authority200117.pdf |

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| 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 29-32): FEI Tribunal, Court of Arbitration of Sport and Ethics Panel: https://inside.fei.org/sites/default/files/Statutes%2029%20April%202015%20-%20clean.pdf |
| 6.7 | Internal appeals process | FIG | Appeal process covered in Code of Discipline Article 29 (pages 11-13): http://www.fig-gymnastics.com/publicdir/rules/files/en_Code%20of%20Discipline%202017.pdf 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: http://www.uci.ch/discover-our-events/track-172511/ |
| 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/state-ment-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 |