**ASOIF Governance Support and Monitoring Unit
Guidance Document on Governance "Quick Wins"**

Updated 5 April 2019

1   Introduction

The ASOIF Governance Support and Monitoring Unit (GSMU), established in October 2018, has the objective of steering International Federations (IFs) towards better governance.

One of the projects identified by the GSMU is to provide proactive guidance on specific governance topics where there are examples of good practice which have been identified among the ASOIF members that could be shared more widely.

The project is intended to help ASOIF members work towards (or beyond) the target score of 120 in the planned 2019-20 governance assessment exercise.

2   Governance "quick wins"

A group of 16 indicators from the ASOIF Second Review of IF Governance 2017-18 were selected where there were plenty of high scores and in areas which, in most cases, probably do not require Congress approval.

Eight of the 16 indicators relate to the Transparency section. The experience of the ASOIF governance assessments in 2017 and 2018 demonstrates that there are added benefits from publishing such information as audited accounts, annual reports and congress files because these documents usually provide more details of the IF's activity in other areas, including development work, education programmes and elections.

In the guidance notes which follow, some information is provided on the activity required for a high score of 3 or 4 on each of the selected indicators.

Good practice examples are listed, mainly drawn from "smaller" IFs which had less than CHF 8m in revenue and fewer than 20 staff. It has been noticeable that hyperlinks become out of date relatively frequently as IFs continue to develop their websites. This document will be updated from time to time but it is possible that one or two links may not be working.

It is up to each IF to determine to what extent the examples are appropriate to their specific circumstances. It is recognised that not all examples will be relevant in every case. Note also that some adjustments will be made to the wording of the 2019-20 questionnaire, although it is intended to limit changes to ensure a degree of consistency with previous editions. The full version used for the 2017-18 assessment is available here.

3   Guidance notes on 16 selected indicators

Reference from ASOIF question-naire	Guidance notes
2.1	**Publication of statutes, rules and regulations** Suggested approach There is a specific section on the website where core documents such as the constitution/statutes, rules and regulations are easily found. There is some indication of recent changes, such as mark-ups in the documents, or a list of approved amendments. Good practice examples World Sailing: Marked up and "clean" versions of statutes and other documents published on dedicated section on website: http://www.sailing.org/documents/regulations/regulations.php IAAF: Both 2017 and 2019 versions of the constitution are published: https://www.iaaf.org/about-iaaf/documents/constitution FISA: Updates to rule book published and marked up where necessary: http://www.worldrowing.com/fisa/publications/rule-book FEI: Marked up and "clean" versions of statutes and other documents published on dedicated section on website: http://inside.fei.org/fei/regulations/general-rules
2.2	**Explanation of organisational structure including staff, elected officials, committee structures and other relevant decision-making groups** Suggested approach: The organisation structure is explained clearly or an organisation chart is published. The roles and responsibilities of committees/other executive bodies are described. Key staff are named. Good practice examples World Archery: Clear description of structure of the IF including an organisation chart: https://worldarchery.org/Governance FIE: No organisational chart, but clearly laid out structure separated by department: http://fie.org/fie/structure/office IGF: Description of each body which includes Charters for each committee: https://www.igfgolf.org/about-igf/governance-organization/ BWF: Clear description of structure of the IF including an organisation chart: http://bwfcorporate.com/about/governance/

2.4	**A list of all national member federations is published with basic information for each**
	Suggested approach: A list of national member federations with basic details is published on a specific page/section of the website (President, Secretary General, website, email and phone number). Additional information might include links to news items about the national federation, results or selected athlete biographies. Good practice examples IHF: Publication of list of member nations with useful extra information (news and honours): http://ihf.info/en-us/theihf/memberfederations.aspx ITU: Publication of list of member nations with useful extra information (news, calendar of events, athlete profiles): http://www.triathlon.org/federations World Sailing: Recent results and top-ranked athletes listed, see example: http://www.sailing.org/about/members/mnas/canada.php IGF: List of national federation members listed with some extra basic detail such as year of affiliation, number of players in the country and number of courses in the country: http://www.igfgolf.org/about-igf/nationalmembers
2.5	**Details of elected officials are published with biographical information**
	Suggested approach: A list of elected officials is published, particularly the Executive Board, including photos, basic biographies, mandate years and year elected. Contact details may also be provided. Good practice examples IWF: Names and biographies of Executive Board members published: http://www.iwf.net/focus-on-iwf/executive-board/ World Archery: Executive Board biographies published, including mandate years: https://worldarchery.org/Executive_Board UCI: Names and biographies of elected officials published, including conflict of interest declarations: https://www.uci.org/inside-uci/governance/management-committee FIG: Names and biographies of Executive Board members published, including mandate years: http://www.gymnastics.sport/administration/authoritiesview.php?page=w&type=C http://www.gymnastics.sport/administration/bios/19081.pdf

2.6	**Publication of annual activity report and main events reports**
	Suggested approach: Substantial annual reports are published and easy to find in addition to regular news stories on IF activities. If possible, an archive of several annual reports should be published. Good practice examples FIE: Annual report containing main events reports published, in addition to an archive of reports and news published regularly on website: http://static.fie.org/uploads/18/91521-5.%202016%20annual%20report%20ang.pdf ISSF: Council minutes, General Assembly minutes and Financial reports archive published. News stories of the IF are regularly published as a magazine: https://www.issf-sports.org/theissf/organisation/issfreports.ashx https://www.issf-sports.org/theissf/communication.ashx BWF: Several years' worth of annual reports available to download: http://bwfcorporate.com/about/annualreports/ 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	**Publication of annual financial reports following external audit**
	Suggested approach: The up-to-date annual accounts should be audited with the audit report published on the website and easy to find. An accompanying explanatory report or letter from the internal audit committee, finance director, treasurer or equivalent should be provided. Accounts dating back several years should be available. Good practice examples FIE: Detailed financial report by an IF with more limited resources including audited accounts: http://static.fie.org/uploads/18/91527-6.%20full%20financial%20documents%202016%20ang.pdf World Sailing: Audited accounts published and management letter: http://www.sailing.org/tools/documents/Signedaccounts2016WorldSailingLtd23269-[23516].pdf http://www.sailing.org/tools/documents/2016ManagementAuditLetters-[23526].pdf FISA: Congress Papers pages 68-86 include a detailed financial report with supporting narrative from Treasurer: http://www.worldrowing.com/mm//Document/General/General/12/88/72/2017OrdinaryCongressAgendaPapersENwebv2_Neutral.pdf UCI: Audited accounts published in annual reports with extensive narrative information: https://www.uci.org/inside-uci/publications

2.9	**Publication of General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda**
	Suggested approach:
	Key General Assembly/Congress documents should be published, such as the announcement, agenda, minutes (approved or draft) and reports. There is usually at least one news story or press release before and after the General Assembly. Ideally, an archive is available with documents from several General Assemblies.
	Good practice examples
	FISA: Extensive archive of Congress documents: http://www.worldrowing.com/fisa/about-fisa/congress
	ITU: Archive of Congress Minutes available and dedicated page for most recent/upcoming Congress: https://www.triathlon.org/about/downloads/category/congress
	World Archery: Extensive archive of Congress documents online and livestream: https://worldarchery.org/congress https://www.youtube.com/watch?v=hoeOCslIYhE&list=PLnGbQXzYstgGO3KqLHaPsJALZ 4fnpH7yK
	ISSF: Constitution (1.6.4 and 1.6.5) clearly set out agenda processes. Minutes of General Assembly published online, including archive: https://www.issf-sports.org/documents/rules/2017/ISSFRuleBook2017-2ndPrint-ENG.pdf https://www.issf-sports.org/theissf/organisation/issfreports.ashx
2.10	**A summary of reports/decisions taken during Executive Board and Commission meetings and all other important decisions of IF are published**
	Suggested approach:
	The key decisions made, or topics discussed at Executive Board/Committee meetings are published (via official communications or minutes) on a specific section of the website so that they can easily be found. It is recognised that many such decisions may not need to appear in the news feed tailored to fans of the sport.
	Good practice examples
	World Sailing: Extensive archive of Executive Committee minutes: http://www.sailing.org/meetings/executive-minutes.php
	IWF: Archive of Executive Board Meeting reports: http://www.iwf.net/downloads/?category=64
	FISA: Decisions from Council Meetings published: http://www.worldrowing.com/fisa/publications/fisa-circulars
	United World Wrestling: Circulars for National Federations are published in a designated section: https://unitedworldwrestling.org/governance/circular-letters-olympic-wrestling

4.1	**Election of the President and a majority of members of all executive bodies**
	Suggested approach: The statutes/constitution clearly state that the president and majority of the Executive Board (and possibly some other governing bodies) are elected. There may be a small number of IFs where only a minority of the Executive Board is elected due to the specific history or context of the sport. Voting numbers for candidates in elections should be published, such as in a news article or meeting minutes. There is external scrutiny of elections, such as the presence of a notary, supervision by an independent official, or the use of an accredited electronic voting system. Good practice examples 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 FIG: Full publication of election results: http://gymnastics.sport/publicdir/live_results/congress/election.php?display=president World Sailing: Clearly stated that President and Vice-President roles are elected (Constitution 32) and voting numbers published. Evidence of external scrutiny and electronic voting system: http://www.sailing.org/meetings/generalassembly/appointment_of_delegates.php United World Wresting: President and Bureau elected by Congress as per Constitution. Voting numbers published: https://unitedworldwrestling.org/sites/default/files/media/document/160914_minutes_eng_signed.pdf
4.3	**Election process with secret ballot under a clear procedure/regulation**
	Suggested approach: There are clear regulations in the statutes/constitution on the election process, which cover multiple possible scenarios, including the handling of protests. Both electronic and paper ballots are expressly permitted. See also the ASOIF document "Suggested components of electoral rules and processes for IFs" (2017). Good practice examples 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. ITF: Weighted voting system with clear regulations explained in Article 18(t) on page 20: http://www.itftennis.com/about/organisation/constitution.aspx ITU: Detailed guidelines in Constitution articles 27.3-27.7. References Robert's Rules of Order, Newly Revised. http://www.triathlon.org/about/downloads/category/constitution_and_by-laws

	ISSF: Balloting rules outlined in Constitution (1.6.13) which covers option for secret ballot and electronic system: https://www.issf-sports.org/documents/rules/2017/ISSFRuleBook2017-2ndPrintV1.1-ENG.pdf

4.8	**Defined conflict of interest policy with exclusion of members with a manifest, declared or perceived conflict**
	Suggested approach: A defined conflict of interest policy is published with evidence of implementation, such as a register of interests and/or reference to the exclusion of conflicted individuals from decision-making. The policy should distinguish between types of conflict such as actual, potential and perceived with an explanation of potential remedies. The register may not be public but the declared interests should be shared among the Executive Board or corresponding group. See also forthcoming recommendations from the International Partnership Against Corruption in Sport (IPACS). Good practice examples World Sailing: Detailed standalone conflict of interest policy: http://www.sailing.org/tools/documents/ConflictofInterestPolicy-[21523].pdf ITU: All Executive Board members' Conflict of Interest declarations are published: https://www.triathlon.org/about/itu_executive_board UCI: Register of interests published for elected officials: https://www.uci.org/inside-uci/governance/management-committee Example: https://www.uci.org/docs/default-source/imported-library/registerofinterests_darshansingh_signed_neutral.pdf?sfvrsn=120c1e60_16 ITF: Code of Ethics section 2.2 on conflicts of interest and declaration form (pages 16-17): https://www.itftennis.com/media/296576/296576.pdf
4.9	**Governing bodies meet regularly**
	Suggested approach: The General Assembly/Congress meets at least every 2 years and the Executive Board and other committees meet at least once per year. A calendar of meetings should be provided. Extra information could include a link to recent meeting documents/minutes or terms of reference. Good practice examples World Sailing: Calendar of meetings on website: http://www.sailing.org/meetings/index.php ITU: Annual meeting of Congress (Constitution 14.2) and at least twice per year for Executive Board (Constitution 17.2): https://www.triathlon.org/uploads/docs/constitution_2018_final.pdf (However, there is no published calendar of meetings) IWF: Published calendar includes meetings: https://www.iwf.net/competitions/calendar/ FIFA: Calendar with a specific tab for meetings: http://www.fifa.com/calendar/

5.4	**Respect principles of sustainable development and regard for the environment**
	Suggested approach:
	Guidelines and/or a policy on environmental sustainability is in place. There should be evidence that it is implemented, for example with minimum requirements for event organisers. There should also be monitoring and reporting. The policy may cover wider aspects of sustainability.
	Good practice examples
	FISA: Extensive activity to protect the environment: http://www.worldrowing.com/environment/
	FEI: Sustainability Handbook for Event Organisers: http://inside.fei.org/fei/your-role/organisers/handbook
	FIFA: Extensive action on sustainability, including engagement with stakeholders and standards adopted: http://www.fifa.com/sustainability/
	IGF: Detailed information on section of website with evidence of implementation in Hosting Manual: https://www.igfgolf.org/sustainability/ http://d2aygmo1xd84v8.cloudfront.net/wp-content/uploads/sites/49/2012/11/WATC-Manual-1_8.pdf
5.6	**Education programmes and assistance to coaches, judges, referees and athletes**
	Suggested approach:
	A programme aimed at developing more coaches, judges, referees and other technical officials is in place, plus educational support for athletes. Details of the programme(s) should be online and some of the actual materials may be available too. Information such as the IF's budget commitment and numbers of participants/ individuals who have successfully qualified is published.
	Good practice examples
	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
	ITU: Online education programme for coaches, officials, event organisers and others: https://education.triathlon.org/
	FIH: Online education, training and resource centre – FIH Academy: http://www.fih.ch/inside-fih/fih-hockey-academy/
	World Sailing: Wide range of activity and materials available. Link to example training courses: http://www.sailing.org/training/coursesforcoaches/index.php

6.3	**Adopt accounting control mechanisms and external financial audit**
	Suggested approach: Accounting controls are in place, such as internal financial regulations, which may be published. Typical controls might include: different levels of signing authority; information about contract management; regulations for travel expenses; how levels of remuneration are determined; and plus clarity about financial responsibilities within the IF. Annual accounts are audited and published. Good practice examples World Sailing: Financial authorities' matrix: http://www.sailing.org/tools/documents/FinancialAuthoritiesmatrix-[23531].pdf BWF: Explanation of internal controls in Rules and Procedures (see Statutes Chapter 1, Section 1.2.2 pages 18-29): http://bwfcorporate.com/statutes Direct link: https://system.bwfbadminton.com/documents/folder_1_81/Statutes/Chapter-1---GOVERNANCE/Section%201.2.2%20-%20Federation%20Rules%20&%20Procedures%20-%2026112017.pdf World Archery: Finance and Audit Board reports from Congress covers some of the major risks: https://extranet.worldarchery.org/documents/index.php?dir=444 (See also 2.7 - Publication of annual financial reports following external audit)
6.10	**Internal decisions can be appealed with final recourse to the Court of Arbitration for Sport**
	Suggested approach: There is clear provision in the statutes/constitution that a range of internal decisions, such as disciplinary cases, can be appealed to CAS. Ideally, there should be evidence of actual cases and outcomes should be published by the IF and/or on the CAS database. Good practice examples 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 IAAF: 2019 Constitution Article 84.3 – all disputes arising under Constitution are subject to an appeal to CAS: https://www.iaaf.org/about-iaaf/documents/constitution Case published by CAS: http://jurisprudence.tas-cas.org/Shared%20Documents/5021.pdf World Archery: Right of appeal to CAS covered in Statutes with an example of outcome of a case published: https://rulebook.worldarchery.org/PDF/Official/2016-10-01/EN-Book1.pdf https://worldarchery.org/news/137092/statement-court-arbitration-sport-decision-lach-appeal