



PROGRESSING TOWARDS BETTER INTERNATIONAL FEDERATION GOVERNANCE

ASOIF GOVERNANCE TASK FORCE | June 2024

FIFTH REVIEW AND OVERVIEW OF CHANGES FROM 2017 TO 2024

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Contents

| | | | |
|--|----------|---|-----------|
| Part 1 – Fifth Review of International Federation Governance | 6 | 20. Credits and acknowledgements | 56 |
| 1. Executive summary | 8 | 21. Management of conflicts of interest | 57 |
| 2. Background and objectives | 16 | 22. Explanation of changes to the questionnaire from 2021-22 | 58 |
| 3. Methodology | 18 | 23. Further explanation of the moderation process | 60 |
| 4. Headline findings | 22 | Part 2 – Overview of changes in scores from the First Review of International Federation Governance in 2016-17 to the Fifth Review | 64 |
| 5. Summary comparison with 2021-22 | 26 | 1. Introduction | 66 |
| 6. Analysis of scores on the 10 new indicators for 2023-24 | 28 | 2. Average total International Federation scores from 2016-17 to 2023-24 | 68 |
| 7. Change in average score per indicator between 2021-22 and 2023-24 | 30 | 3. Increases in total score for each International Federation from 2016-17 to 2023-24 (anonymised) | 70 |
| 8. Section-by-section findings | 32 | 4. Progression in average score per indicator | 72 |
| 9. Categorising International Federations by resources | 34 | 5. Gender balance on executive boards | 74 |
| 10. Transparency section | 38 | 6. Publication of audited financial accounts | 76 |
| 11. Integrity section | 40 | 7. Term limits for elected officials | 77 |
| 12. Democracy section | 42 | 8. Implementation of a safeguarding policy | 78 |
| 13. Development and Sustainability section | 44 | 9. Outsourcing of critical anti-doping functions to an independent body | 79 |
| 14. Control Mechanisms section | 46 | 10. International Federation case studies | 80 |
| 15. Background section | 48 | | |
| 16. Conclusion | 50 | | |
| 17. Evolution of the study | 52 | | |
| 18. Suggested next steps | 53 | | |
| 19. International Federations | 54 | | |



Foreword

In our ever-changing world, sport organisations have to be well governed in order to remain relevant, to thrive and to be credible. The Fifth Review of International Federation Governance has, with the addition of 10 new measurable indicators, taken our member federations to the next level.

The results show that the large majority of International Federations (IFs) have now put in place important governance measures, enabling them to anticipate and respond to emerging and more complex challenges.

Our member federations have come a long way since the creation of the ASOIF Governance Task Force (GTF) in November 2015. At the time of the GTF's establishment, some major IFs were shaken and weakened by severe internal governance issues but there has, over the intervening years, been a step change and the picture is much more positive in 2024.

The five governance reviews (2017, 2018, 2020, 2022 and 2024) conducted over the past eight years have served to drive impactful, concerted efforts, fostered a culture of better governance and documented the tangible improvements in a consistent, transparent and objective manner. It's important to recognise the progress made, just as it is important to adjust the narrative which is too often still based on past incidents. By communicating about the positive developments in IF governance, we don't claim that everything is flawless. However, we show that change is possible, that it is actually happening, and has the potential to inspire further progress. Therefore, it is essential that governance remains an ongoing area of focus.

Well-governed sport organisations are essential for protecting the autonomy, growth and healthy future of sport. Our member federations, as key stakeholders of the Olympic Movement, are ready to play their part and move forward to advance further. While it is absolutely essential to have the right processes in place, organisational integrity is mainly driven by people. The culture within any organisation is largely determined by its leadership, and with leadership comes considerable responsibility which requires accountability.

The sports governance review process created by ASOIF has been widely recognised by leading inter-governmental organisations like the Council of Europe, as well as the multi-stakeholder International Partnership against Corruption in Sport (IPACS). It has also been adopted by Winter Olympic and non-Olympic IFs, thereby serving the wider Olympic and Sports Movement.

On behalf of ASOIF, we would like to thank the political leadership and professional staff of our member federations, all of which participated in this important review and met the target score. This is a considerable achievement in itself if one remembers how it all started. Let's keep up these important efforts, let's keep collaborating, learning from each other and, most importantly, improving while taking the next stage.



Francesco Ricci Bitti,
President of ASOIF and Chair of the
Governance Task Force





Fifth Review of International Federation Governance

1. Executive summary

1.1 Background

For the fifth time, the Governance Task Force (GTF), established by the Association of Summer Olympic International Federations (ASOIF), is reporting on a study of International Federation (IF) governance.

As agreed by the ASOIF General Assembly in 2016, the GTF's aim is to assist the summer IFs in promoting a better culture of governance to help ensure they are fit for purpose.

Continuing the approach of the previous reviews, published in 2017, 2018, 2020 and 2022, the evaluation for 2023-24 took place by means of a questionnaire for IFs to complete with independent moderation of the responses.

The GTF regarded the 2023-24 study as the start of a new cycle and updated the questionnaire to include 10 new measurable indicators, bringing the total to 60. The intention behind including the new indicators was to align the questionnaire where possible with the revised International Olympic Committee (IOC) Basic Universal Principles of Good Governance Within the Olympic Movement (BUPGG) and to take account of the International Partnership Against Corruption in Sport (IPACS) Governance Benchmark. There was also recognition that it was time for an update due to widespread progress by IFs in some of the core aspects of governance. Drafts of the new indicators were tested with nine IFs in the summer of 2023 and modified following feedback.

The 50 scored indicators from 2021-22 were retained with only limited modifications. Indicators were equally divided among five principles or sections: Transparency, Integrity, Democracy, Development and Sustainability, and Control Mechanisms.

In October 2023, the questionnaires were distributed to 32 IFs with a deadline for response in January 2024. All questionnaires were completed and returned. Scores were independently moderated for accuracy between mid-January and mid-March 2024.

1.2 Targets set

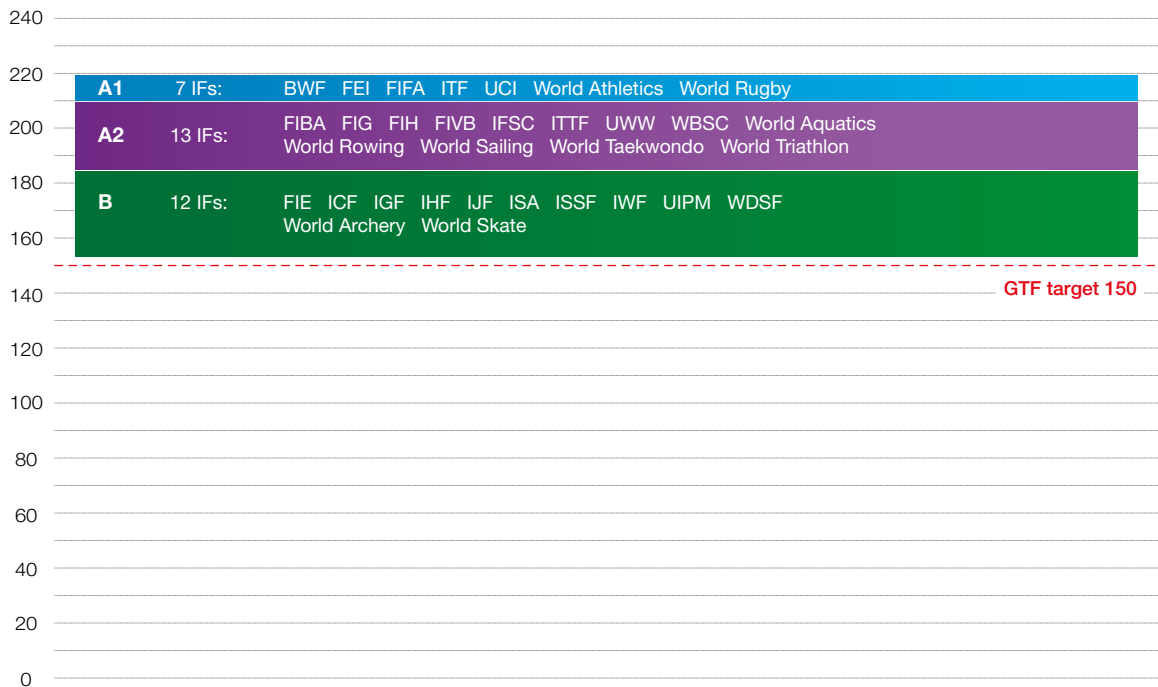
The GTF established a target moderated score for IFs of 150 (out of a theoretical maximum of 240, based on 60 indicators each scored out of 4). It was agreed that there would not be separate targets for Full Members and Associate Members as there were only two IFs in the latter group when the assessment exercise began.

The target score represented an average of 2.5 points per indicator. This compared with a threshold of 2.6 per indicator for Full Members and 2.4 for Associate Members in 2021-22 (130 and 120 respectively out of 200).



1.3 Headline findings

Total moderated scores among the 32 IFs included in the analysis varied from 153 to 219 out of 240. IFs were divided into groups based on their total score, as follows:



Note: IFs are listed in alphabetical order within groups, not in score order.

The GTF set the minimum score for the A1 group at 210. Scores ranged from 210 to 219, with seven IFs at this level, as in 2021-22.

There were 13 IFs fairly closely packed in the A2 group, with scores from 186 to 205.

The remaining 12 IFs were in the B group, achieving scores between 153 (above the GTF target) and 183. Inevitably, some IFs were close to group boundaries, particularly the A2/B boundary.

Groupings were determined by the GTF based on the spread of scores without knowing which IF was in each group. Gaps between the total scores of IFs were taken into account in deciding the group boundaries and also the number of IFs in each group to retain a degree of consistency with previous assessments.



1.4 Increases since previous study

Comparing scores for the 50 indicators that had been retained from 2021-22, the mean increase for the 32 IFs was just under 10, with scores going up from around 153 to 163 in 2023-24.

While nine of the 32 IFs had a score change of no more than four, 12 IFs saw an increase of between five and 10 points. The score of nine IFs rose between 11 and 20 points, representing a boost of two-to-four points in each section. Two IFs increased their score by more than 20, one of which saw a very large increase of 36.

When analysing changes in score from one assessment exercise to the next, it is important to consider the starting point. With a theoretical maximum score of 200 (based on 50 indicators) and a maximum score of 4 per indicator, there was limited scope for the highest-scoring IFs to increase their score.

1.5 Spread of scores for 10 new indicators

Analysing only the 10 new indicators in the 2023-24 questionnaire, the highest overall score was 34 (out of a possible 40), with seven IFs scoring at least 31. Eight IFs achieved a score of between 26 and 30, while 15 IFs – almost half – had scores ranging from 21 to 25. Two IFs achieved scores of less than 21, with the lowest being 18.

For the most part, the IFs with the highest scores overall were also strongest on the 10 new indicators, but there were exceptions.

The overall average was around 26 out of 40, or 2.6 per indicator. This is substantially lower than the average for the 50 retained indicators of about 3.3, which is perhaps to be expected given that the new indicators tend to probe challenging areas that some IFs are only just starting to address.

1.6 Average scores per indicator

Calculating the average scores per indicator in 2021-22 and in 2023-24 (all 60 indicators), 22 of the 32 IFs achieved an increase and 10 had a slight decrease. There were 17 IFs that achieved an average score of at least 3 per indicator in 2021-22 (a minimum score of 150 out of 200), while 21 did so in 2023-24 (180 out of 240). The overall average score per indicator for all participating IFs was 3.05 in 2021-22, rising to 3.16 in 2023-24.



1.7 Impact of the IF size on scores

In recognition that the scale of IF activity on some aspects of governance depends on available financial and human resources, two multiple choice indicators have been incorporated in the questionnaire for each edition since 2017-18 to help categorise IFs by number of staff and annual revenue.

Findings from 2023-24 showed that there were 12 IFs that had fewer than 20 staff and, at the other end of the scale, four had 120 or more. In terms of revenue, seven IFs earned less than 4m CHF average annual income from 2021-24. Meanwhile, five IFs generated an average of more than 50m CHF per year.

Scores in the assessment generally correlated with size; IFs with larger numbers of staff and more financial revenue tended to have higher scores.

Among the 12 IFs with annual revenue above 20m CHF in the 2021-24 Olympic cycle, the average score was around 206, not far off the threshold of 210 for the A1 group. By contrast, the average score for the 20 IFs with annual revenue below 20m CHF was about 179 and for those with annual revenue below 4m CHF it was 166.

IFs with more than 120 staff reached an average score of 212 while those with fewer than 20 staff achieved an average of 174.

Some caution is needed in this analysis as sample sizes are relatively small.

Despite the observed pattern, it is clear that size was not the sole determinant of performance. There were instances of IFs with modest annual revenue between 4m-8m CHF and/or 10-19 staff towards the higher end of the A2 group. There were also IFs with more substantial financial resources and/or 50-119 staff that did not achieve a particularly high score.



1.8 Key findings on specific governance issues

Financial transparency and controls

- ▼ For the first time, all participating IFs had published at least one set of annual, audited financial accounts. In 2021-22 that number was 32 out of 33. However, the level of financial detail varied significantly and in a couple of cases the most recent accounts were for 2021.
- ▼ Regarding the publication of allowances and financial benefits, 26 of the 32 IFs provided policies (such as for per diems and/or travel expenses), up from 23 out of 33 IFs in 2021-22.
- ▼ Fourteen IFs had an internal audit committee with an independent majority that had published reports, up from nine in 2021-22. Twelve IFs had either no audit committee or one composed of people who were not independent (such as executive board members). Only a handful of larger IFs had an internal audit function.
- ▼ Regarding remuneration, 12 IFs had a designated committee that was responsible or an external adviser and a published policy or process. Eight IFs had remuneration determined by the executive board or had no information available.
- ▼ Audit standard was studied via a dedicated indicator for the first time. Twelve IFs had an audit conducted to either the International Financial Reporting Standards (IFRS) or Generally Accepted Accounting Principles (GAAP), an increase from 11 in 2021-22. Five IFs had an audit not conducted according to either the IFRS or GAAP that nevertheless expressed a “true and fair” opinion. A further nine IFs had audited accounts but without the “true and fair” statement. The remaining six IFs had a limited examination of accounts rather than a full audit.

Gender equality

- ▼ Limited progress has been made towards gender balance at executive board level. Four IFs had an executive board composed of at least 40% women, up from three in 2021-22. Fifteen of the 32 IFs had between 25% and 40%, the same as for the previous assessment. However, two IFs had fewer than 15% of their board made up of women, a notable drop from the five IFs that had so last time. The remaining 11 IFs were between 15% and 25%.
- ▼ A new indicator assessed the existence and implementation of gender equality policies and/or strategies. Twenty-four IFs evidenced a programme to encourage gender equality that was being implemented. In most cases, there was an explicit link to a gender equality objective in the IF’s overall strategic plan.

Selected other topics

- ▼ On the topic of environmental sustainability, 19 out of 32 IFs had a published commitment to reducing greenhouse gas emissions that linked to their overall strategy. Five others could evidence implementation of an environmental sustainability policy. Most of the remaining eight IFs had some guidance in place for event hosts but limited evidence of specific activity.
- ▼ In a separate indicator on monitoring the environmental impact of events, 15 of the 32 IFs were found to have published a carbon footprint analysis of at least one event. A handful of IFs showed evidence of including environmental considerations among their criteria for selecting event hosts.
- ▼ Only four out of 32 IFs did not have any term limits in place for elected officials, a slight reduction from six out of 33 IFs without term limits in 2021-22. The most prevalent rule among IFs was a maximum of three four-year terms in the same role. A number of IFs had transitional arrangements and/or exemption clauses in their term limit rules that could allow existing, long-serving board members to continue many years into the future.
- ▼ A new indicator asked IFs whether they had adopted a charter on athletes' rights and responsibilities, consistent with the IOC's Athletes' Declaration. Twenty-seven IFs outlined athletes' rights and responsibilities in at least one document. Topics such as a code of conduct (usually focusing on responsibilities rather than rights), athletes' health and education were the most frequent examples. Four IFs demonstrated a commitment to athletes' rights and responsibilities covering the same range of topics as the IOC declaration.



1.9 Conclusion

The GTF is pleased and encouraged to see evidence of continuing progress by IFs in their governance since the review in 2021-22. As is explained in part 2 of this report, some of the advances are particularly notable when compared with performances in the First Review of International Federation Governance in 2016-17.

IFs coped very well with the demanding task of responding to 10 new indicators on top of the 50 retained from 2021-22, and the GTF appreciates the commitment shown.

All 32 IFs exceeded the target of 150 out of 240, and most saw their score on the 50 retained indicators increase by a meaningful amount.

Results in 2023-24 suggest that a large majority of IFs have now put in place important governance basics, ranging from publishing financial accounts to outsourcing anti-doping programmes to reduce the risk of conflicts of interest, and introducing term limit rules that ensure a degree of renewal of elected officials.

IFs varied considerably in some vital topics that attract scrutiny, with large differences between the highest- and lowest-scoring IFs on, for example, the gender balance of their executive board, safeguarding activity and action on environmental sustainability.

Quite a few IFs are working actively on topics covered in the new indicators, designed to test compliance with the BUPGG, but there is plenty more to do in relation to, for instance, implementation of human rights policies and the IOC's Athletes' Declaration.

As has been the case in previous assessments, there was a fairly strong correlation between the size of IFs in terms of staffing and revenue and their overall score. However, very good performances by some smaller IFs have shown that the size of the IF is not the sole determinant of the assessment score. The GTF acknowledges that, in the context of limited resources, valid policy choices by IFs will have held back scores to some extent.



A key challenge that IFs are already facing is how to continue to cover the basics, and also how to respond to emerging governance priorities, when revenue is under pressure.

At a time when the complexity of the global situation and the associated risks seem to only ever increase, well-governed organisations may give themselves the best chance of enduring success.

1.10 Next steps

The next steps include:

- ▼ Distribution of full results to each IF.
- ▼ Production of good practice examples for publication.
- ▼ Table of 'Top 10' IFs rated for individual indicators where they can be fairly identified.
- ▼ Follow-up meetings to be offered to IFs.
- ▼ GTF to discuss plans for the future.



2. Background and objectives

Since the Governance Task Force (GTF) was established by the Association of Summer Olympic International Federations (ASOIF) in November 2015, it has overseen the production of five major reports evaluating the governance of ASOIF members. This document comprises the Fifth Review of International Federation Governance.

It was at the ASOIF General Assembly in 2016 that the members of ASOIF, recognising the evidence of cases of mismanagement of high profile sporting bodies, requested the GTF to assist the summer International Federations (IFs) to promote a better culture of governance to help ensure they are fit for purpose.

Each of the five evaluation exercises has taken the form of a self-assessment questionnaire with independent moderation of the responses. The questionnaire for the first four editions consisted of 50 measurable indicators covering five principles or sections: Transparency, Integrity, Democracy, Development and Control Mechanisms. There was also an accompanying Background section, which was not scored.

The questionnaires are all published on the ASOIF website. Each edition has had a number of amendments from the previous version, with the extent of changes being kept deliberately limited until the 2023-24 edition to retain comparability (see 3.2 and 21 below).





Reports of each assessment exercise have been published as follows:

- ▼ First Review of International Federation Governance – 2017
- ▼ Second Review of International Federation Governance – 2018
- ▼ Third Review of International Federation Governance – 2020
- ▼ Fourth Review of International Federation Governance – 2022

With rare exceptions, all Full Members have participated in each review while Associate Members have been involved from the second review onwards.

Starting with the third review, the GTF set target scores. In 2019-20 the target was for at least 26 out of 28 Full Members of ASOIF to reach 120 (out of a theoretical maximum of 200) and for the six Associate Members to reach 100.

The objectives were almost met, with 24 of the 27 IFs that took part above the threshold of 120, two very close to that level and one under it. Among the four Associate Members in the study, two scored well above 100, one close to that level and one under it.

For the fourth review in 2021-22, the GTF set target scores of 130 for Full Members and 120 for Associate Members. All IFs achieved their target except for one Associate Member, for which there were mitigating circumstances.

In planning for the 2023-24 assessment, which the GTF regarded as the start of a new cycle, it was decided to add 10 new indicators, increasing the total from 50 to 60 (see 3.2 below). They were divided equally among the five existing sections so that there would be 12 indicators in each section. The Development section was renamed Development and Sustainability.

A target score of 150 was set (out of a theoretical maximum of 240) for all ASOIF members. The target represented an average of 2.5 points per indicator. This compared with a threshold of 2.6 per indicator for Full Members and 2.4 for Associate Members in 2021-22 (130 and 120 respectively out of 200).

3. Methodology



In keeping with previous reviews, the governance assessment took the form of a self-assessment questionnaire to be completed by each IF. The questionnaires were distributed to 32 member IFs by ASOIF by email on 23 October 2023 with a deadline for responses of 17 January 2024. IFs were invited to determine a score for each question and to provide explanatory evidence, such as hyperlinks to relevant pages or documents on their websites. In some cases, supplementary documents were provided to ASOIF on a confidential basis.

Continuing a trend from previous assessments, quite a few IFs provided additional documents. To aid IFs and to avoid unnecessary duplication of work, the questionnaires incorporated both the responses of the respective IFs to the indicators in the 2021-22 study and the moderated scores and comments.

One IF that participated in the 2021-22 exercise subsequently ceased to be a member of ASOIF at the end of 2023 and therefore was not involved in the 2023-24 assessment.

All 32 IFs submitted completed questionnaires. Twenty-two were received by the deadline with the remainder arriving in the following days. In several cases, IFs requested and were granted extensions due to special circumstances.

Judging from the roles of respondents identified, there was a significant level of senior input in completing the questionnaires. Fifteen of the 32 IFs identified their most senior staff members as the lead (CEO, director general, secretary general or officers with equivalent titles). Another 11 IFs named senior managers or directors with responsibility for legal affairs or governance (director of governance/legal or officers with equivalent titles). In nine cases, IFs named two or more people with responsibility for responding.

Once received, the responses were independently moderated by sports governance consultancy I Trust Sport (process explained in 3.3 below).

As ever, an important priority for the GTF has been to be fair and consistent in the treatment of all IFs. Once again, assessments were based solely on the questionnaires and IF websites with no meetings or dedicated calls for IFs to provide extra information. However, follow-up queries were sent to IFs in some cases, mostly when they stated in response to a question that more information was available on request.

3.1 Scoring system

The scoring system remained the same as for the previous projects. Each of the 60 indicators in the questionnaire incorporated a separate definition for scores on a scale of 0 to 4. The scores in each case were intended to assess the level of fulfilment of the indicator by the IF, as follows:

0 – Not fulfilled at all

1 – Partially fulfilled

2 – Fulfilled

3 – Well-fulfilled according to published rules/procedures

4 – Totally fulfilled in a state of the art way

IFs were asked to provide evidence to justify their scores.

The intention of the scoring was that 3 or 4 on any indicator equated to a 'good' performance. A score of 2 signified that the IF reached an adequate level. The implication of a score of 0 or 1 was that there was more work to be done, although decisions on which areas of governance to prioritise would naturally vary from one IF to another.



3.2 Changes to questionnaire since 2021-22

For each edition of the assessment exercise that has followed the first in 2016-17, the GTF has taken the opportunity to amend the questionnaire, incorporating priority governance topics and learning from experience to improve the study and quality of results. It seems appropriate that the assessment process should improve and evolve over time, just as IFs are expected to raise their game.

In planning for the 2023-24 assessment, the GTF decided to add 10 new indicators to the questionnaire, aligning where possible with the revised IOC's Basic Universal Principles of Good Governance (BUPGG) and taking account of the International Partnership Against Corruption in Sport (IPACS) Governance Benchmark. There was also recognition that it was time for an update due to widespread progress by IFs in some of the core aspects of governance. The draft new indicators were tested with nine IFs in the summer of 2023 and modified following feedback (see 22.1 below).

This increased the total number of indicators to 60, equally split over the five sections, resulting in 12 indicators per section.

The 50 indicators from 2021-22 were retained with some amendments either to limit overlap with new indicators or based on the experience of the previous edition. The net effect of changes to the 50 existing indicators is believed to be that total scores would increase by 1-2 points, on average.

There were also additions to the Background section of the questionnaire, which was not scored.

Further details of the changes to the questionnaire are explained in 22 below.

3.3 Independent moderation

ASOIF appointed sports governance consultancy I Trust Sport to support the project. As was the case for the previous editions, I Trust Sport's task was to:

- ▼ Review the questionnaire responses.
- ▼ Moderate the scores to ensure consistency as far as possible.
- ▼ Produce analysis for this report.

Scores were checked against the defined criteria in the questionnaire for each indicator for all 32 responses between mid-January and mid-March 2024. Evidence provided by IFs was also checked (such as references to clauses in statutes or specific web pages) and, where evidence was absent or incomplete, additional information was researched from IF websites. With only rare exceptions, information was not collected from third-party sources, such as online news. Supplementary documents provided on a confidential basis were considered where appropriate.

When it was deemed necessary, scores were adjusted up or down to reflect the independent assessment of the moderator, based on the evidence available. The aim was to be consistent and fair.

Further details of the moderation process are outlined in 23 below.



3.4 Outcomes of moderation

Table 1: Changes in scores after moderation

| All 32 IFs | Self-assessed score | Moderated score |
|---------------------------------|---------------------|-----------------|
| ▼ Mean total* | 204.5 | 189.4 |
| ▼ Median total* | 207.5 | 190 |
| ▼ Mean for indicator (out of 4) | 3.41 | 3.16 |

(*) Note on mean and median: the mean is the sum of the figures divided by the number of figures (so divided by 32 to calculate a mean score for each IF). The median is the mid-point when a set of numbers are listed from smallest to largest (so halfway between the 16th and 17th scores, if 32 IF scores are being considered). The median is less impacted than the mean by an unusually high or low number in the series. Both mean and median are used in this report.

| | |
|-------------------------|-------|
| Maximum increase | +3 |
| Maximum decrease | -35 |
| Mean change | -15.2 |
| Median change | -12.5 |

The average moderated score per IF was around 190, down from a self-assessed mean of 204.5 and median of 207.5.

The total moderated scores of 30 of the IFs were lower than the self-assessed scores. Mark-downs varied from -35 to +3 (score went up after moderation by 3). Four IFs had a mark-down of 30 or more while 10 out of 32 IFs had a moderated score that was less than 10 points different from the self-assessed score, six of which were in the highest-scoring A1 group (see 4 below). The mean mark-down was 15.2 and the median was 12.5. The size of the mean and median mark-downs increased from 11 and 9 respectively in 2021-22, which is largely accounted for by the increase in the number of indicators from 50 to 60. However, the maximum mark-down decreased in scale, from 44 last time.

Considering that there were 32 IFs in the study, and multiple staff completing different sections of the questionnaire in some cases, it was understandable that there was variation in the approach to writing answers, which the moderation process attempted to address. The fact a number of scores were moderated down should not be viewed as criticism of the work of the IFs in completing the questionnaire.

The ASOIF GTF acknowledges that the scoring, although rigorous, is not a scientific process.

Overall, the quality of the responses has generally improved for each assessment compared with the previous one. The fact that IF answers and moderation comments from the previous edition were provided probably contributed to this improvement.

A tendency towards very long answers, seen in some cases, demonstrates the seriousness with which IFs took the exercise. There were quite a few responses to individual indicators of more than 500 words in length. Several IFs also sent more than 30 accompanying documents, which was certainly not the expectation in setting the questionnaire.

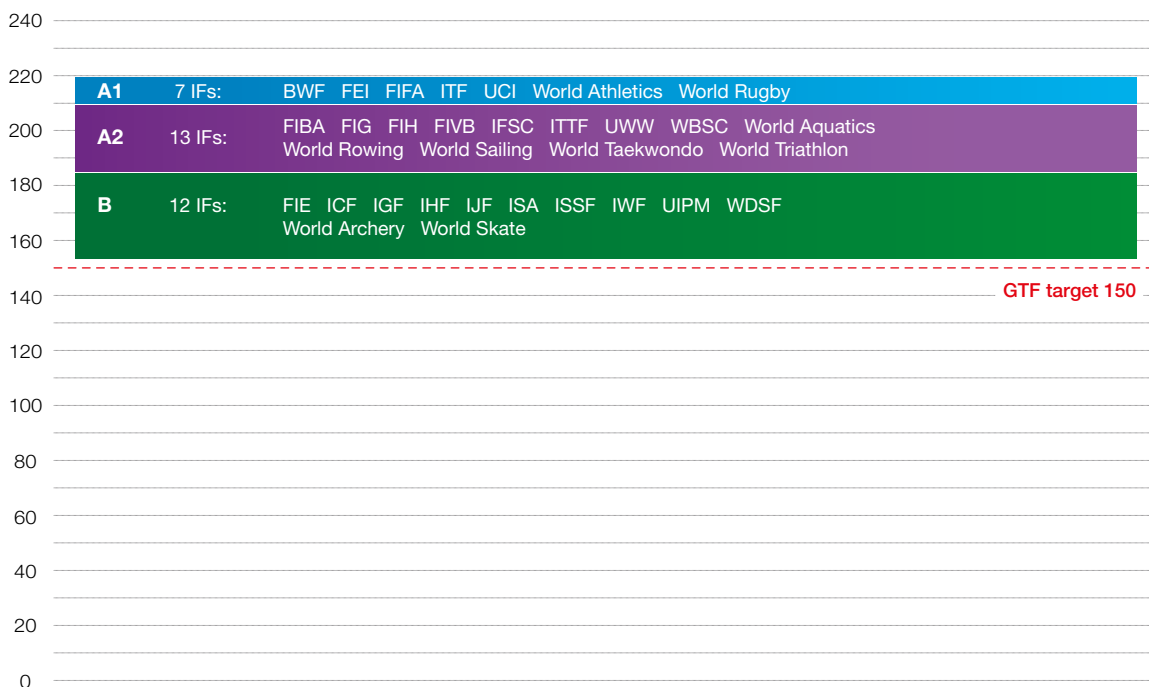
Due to the scoring method adopted for the questionnaire, percentage calculations are potentially misleading and should not be used. As an example, when an IF achieves a score of 3 for indicator 3.12 on safeguarding, it would misrepresent the results to describe that as 75%. Note that all analysis that follows from section 4 onwards is based on moderated scores, not self-assessed scores.





4.1 Overall moderated scores and allocation of IFs into groups

Figure 2: IF scores and allocation into groups



Note: IFs are listed in alphabetical order within groups, not in score order.

Table 2: IF scores and allocation into groups A1, A2 and B

| Group | Score range | IFs | List of IFs in the group in alphabetical order |
|-------|-------------|-----|--|
| ▼ A1 | 210-219 | 7 | BWF, FEI, FIFA, ITF, UCI, World Athletics, World Rugby |
| ▼ A2 | 185-209 | 13 | FIBA, FIG, FIH, FIVB, IFSC, ITTF, UWW, WBSC, World Aquatics, World Rowing, World Sailing, World Taekwondo, World Triathlon |
| ▼ B | 150-184 | 12 | FIE, ICF, IGF, IHF, IJF, ISA, ISSF, IWF, UIPM, WDSF, World Archery, World Skate |

The moderated scores of the 32 IFs in the study are identified within groups as depicted above. In contrast to previous editions, no distinction is made between Full and Associate Members of ASOIF.

The minimum score required to reach A1, the top group, was set at 210; there was a small gap in the spread of scores just below that level. It is an exclusive group consisting of only seven IFs. Achieving a score of 210 represents an average of 3.5 out of 4 for all 60 indicators. There were also seven IFs in the A1 group in 2021-22.

For the second group, A2, the upper limit was 209. As in previous studies, quite a number of IFs had similar scores. There were eight IFs scoring between 188 and 198. The lower threshold for the A2 group was set by the Governance Task Force (GTF) at 185. The boundary was determined based on the spread of scores across the full set of 32 IFs without knowing which organisations would fall into which group. Thirteen of the 32 IFs fell within the A2 group, up from 10 last time. One consideration in setting the threshold score was to retain groupings of comparable size with 2021-22. Inevitably, some IFs were narrowly one side or the other of the line.

In group B the scores ranged from above the target score of 150 to 184. Twelve IFs were in this group, with the lowest-ranking scoring 153. There were also 12 IFs in the B group in 2021-22.

There were no IFs with a score under the target of 150.



4.2 Rationale for method of publishing scores

Starting with the Third Review of International Federation Governance in 2019-20, the GTF made the decision to publish IF scores in groups in order to provide more information about the performance of IFs publicly. The same approach was adopted for 2021-22 and 2023-24.

5. Summary comparison with 2021-22



Table 3: Changes in score for the 50 indicators retained from 2021-22

| Change in total moderated score | Number of IFs |
|---------------------------------|---------------|
| ▼ -2-4 | 9 |
| ▼ 5-10 | 12 |
| ▼ 11-20 | 9 |
| ▼ 21-30 | 1 |
| ▼ >30 | 1 |

It is possible to compare scores across the participating IFs on the 50 indicators that were retained with only fairly limited amendments since 2021-22.

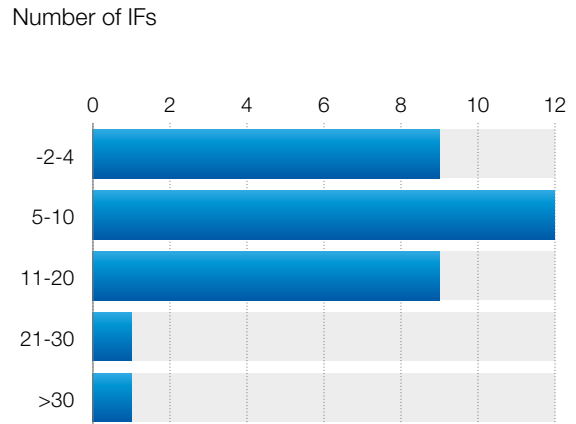
The average increase was nearly 10, which suggests meaningful improvements by a large cohort of IFs. For nine of the 32 IFs, the score went up or down by no more than four, implying a consistent performance. The most common increase was between five and 10 points, achieved by 12 IFs, which equates to one or two extra points in each of the five sections (Transparency, Integrity, Democracy, Development and Sustainability, and Control Mechanisms).

Nine IFs managed to raise their score across the 50 retained indicators by between 11 and 20 points, representing a boost of two-to-four points in each section.

Two IFs increased their score by more than 20, one of which saw a very large increase of 36.

When analysing changes in score from one assessment exercise to the next, it is important to consider the starting point. With a theoretical maximum score of 200 (based on 50 indicators) and a maximum score of 4 per indicator, there was limited scope for the highest-scoring IFs to increase their score.

Figure 3: Changes in score for the 50 indicators retained from 2021-22



Among IFs in the A1 group, the largest increase in total score for the 50 indicators was six, with the average being around three. By contrast, the average change for the 13 IFs in A2 was 12, with one IF managing to increase its score by 22. The 12 IFs in group B achieved an average of 10 points more across the 50 retained indicators compared with 2021-22; the largest jump was 36.

6. Analysis of scores on the 10 new indicators for 2023-24



Table 4: Total score on the 10 new indicators for 2023-24 (out of 40)

| Total score for 10 new indicators (out of 40) | Number of IFs |
|---|---------------|
| ▼ <21 | 2 |
| ▼ 21-25 | 15 |
| ▼ 26-30 | 8 |
| ▼ 31-35 | 7 |
| ▼ 36-40 | 0 |

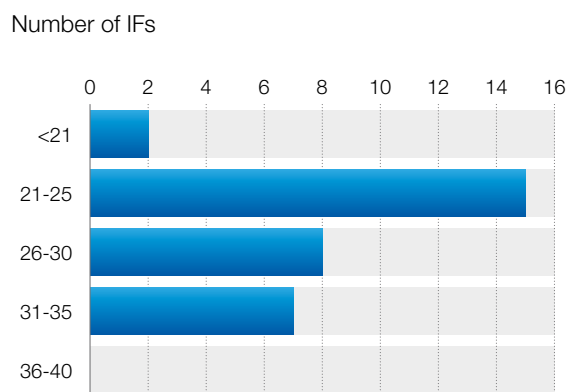
Comparing scores on just the 10 new indicators in the 2023-24 questionnaire, the highest overall was 34 (out of a possible 40) with seven IFs scoring at least 31. Eight IFs achieved a score of between 26 and 30, while 15 IFs – almost half – had scores ranging from 21 to 25. Two IFs scored less than 21, with the lowest score being 18.

For the most part, the IFs with the highest scores overall were also strongest on the 10 new indicators. Six of the eight IFs that had scores of 31 or more for the new indicators were in the A1 group, but there were also two IFs from the A2 group among this set. The highest score for the new indicators in the B group was 25.

The average overall score was around 26, or 2.6 per indicator. This is substantially lower than the average for the 50 retained indicators of about 3.3, which is perhaps to be expected given that the new indicators tend to probe challenging areas that some IFs are only just starting to address.

Findings for specific indicators are covered in the analysis of each section (see 10 to 14 below).

Figure 4: Total score on the 10 new indicators for 2023-24 (out of 40)



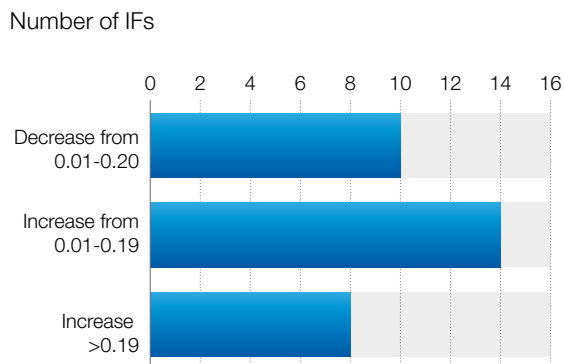
7. Change in average score per indicator between 2021-22 and 2023-24

Table 5: Change in average score per indicator between 2021-22 and 2023-24

| Change in average score per indicator (50 indicators in 2021-22, 60 indicators in 2023-24) | Number of IFs |
|--|---------------|
| ▼ Increase >0.19 | 8 |
| ▼ Increase from 0.01 to 0.19 | 14 |
| ▼ Decrease from 0.01 to 0.20 | 10 |



Figure 5: Change in average score per indicator between 2021-22 and 2023-24





The average score per indicator in 2021-22 can be compared with the average score per indicator in 2023-24, taking account of all 60 indicators. Twenty-two of the 32 IFs recorded an increase and 10 a slight decrease. Seventeen of the IFs achieved an average score of at least 3 per indicator in 2021-22 (a minimum score of 150 out of 200), with 21 doing so in 2023-24 (180 out of 240). The overall average score per indicator for all participating IFs was 3.05 in 2021-22, rising to 3.16 in 2023-24.

The increase in score per indicator was larger for the A2 group than for the A1 or B groups. This is connected to the fact that several of the IFs in the A2 group recorded a significant jump in their scores across the 50 indicators retained from 2021-22. For most members of the A1 group, by contrast, there was limited scope to increase scores.

8. Section-by-section findings

Table 6: Summary of scores by section (32 IFs)

| Section | Lowest | Highest (out of 48) | Mean | Median |
|----------------------------------|--------|---------------------|------|--------|
| ▼ Transparency | 38 | 48 | 43.4 | 43 |
| ▼ Integrity | 20 | 44 | 35.7 | 36 |
| ▼ Democracy | 30 | 45 | 39.3 | 39.5 |
| ▼ Development and Sustainability | 21 | 46 | 36 | 36 |
| ▼ Control Mechanisms | 19 | 47 | 34.7 | 36.5 |



Each section in the assessment comprised 12 indicators and had a maximum score of 48.

The Transparency section emerged as the highest-scoring for most IFs, as has been the case in previous assessments, with an overall average score of around 43 and eight IFs achieving a score of 46 or more. Transparency was the only section where any IF achieved a score of 48.

Next was the Democracy section, averaging close to 40 and with a highest score of 45.



There was little difference in the spread of scores between the other three sections; the Integrity, Development and Sustainability, and Control Mechanisms sections saw lowest scores of between 19 and 21 and average scores between 35 and 37.

The division into sections serves a thematic and pragmatic purpose rather than a scientific one.

As there were 12 indicators per section, up from 10 in the previous assessments, and some movement of indicators between sections, no comparisons have been made with section scores from previous years.

9. Categorising International Federations by resources

Continuing the approach for each edition after the first, the 2023-24 questionnaire incorporated multiple-choice indicators intended to help categorise IFs by number of staff (0-9, 10-19, 20-49, 50-119 or more than 119) and by revenue (average of less than 2m CHF per year from 2021-24, 2m-4m, 4m-8m, 8m-20m, 20m-50m or more than 50m). Both indicators were self-declared and not checked.

Table 7: Number of paid staff per IF

| Full-time equivalent staff | 2021-22 (33 IFs) | 2023-24 (32 IFs) |
|----------------------------|------------------|------------------|
| ▼ 0-9 | 5 | 3 |
| ▼ 10-19 | 8 | 9 |
| ▼ 20-49 | 11 | 9 |
| ▼ 50-119 | 5 | 7 |
| ▼ 120+ | 4 | 4 |



It appears that the distribution of numbers of paid staff across IFs remained relatively stable between the 2021-22 and 2023-24 assessment cycles, with possible evidence of modest growth in recovery after the pandemic.

In 2023-24 there were 11 IFs with at least 50 full-time equivalent staff, up from nine in 2021-22. Meanwhile, there were nine IFs with 20-49 staff, down from 11 two years ago.

The single IF that participated in 2021-22 but not in 2023-24 was at the lower end of the scale in terms of staffing.



Table 8: Number of IFs by revenue group

| Average annual revenue | 33 IFs, covering 2016-21 | 32 IFs, covering 2021-24 |
|------------------------|--------------------------|--------------------------|
| ▼ <2m CHF | 2 | 0 |
| ▼ 2m-4m CHF | 6 | 7 |
| ▼ 4m-8m CHF | 6 | 8 |
| ▼ 8m-20m CHF | 7 | 5 |
| ▼ 20m-50m CHF | 7 | 7 |
| ▼ >50m CHF | 5 | 5 |

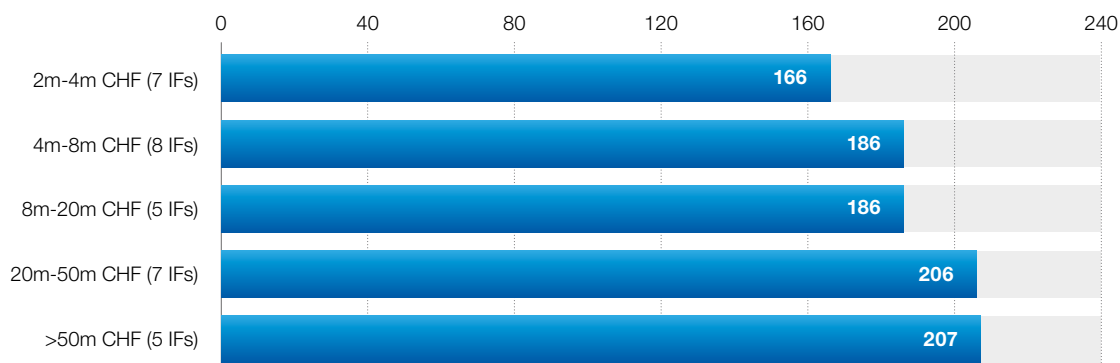
Similarly to staff numbers, analysis of revenue across the IFs suggests some stability (at least within the relatively broad groups listed) with some changes among mid-level IFs. There were eight IFs that had an average annual revenue of 4m-8m CHF in the 2021-24 period compared with six IFs at this level in the 2016-21 cycle. Meanwhile, there were five IFs earning 8m-20m CHF in 2021-24, down from seven in the previous cycle.

There was no change in the number of IFs generating 20m-50m CHF (seven) nor to the number with average annual revenue above 50m CHF (five) from 2016-21 to 2021-24.

9.1 Impact of resources on scores

Figure 6: Mean moderated score by revenue group

Mean score



Average annual revenue in CHF across 2021-24

Table 9: Mean moderated score by revenue group

| Average annual revenue 2021-24 | Number of IFs | Mean score |
|--------------------------------|---------------|------------|
| 2m-4m CHF | 7 | 166 |
| 4m-8m CHF | 8 | 186 |
| 8m-20m CHF | 5 | 186 |
| 20m-50m CHF | 7 | 206 |
| >50m CHF | 5 | 207 |

The figures suggest virtually no difference in the performances of IFs with 4m-8m CHF and 8m-20m CHF average annual revenue, nor between IFs with average annual revenue of 20m-50m CHF and more than 50m CHF. However, the mean score for IFs with less than 4m CHF average annual revenue was much lower than those of the other groups, at 166.

Some caution is needed in the analysis as sample sizes are relatively small.

An analysis of average scores by revenue group reveals a correlation between higher revenue and a higher overall moderated score. This is consistent with findings in previous studies.

Among the 12 IFs with average annual revenue above 20m CHF in the 2021-24 Olympic cycle, the mean score was around 206, not far off the threshold for the A1 group of 210. By contrast, the average score for the 20 IFs with average annual revenue of less than 20m CHF was about 179.

Despite the observed pattern, it was clear that revenue was not the sole determinant of performance. There were instances of IFs with modest average annual revenue, of between 4m-8m CHF, towards the higher end of the A2 group. There were also IFs with more substantial financial resources that did not achieve a particularly high score.

Figure 7: Mean moderated score by number of staff

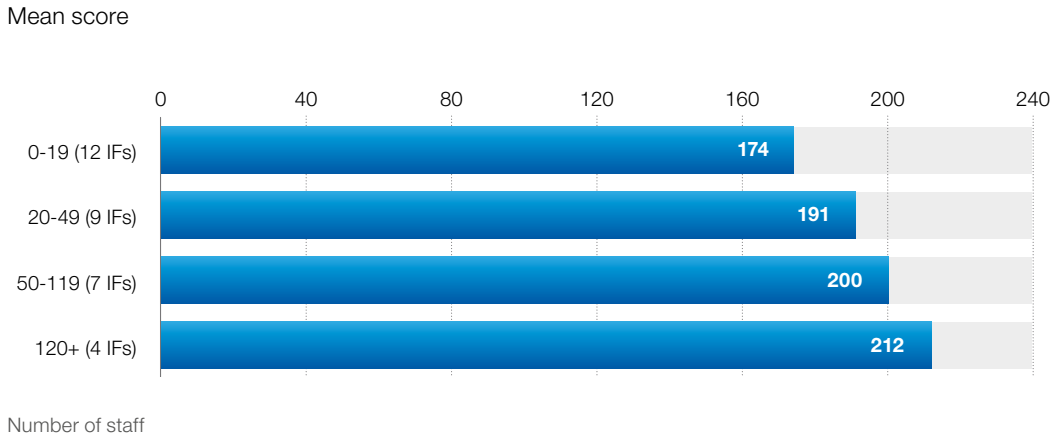


Table 10: Mean moderated score by number of staff

| Full-time equivalent staff | Number of IFs | Mean score |
|----------------------------|---------------|------------|
| ▼ 0-19 | 12 | 174 |
| ▼ 20-49 | 9 | 191 |
| ▼ 50-119 | 7 | 200 |
| ▼ 120+ | 4 | 212 |

As observed with revenue, scores correlated with size, measured in terms of the number of staff.

The average score increased with each cohort, from 174 for the 12 IFs with fewer than 20 staff, through to 212 for the four IFs that had 120 or more staff.

The evidence suggests that staff numbers, like revenue, have a significant bearing on IFs' performance in the assessment.

Nevertheless, there were exceptions. One IF in the 0-19 staff category scored over 200 and not all of the IFs with 50-119 staff reached the A2 group.

Again, the small sample sizes should be acknowledged.

10. Transparency section

Table 11: Mean Transparency scores by indicator

| Indicator | Topic | Mean (32 IFs) |
|-----------|---|---------------|
| 2.1 | Statutes, rules and regulations | 3.94 |
| 2.2 | Explanation of organisational structures including staff, elected officials, committee structures and other relevant decision-making groups | 3.88 |
| 2.3 | Vision, mission, values and strategic objectives | 3.53 |
| 2.4 | A list of all national member federations with basic information for each | 3.97 |
| 2.5 | Details of elected officials with biographical info | 3.56 |
| 2.6 | Annual activity reports, including institutional information, and main event reports | 3.34 |
| 2.7 | Quality of accounting and audit standards adopted | 2.69 |
| 2.8 | Publication of annual financial reports following external audit | 3.88 |
| 2.9 | Allowances and financial benefits of elected officials and senior executives | 3.41 |
| 2.10 | General assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda | 3.91 |
| 2.11 | A summary of reports/decisions taken during executive board and commission meetings and all other important decisions of IF | 3.72 |
| 2.12 | Make public decisions of disciplinary bodies and related sanctions, as well as pending cases, to the extent permitted by regulations | 3.59 |

Continuing on from the four previous editions of the assessment, Transparency was the highest-scoring section in the questionnaire. Nine of the 12 indicators had an average score of more than 3.5 out of 4, more than any other section.

Two IFs (both in the A1 group) scored the maximum of 48 points, with four others within a point.

The two highest-scoring indicators were 2.1 and 2.4, which referred to the publication of statutes/regulations and information on members respectively.





For the first time, all participating IFs had published at least one set of annual accounts (indicator 2.8), which is a welcome development. In 2021-22 32 out of 33 IFs had. However, the level of financial detail varies significantly and in a couple of cases the most recent accounts were for 2021.

The lowest-scoring indicator was 2.7, a new indicator that covered the quality of accounting and audit standards (although there was some overlap with an indicator used previously).

Twelve IFs had an audit conducted to either the International Financial Reporting Standards (IFRS) or Generally Accepted Accounting Principles (GAAP), an increase from 11 in 2021-22. Five IFs achieved a score of 3, for which it was necessary to have the audit express a “true and fair” opinion. A further nine IFs had audited accounts but without the “true and fair” statement. The remaining six IFs had a limited examination of accounts rather than a full audit.

Scores continued to improve for indicator 2.8, which asked about the publication of allowances and financial benefits. Twenty-six of the 32 IFs provided policies (such as for per diems and/or travel expenses), up from 23 out of 33 IFs in 2021-22.

There was fairly good transparency for general assemblies (indicator 2.10). Thirty out of 32 IFs achieved the maximum score, which required publication of up-to-date minutes and an archive. Some IFs published all general assembly documents and video streams were increasingly common.

The final indicator in the section asked about publication of disciplinary decisions (moved from the Integrity section for 2023-24). Thirty IFs had published at least one full decision (scoring 3 or 4) and all 32 IFs had published information on the outcomes of cases.

11. Integrity section

Table 12: Mean Integrity scores by indicator

| Indicator | Topic | Mean (32 IFs) |
|-----------|--|---------------|
| 3.1 | Has a unit or officer in charge of ensuring the IF abides by the IOC Code of Ethics and/or the IF's own code of ethics | 3.28 |
| 3.2 | An anti-corruption policy and code of conduct has been implemented | 2.41 |
| 3.3 | Has a unit or officer in charge of ensuring the IF abides by the World Anti-Doping Code | 3.84 |
| 3.4 | Complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions | 3.22 |
| 3.5 | Conflict of interest policy identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision-making | 3.44 |
| 3.6 | Establish confidential reporting mechanisms for 'whistleblowers' with protection scheme for individuals coming forward | 2.91 |
| 3.7 | Make public decisions of disciplinary bodies and related sanctions, as well as pending cases, to the extent permitted by regulations | 3.25 |
| 3.8 | Appropriate gender balance in executive board or equivalent | 2.66 |
| 3.9 | IF promotes gender equality through policy/strategy | 3.13 |
| 3.10 | Programmes or policies in place to foster greater diversity of backgrounds in composition of executive board and committees | 2.34 |
| 3.11 | Monitoring and reporting on outcomes of policies and programmes to foster diversity | 2 |
| 3.12 | Programmes or policies in place regarding safeguarding from harassment and abuse | 3.25 |

In the Integrity section the first of the new indicators was 3.2, on anti-corruption policy. It produced a relatively low mean score of 2.41. Eleven out of 32 IFs scored 3 or 4, meaning that they had an anti-corruption policy or code of conduct with evidence of implementation, such as training for the executive board. Most of the remaining 21 IFs had relevant provisions in their codes of ethics or a code of conduct but with limited evidence of specific activity.

Regarding anti-doping, indicator 3.3 saw a slight increase in mean score from 3.67 as the trend of IFs delegating the majority or all aspects of their anti-doping programmes to the International Testing Agency (ITA) continued. Twenty-nine out of 32 IFs outsourced some or all functions either to the ITA or another independent entity. This was again the highest-scoring indicator in the section.

In response to indicator 3.4, there were 14 IFs that demonstrated “state of the art” compliance with the Olympic Movement Code on the Prevention of Manipulation of Competitions (or equivalent rules), scoring 4. This generally involved evidence of education work, active monitoring, investigations and publication of case outcomes. A further 11 IFs showed active implementation of the code for a score of 3. The remaining seven IFs, generally covering sports with limited gambling markets, had a relevant rule in place but low levels of activity.

On the subject of whistleblowing, 19 of the IFs achieved a score of 3 or 4 for indicator 3.6, demonstrating that they had a confidential reporting mechanism and had taken action on reports received. This was an increase on the 15 IFs at the same level in 2021-22. Many IFs used links to reporting systems provided by the International Olympic Committee (IOC), World Anti-Doping Agency (WADA) and the ITA. There are a number of IFs that have an email reporting system, which may not be fully confidential.

Some limited progress has been made towards gender balance at executive board level (indicator 3.8). Four IFs had an executive board composed of at least 40% women, up from three in 2021-22. Fifteen of the 32 IFs had between 25% and 40%, the same number as recorded in the previous assessment. However, two IFs had fewer than 15% of the board members being women, a notable drop from five IFs last time. The remaining 11 IFs had between 15% and 25%.

There was a new indicator at 3.9 assessing the existence and implementation of gender equality policies and/or strategies. Twenty-four IFs evidenced a programme to encourage gender equality that was being implemented, scoring 3 or 4. In most cases, there was an explicit link to a gender equality objective in the IF’s overall strategic plan.

As might be expected, there was some correlation between the indicators on gender balance on the board and gender equality strategy. Exceptions

included several IFs that fell some way short of gender balance at executive board level but had significant activity aimed at progressing towards gender equality across different aspects of the IF’s activity.

For the second time, the questionnaire included an indicator on policies in place to foster greater diversity of backgrounds in the compositions of executive boards and committees (3.10). There were 13 IFs that scored 3 or 4, for which it was necessary to have a process in place to consider the IF’s skills and diversity requirements among elected and appointed officials. That was an increase on the nine IFs at that level in 2021-22. It remained more common for IFs to set specific requirements for specialist committees, such as finance or technical committees, rather than for the boards. Most IFs have a wide range of nationalities represented at board level, often including continental representatives.

A new indicator (3.11) considered work to monitor and report on outcomes of programmes to foster diversity, in addition to gender equality. Seven IFs achieved a score of 3, meaning they had objectives for increasing diversity relating to leadership roles and/or athletes with a degree of reporting. With an average score of 2, this was the lowest-scoring indicator in the questionnaire. Several larger IFs demonstrated practical efforts to increase the diversity of their employee workforce, analysing the demographics of current staff and job applicants. There were also some IFs that specifically aimed to support athletes from under-represented countries and disabled athletes. It was not clear that any IFs were monitoring beyond staff level in terms of ethnicity, sexuality or other characteristics.

The mean score on the indicator relating to safeguarding (3.12) showed a slight increase from 2021-22, with 27 out of 32 IFs scoring a 3 or 4, implying that they had demonstrated active evidence of implementation of a safeguarding policy, such as the appointment of safeguarding officers at events, plus training and disciplinary cases when appropriate. This was an increase from 20 out of 33 IFs at the same level in 2021-22.

12. Democracy section

Table 13: Mean Democracy scores by indicator

| Indicator | Topic | Mean (32 IFs) |
|-----------|--|---------------|
| 4.1 | Election of the president and a majority of members of all executive bodies | 3.84 |
| 4.2 | Clear policies/rules on campaigning to ensure election candidates can campaign on balanced footing including opportunity for candidates to present their visions/programmes | 2.94 |
| 4.3 | Election process with secret ballot under a clear procedure/regulation | 3.72 |
| 4.4 | Make public all open positions for elections and non-staff appointments including the process for candidates and full details of the roles, job descriptions, application deadlines and assessment | 2.97 |
| 4.5 | Establishment and publication of eligibility rules for candidates for election, together with due diligence assessment | 3.03 |
| 4.6 | Term limits for elected officials | 2.25 |
| 4.7 | Provide for the representation of key stakeholders (e.g. “active” athletes as defined in the Olympic Charter) in governing bodies | 3.5 |
| 4.8 | Adoption of athletes’ rights and responsibilities, consistent with the IOC’s Athletes’ Declaration | 2.97 |
| 4.9 | Provide support to help enhance the governance of IF member associations | 3.31 |
| 4.10 | Actively monitor the governance compliance of IF member associations with statutes, codes of ethics and other rules | 3.53 |
| 4.11 | Ensuring equal opportunities for members to participate in general assemblies | 3.81 |
| 4.12 | Statutes, or other rules of procedure, specify what decisions are made at what level | 3.5 |

The Democracy section was the second highest-scoring in the questionnaire, after Transparency.

Sixteen IFs scored 4 on indicator 4.5, for which the criteria involved having eligibility rules for candidates for election with an independent due diligence process. In total, 21 IFs were found to have an established nominations committee.

The indicator about term limits (4.6) was the third-lowest-scoring indicator across the questionnaire. Four IFs out of 32 did not have any term limits in place for elected officials, all of which were in group B. This was a slight reduction from the six out of 33 IFs without term limits in 2021-22. The most prevalent rule among IFs was a maximum of three four-year terms in the same role.

A number of IFs had transitional arrangements and/or exemption clauses in their term limit rules which could allow existing, long-serving board members to continue in their roles many years into the future.

For the fourth successive assessment, the highest-scoring indicator in the section was 4.1, related to the requirement for IFs to elect presidents and the majority of their executive boards. For a top score it was necessary to have an element of external scrutiny in the voting system, often involving an electronic voting supplier.

A new indicator at 4.8 asked IFs whether they had adopted a charter on athletes' rights and responsibilities, consistent with the IOC's Athletes' Declaration. Twenty-seven IFs outlined athletes' rights and responsibilities in at least one document, scoring 3 or 4. Topics such as a code of conduct

(usually focusing on responsibilities rather than rights), athletes' health and education were the most frequent examples.

For a score of 4, IFs were required to demonstrate a commitment to athletes' rights and responsibilities covering the same range of topics as the IOC declaration. Four IFs achieved this level.

A second new indicator (4.12) tested IFs on what the statutes or other rules specified about decision-making responsibility at different levels of the organisation. Twenty IFs were found to publish terms of reference for the executive board or equivalent, plus information on the delegation of authority and decision-making powers of senior staff. Among the remaining 12 IFs, most did not have any detail on the decision-making powers of senior staff in their official documents.



13. Development and Sustainability section

Table 14: Mean Development and Sustainability scores by indicator

| Indicator | Topic | Mean (32 IFs) |
|-----------|--|---------------|
| 5.1 | Clear policy and process in place to determine transparent allocation of resources in declared development objectives | 3.19 |
| 5.2 | Information published on redistribution/support activity for main stakeholders, including financial figures | 3.13 |
| 5.3 | Monitoring/audit process of the use of distributed funds | 2.56 |
| 5.4 | Respect principles of sustainable development and regard for the environment | 3.31 |
| 5.5 | Monitoring/reporting on environmental impact of events within the IF's sphere of responsibility | 2.38 |
| 5.6 | Existence of social responsibility policy and participation programmes targeting hard-to-reach areas | 3.25 |
| 5.7 | Adopting and implementing human rights policies to impact on the IF's sphere of activity | 2.28 |
| 5.8 | Education programmes (topics other than integrity) and assistance to coaches, judges, referees and athletes | 3.75 |
| 5.9 | Put in place integrity awareness/education programmes | 3.41 |
| 5.10 | Legacy programmes to assist communities in which events are hosted | 2.53 |
| 5.11 | Anti-discrimination policies covering a range of characteristics | 3.19 |
| 5.12 | IF dedicates appropriate resources to the Paralympic/disability discipline(s) in the sport (Note: for sports that have no Paralympic or disability discipline, the mean score for the rest of the questionnaire will be awarded for this question) | 3.13 |

The section was renamed Development and Sustainability for 2023-24 to reflect the changing composition of the indicators.

The scoring definitions for the indicator on respecting principles of sustainable development (5.4) were reworded for 2023-24 so that a commitment to reducing greenhouse gas

emissions was needed for a score of 4. Nineteen out of 32 IFs had a published commitment to reducing emissions that linked to their overall strategy. Five others could evidence implementation of an environmental sustainability policy, scoring 3. Most of the remaining eight IFs had some guidance in place for event hosts but limited evidence of specific activity.



New indicator 5.5, which asked IFs for evidence on monitoring the environmental impact of events, received the second-lowest mean score in this section. Fifteen of the 32 IFs scored 3 or more, having published a carbon footprint analysis of at least one event. A handful of IFs showed evidence of including environmental considerations among the criteria when selecting event hosts.

The lowest-scoring indicator in the section was also new (5.7), assessing the adoption and implementation of human rights policies. Two IFs achieved a top score by implementing a policy and monitoring its delivery. A further 12 IFs had policies covering relevant areas, if not necessarily a dedicated human rights policy. For example, a number of IFs had refugee teams and various IFs had codes for suppliers setting minimum standards on labour rights. The majority of IFs had direct or indirect references to human rights in their code of ethics and/or safeguarding policies.

Once again, the highest-scoring indicator in the section was on the provision of education programmes (5.8). Thirty out of 32 IFs achieved a score of 3 or more, meaning that they published details of their activity. In many cases, courses on different topics are available online for coaches, judges, referees and athletes.

Among the 32 IFs, only four achieved a top score of 4 for indicator 5.10, relating to legacy programmes, for which the requirements were having a state of the art programme and resources tailored to assist event host communities with monitoring and details published. There were 12 IFs that scored 3, implying a formal legacy programme and dedicated resources. Most of the others had at least a section on legacy in the event bidding application and some evidence of relevant activity at a recent major event.

14. Control Mechanisms section

Table 15: Mean Control Mechanisms scores by indicator

| Indicator | Topic | Mean (32 IFs) |
|-----------|--|---------------|
| 6.1 | Establish an internal ethics committee with independent representation | 3.25 |
| 6.2 | Establish an internal audit committee that is independent from the IF decision-making body | 2.19 |
| 6.3 | Adopt policies and processes for internal financial controls (e.g. budgeting, separation of duties, dual approvals for payments, IFRS/GAAP audit standard) | 3.28 |
| 6.4 | Remuneration policy and process | 2.19 |
| 6.5 | Implement a risk management programme | 2.88 |
| 6.6 | Adopt policies and procedures that comply with competition law/ anti-trust legislation in eligibility of athletes and sanctioning of events | 3.31 |
| 6.7 | Observe open tenders for major commercial and procurement contracts (other than events) | 2.63 |
| 6.8 | Due diligence assessment of third parties, such as sponsors, suppliers, intermediaries, partners | 2.53 |
| 6.9 | Decisions made can be challenged through internal appeal mechanisms with a final right of appeal to the Court of Arbitration for Sport (CAS) | 3.31 |
| 6.10 | Due diligence and effective risk management in bidding requirements, presentation, assessment and allocation of main events | 3.06 |
| 6.11 | Awarding of main events follows an open and transparent process | 2.81 |
| 6.12 | Compliant with applicable laws regarding data protection (such as the General Data Protection Regulation) and takes measures to ensure IT security | 3.34 |



At indicator 6.2 IFs were asked about internal audit arrangements. This had been the lowest-scoring indicator in the section in the previous assessment. While it was still joint-lowest for 2023-24, there have been signs of improvement in the past two years. Fourteen IFs had an internal audit committee with an independent majority that had published reports (scoring 3 or 4), up from nine in 2021-22. Twelve IFs had either no audit committee or one composed of people who were not independent (such as executive board members). Only a handful of IFs – the larger ones – had an internal audit function.

New indicator 6.4 asked IFs about remuneration policy. There were 12 IFs that had a designated committee responsible for remuneration or an external adviser and a published policy or process, which was necessary for a score of 3 or 4. Eight IFs had remuneration determined by their executive board or no information available.

There was another new indicator at 6.8, on due diligence conducted by IFs on third parties such as sponsors, suppliers, intermediaries or partners. Seventeen IFs were able to provide specific examples of due diligence activity in at least one area, most often in relation to a supplier. Of those, seven conducted assessments on more than one category of third party, and in doing so aligned with their anti-corruption policy. In six cases, there was limited evidence of relevant activity (score of 0 or 1).

The highest-scoring indicator of the section was 6.12, which tested IFs on IT security and data protection. Twenty-seven IFs managed a score of 3 or 4, evidencing attention to legal compliance, regular risk reviews and staff training.

15. Background section

15.1 Governance priorities and resources dedicated

Table 16: Summary of governance priorities and resources dedicated

| Topic | Number of IFs |
|--|---------------|
| ▼ Reviewing governance structure/role of bodies | 12 |
| ▼ Reviewing constitution/statutes/rules and regulations | 9 |
| ▼ Supporting continental/national members with governance-related work | 9 |
| ▼ Improving gender balance | 6 |
| ▼ Integrity | 5 |
| ▼ Sustainability | 4 |
| ▼ Education | 3 |

In the Background section there was an open-ended question about governance priorities and dedicated resources. The amount of detail provided in response varied and it was unscored, so the summary here may not reflect fully the governance-related work IFs have undertaken.

About a third of IFs mentioned reviewing different aspects of governance, such as the structure and role of bodies. Also prevalent were reviews of constitution/statutes/rules and supporting members with governance-related work.

Other prominent themes included improving gender balance, integrity work, sustainability (mentioned more than in 2021-22) and education.





15.2 Type of legal entity

Table 17: Type of legal entity

| Type of legal entity | Number of IFs |
|---|---------------|
| ▼ Swiss-based voluntary association | 22 |
| ▼ Other voluntary association/non-profit organisation (various countries) | 8 |
| ▼ Company limited by shares | 1 |
| ▼ Company limited by guarantee | 1 |

As was the case in 2021-22, 22 IFs took the form of a voluntary association under the Swiss Civil Code. Eight IFs adopted a comparable structure as a voluntary association/non-profit organisation incorporated in various other countries. There was one IF that structured as a company limited by shares and one company limited by guarantee.

15.3 Separate legal entities associated with IFs

There was a continuing trend of increasing complexity in the range of separate legal entities associated with IFs. At least nine IFs had multiple other organisations that they were linked to. The most common types were commercial/marketing companies and charities/foundations for development work and/or integrity functions. In some cases, continental bodies were referenced too.

Thirteen IFs had no separate legal entities associated with them, or did not declare them.

16. Conclusion



The GTF is pleased and encouraged to see evidence of continuing progress by IFs in their governance since the previous review in 2021-22. As is explained in part 2 of this report, some of the advances are particularly notable when compared with performances in the First Review of International Federation Governance in 2016-17.

IFs coped very well with the demanding task of responding to 10 new indicators on top of the 50 retained from 2021-22, and the GTF appreciates the commitment shown.

All 32 IFs exceeded the target of 150 out of 240, and most saw their score on the 50 retained indicators increase by a meaningful amount.

Results in 2023-24 suggest that a large majority of IFs have now put in place important governance basics, ranging from publishing financial accounts to outsourcing anti-doping programmes to reduce the risk of conflicts of interest, and introducing term limit rules that ensure a degree of renewal of elected officials.

IFs varied considerably in some vital topics that attract scrutiny, with large differences between the highest- and lowest-scoring IFs on, for example, the gender balance of their executive board, safeguarding activity and action on environmental sustainability.

Quite a few IFs are working actively on topics covered in the new indicators, designed to test compliance with the BUPGG, but there is plenty more to do in relation to, for instance, implementation of human rights policies and the IOC's Athletes' Declaration.

As has been the case in previous assessments, there was a fairly strong correlation between the size of IFs in terms of staffing and revenue and their overall score. However, very good performances by some smaller IFs have shown that the size of the IF is not the sole determinant of the assessment score. The GTF acknowledges that, in the context of limited resources, valid policy choices by IFs will have held back scores to some extent.

A key challenge that IFs are already facing is how to continue to cover the basics, and also how to respond to emerging governance priorities, when revenue is under pressure.

At a time when the complexity of the global situation and the associated risks seem to only ever increase, well-governed organisations may give themselves the best chance of enduring success.



17. Evolution of the study

Just as athletes have to continue to improve over time in order to stay competitive, it seems reasonable that sports organisations should continually seek to raise their game as well. In assessing the way IFs are governed, it is therefore important that lessons from the experience of each review exercise are learned and applied to make the study as effective as possible.

Key features that have proven helpful were retained, such as providing the IFs' responses and moderation comments and scores from the previous iteration. Incremental adjustments have continued, such as amendments to the wording of indicators to improve clarity. For the first time, in 2023-24 cross-references between relevant indicators were incorporated in the questionnaire, which was also expanded to one page per indicator in recognition of the lengthy answers from some IFs.

The questionnaire took the form of an editable PDF document, which is practical for completing in stages and sharing with colleagues (more so than most online survey software), but it did cause technical issues for a small number of IFs.

Despite the efforts to make the assessment as fair and effective as possible, there are inevitably limitations to a study of this type.

In expanding the number of scored indicators from 50 to 60, the GTF was able to align with the Basic Universal Principles of Good Governance Within the Olympic Movement (BUPGG) and cover some important new topics. However, there is a trade-off when ensuring that the assessment questionnaire is comprehensive without becoming too burdensome.

For consistency, the assessment exercise remains essentially the same for all IFs, despite the fact that there is strong evidence of correlation between the size of an IF and its overall score. In order to deal with this, some information on comparative scores between IFs of different size is included in the analysis, with more detail in reports for individual IFs.

As noted in 2021-22, the correlation between size of IF and overall score could be regarded as both a strength and a weakness of the assessment exercise. It is a strength because it is intuitively plausible that organisations with teams of specialist staff could achieve higher standards in some areas than much smaller organisations. Conversely, it should be recognised that small organisations can be well-governed and sometimes prove highly effective.

The aim of the scoring system is to make governance measurable with a degree of objectivity but there is a subjective element to many of the indicators. For this reason, it must be accepted that there is a subjective element. Each IF total score should be understood to have a margin of error of -7 to +7. It is recognised that the group allocations fall within the margin of error for a small number of IFs.

In addition, scores were measured at a moment in time, despite the fact that many aspects of governance relate to ongoing practice.

In accordance with a decision of the GTF, no meetings took place with IFs to review scores. This was believed to be the fairest approach and also essential for keeping to the timetable.

The study consists of an analysis of documents, procedures and structures that do not necessarily reveal vital factors such as the behaviour of individuals and organisational culture.

As is the case with financial audit, a strong performance in this governance audit exercise does not preclude the possibility of serious failings coming to light at a later date.

18. Suggested next steps

The next steps include:

- ▼ Distribution of full results to each IF.
- ▼ Production of good practice examples for publication.
- ▼ Table of 'Top 10' IFs rated for individual indicators where they can be fairly identified.
- ▼ Follow-up meetings to be offered to IFs.
- ▼ GTF to discuss plans for the future.



19. International Federations

ASOIF Members that participated in the study



▼ **Badminton World Federation (BWF)**



▼ **Fédération Internationale de Volleyball (FIVB)**



▼ **Fédération Equestre Internationale (FEI)**



▼ **International Canoe Federation (ICF)**



▼ **Fédération Internationale de Basketball (FIBA)**



▼ **International Federation of Sport Climbing (IFSC)**



▼ **Fédération Internationale d'Esgrime (FIE)**



▼ **International Golf Federation (IGF)**



▼ **Fédération Internationale de Football Association (FIFA)**



▼ **International Handball Federation (IHF)**



▼ **Fédération Internationale de Gymnastique (FIG)**



▼ **International Judo Federation (IJF)**



▼ **Fédération Internationale de Hockey (FIH)**



▼ **International Shooting Sport Federation (ISSF)**

| | | | |
|---|--|--|---|
|  <p>International Surfing Association</p> | <p>▼ International Surfing Association (ISA)</p> |  <p>WORLD ATHLETICS</p> | <p>▼ World Athletics</p> |
|  | <p>▼ International Table Tennis Federation (ITTF)</p> |  <p>WORLD BASEBALL SOFTBALL CONFEDERATION</p> | <p>▼ World Baseball Softball Confederation (WBSC)</p> |
|  <p>International Tennis Federation</p> | <p>▼ International Tennis Federation (ITF)</p> |  <p>world DanceSport federation</p> | <p>▼ World DanceSport Federation (WDSF)</p> |
|  <p>INTERNATIONAL WEIGHTLIFTING FEDERATION</p> | <p>▼ International Weightlifting Federation (IWF)</p> |  <p>world rowing</p> | <p>▼ World Rowing</p> |
|  | <p>▼ Union Cycliste Internationale (UCI)</p> |  <p>WORLD RUGBY</p> | <p>▼ World Rugby</p> |
|  <p>World Pentathlon</p> | <p>▼ Union Internationale de Pentathlon Moderne (UIPM)</p> |  <p>World Sailing</p> | <p>▼ World Sailing</p> |
|  <p>UNITED WORLD WRESTLING</p> | <p>▼ United World Wrestling (UWW)</p> |  <p>WORLD SKATE</p> | <p>▼ World Skate</p> |
|  <p>WORLD AQUATICS</p> | <p>▼ World Aquatics</p> |  <p>WORLD TAEKWONDO</p> | <p>▼ World Taekwondo</p> |
|  <p>world archery</p> | <p>▼ World Archery</p> |  <p>World Triathlon</p> | <p>▼ World Triathlon</p> |

20. Credits and acknowledgements

We are most grateful to all the IFs that completed the governance questionnaire thoroughly and promptly. Without their full cooperation and support, this report and indeed the whole project would not have been possible.



This report was written in cooperation with the ASOIF Governance Task Force (GTF):

Chair:

- ▼ Francesco Ricci Bitti, ASOIF President

Members:

- ▼ Jean-Loup Chappelet, Professor at Swiss Graduate School of Public Administration (IDHEAP) at the University of Lausanne (UNIL)
- ▼ Benjamin Cohen, Director General, International Testing Agency
- ▼ Ingmar De Vos, FEI President
- ▼ Pâquerette Girard Zappelli, IOC Chief Ethics and Compliance Officer
- ▼ Alexander McLin, Director of the Gymnastics Ethics Foundation
- ▼ Denis Oswald, Director of the International Centre for Sports Studies (CIES)
- ▼ Hitesh Patel, Executive Director of the Sport for Development Coalition
- ▼ Snežana Samardžić-Marković, former Director General of Democracy, Council of Europe; Independent Senior Expert for Human Rights in Sport
- ▼ Andrew Ryan, ASOIF Executive Director

21. Management of conflicts of interest



Rowland Jack from I Trust Sport is a director of another company, together with an individual who has been a member of the Fédération Equestre Internationale (FEI) Board since November 2020. In order to manage the potential conflict of interest, Ed Hawkins from I Trust Sport was responsible for leading on moderating the questionnaire response from the FEI. This approach was previously agreed with ASOIF and the FEI ahead of the 2021-22 assessment.

Jennifer Tong from I Trust Sport is a director of British Weightlifting, which is one of the member federations of the International Weightlifting Federation (IWF). She is also vice chair of the Athletes' Committee of the European Weightlifting Federation. Jennifer played no part in the assessment of the IWF. This approach was agreed in advance with British Weightlifting and ASOIF.

22. Explanation of changes to the questionnaire from 2021-22

22.1 10 new indicators

Table 18: New indicators for 2023-24

| Questionnaire reference | Topic |
|-------------------------|--|
| 2.7 | Quality of accounting and audit standards adopted |
| 3.2 | An anti-corruption policy and code of conduct has been implemented |
| 3.9 | IF promotes gender equality through policy/strategy |
| 3.11 | Monitoring and reporting on outcomes of policies and programmes to foster diversity |
| 4.8 | Adoption of athletes' rights and responsibilities, consistent with the IOC's Athletes' Declaration |
| 4.12 | Statutes, or other rules of procedure, specify what decisions are made at what level |
| 5.5 | Monitoring/reporting on environmental impact of events within the IF's sphere of responsibility |
| 5.7 | Adopting and implementing human rights policies to impact on the IF's sphere of activity |
| 6.4 | Remuneration policy and process |
| 6.8 | Due diligence assessment of third parties, such as sponsors, suppliers, intermediaries, partners |

Nine IFs were invited by ASOIF in the summer of 2023 to test draft versions of the indicators and provide feedback. Each of the nine received a batch of drafts of either three or four of the new indicators to comment on. The GTF is grateful to the IFs for their assistance, which led to a number of adjustments in the final indicators used in the questionnaire.

The IFs that provided feedback on new indicators were as follows (in alphabetical order):

- ▼ FEI
- ▼ FIVB
- ▼ IFSC
- ▼ ITF
- ▼ World Aquatics
- ▼ WBSC
- ▼ World Rowing
- ▼ World Taekwondo
- ▼ World Triathlon

There was no question specifically addressing the approach of IFs to the participation of athletes with a Russian or Belarussian passport in international competitions, although several IFs cited decisions and discussions on this topic as examples in responding to different indicators in the questionnaire.

Note that there was also some renumbering as a consequence of the introduction of the new questions.

22.2 Clarification of wording

In various indicators retained from 2021-22, adjustments to wording were made either for clarity or based on the experience of the previous edition of the study.

Table 19: Illustrative examples of changes in wording for 2021-22

| Indicator | Topic | Change and rationale |
|-----------|---|--|
| 2.4 | A list of all national member federations with basic information for each | Wording amended to simplify requirements for a score of 4 based on IF feedback that the distinction between 3 and 4 related more to presentation than to governance |
| 4.5 | Establishment and publication of eligibility rules for candidates for election together with due diligence assessment | Amendment to score definition for 4 to include a requirement for a dispute resolution mechanism Change made for consistency with International Partnership Against Corruption in Sport (IPACS) Governance Benchmark, C5 |
| 5.4 | Respect principles of sustainable development and regard for the environment | Amendment to score definition for 4 to include a requirement for a commitment to reducing greenhouse gas emissions Amended to complement new indicator 5.5 on monitoring the environmental impact of events |

22.3 Additions to Background section

IFs were asked:

- ▼ Whether their mission and goals in their statutes were consistent with BUPGG 1.2.
- ▼ Whether they sought to cooperate with government authorities/external partners as per BUPGG 7.2.



23. Further explanation of the moderation process



ASOIF appointed sports governance consultancy I Trust Sport to support the project, as for the previous editions. I Trust Sport had responsibility to review the questionnaire responses, to moderate the scores to ensure as much consistency as possible, and to produce analysis for this report.

Maintaining the approach previously adopted, the assessment represents a moment in time. Questionnaires were returned to ASOIF in January and February (the deadline for IFs to respond was 17 January. Twenty-two were submitted by the deadline and the last received on 28 February). The moderation process ran from mid-January to mid-March. This timetable allowed for about two working days to review each of the questionnaires, during which time documents were downloaded and pages of IF websites reviewed.

The I Trust Sport team checked scores against the defined criteria in the questionnaire for each indicator from all IFs. IF evidence was also checked (for example, references to clauses in the constitution or web pages) and, where evidence was absent or incomplete, additional information was researched from IF websites. Any supplementary documents that had been provided were considered as appropriate.

Small clarification queries were submitted to about a dozen IFs via ASOIF. In most cases IFs were asked to provide an unpublished document that had been referenced as being available on request. Additional information provided was taken into account.

After review, scores were adjusted up or down to reflect the independent assessment of the moderator, based on the evidence available. The aim was to be consistent and fair.

The scores and analysis are based on what was in place on the day of moderation, not taking account of future changes – even where these were imminent and/or certain to be implemented. This seemed to be the fairest approach and is consistent with the previous assessments. Some flexibility was allowed for revisiting assessments up to mid-March when IFs specifically drew attention to imminent changes.

There were a handful of policy decisions applied during the moderation process regarding the scoring of specific indicators to ensure consistency (see 23.3).

On occasion, the difference between the moderated and self-assessed scores was large. As explained in 3.4, the mean change was about -15, compared with -11 in 2021-22. The sizeable difference in some scores is perhaps unsurprising given that there were 10 new indicators, far more than the scale of changes between previous editions.

While IF respondents occasionally misunderstood the question or what was being requested (most often but not exclusively on the new indicators), the general quality of the responses was very good.

Basing assessment scores on the regulations/published information that was in place on the day of the review, consistent with the policy adopted for each of the previous assessments, resulted from time to time in scores being moderated down when IFs understandably wanted to earn credit for governance reforms that were due to be implemented in the weeks or months to follow.

Rowland Jack, Ed Hawkins and Jennifer Tong conducted the moderation exercise. A substantial amount of time was spent cross-checking to ensure consistency between the three reviewers and in the scoring between IFs.

23.1 Assumptions made in conducting moderation and calculating scores

- ▼ The reviews were based only on responses provided in the questionnaire, material on the relevant IF website and on supplementary documents submitted by IFs, along with the questionnaire (where these were provided); due to the tight timetable, and to ensure equal treatment of IFs, no meetings were held with IF staff after questionnaires were submitted.
- ▼ Scores were based on sections 2-6 of the questionnaire, and excluding section 1 (Background).
- ▼ Moderated scores were based on regulations that were in place on the day on which the questionnaire was reviewed – credit was not given for planned future reforms. This had a negative impact on some scores but seemed the fairest approach and is consistent with the previous reviews.
- ▼ The assessment acknowledged to some extent where the level of activity was proportionate to the resources of the IF (e.g. in terms of the approach to development programmes) but a modest size/budget should not excuse poor practice; inclusion of questions on staff numbers and IF revenue has enabled some additional analysis of IFs by size and scale.
- ▼ The general approach was to use either information provided by the IF and/or what could be found on the IF website. The moderation team did not use online search or third-party websites to provide evidence, although IFs did cite them occasionally.

23.2 Indicative example of moderating scores

Below there is an anonymised example of the moderation process for a specific indicator using the self-assessed and moderated scores for three IFs.

Table 20: Indicator 2.8: Publication of annual financial reports following external audit

| Score | Score definition |
|-------|---|
| 0 | No |
| 1 | Some financial information published on IF website |
| 2 | Publication of externally audited financial reports on IF website |
| 3 | Publication of audited financial reports, easy to find on IF website |
| 4 | Publication of audited financial reports for at least the last three years, easy to find on IF website, extra data, management letter |

Example IF A

| Self-assessed score | Evidence in questionnaire response |
|---------------------|---|
| 3 | Audited financial report for 2022 published: [hyperlink] |
| Moderated score | Rationale for moderated score |
| 2 | Noted. Audited accounts published in the middle of a lengthy congress report and difficult to find, which limits the score to 2 |

Example IF B

| Self-assessed score | Evidence in questionnaire response |
|---------------------|--|
| 4 | Full financial documents published: [hyperlink] |
| Moderated score | Rationale for moderated score |
| 3 | Noted. Financial documents published. The last available accounts appear to be for 2021, which limits the score to 3 |

Example IF C

| Self-assessed score | Evidence in questionnaire response |
|---------------------|--|
| 4 | Annual audited financial reports are available on the website back to 2012: [hyperlink] |
| Moderated score | Rationale for moderated score |
| 4 | Noted. Annual reports published with good level of detail. Archive available dating back a number of years |



23.3 Scoring policy adopted for specific indicators

For a handful of the new indicators for 2023-24, the findings from IFs did not fit exactly with the predetermined scoring definitions. The following policies were adopted with the aim of scoring IFs in a way that was as consistent and fair as possible.

Table 21: Scoring policy adopted for the moderation process

| Indicator | Topic | Definitions in questionnaire | Policy adopted |
|-----------|--|--|--|
| ▼ 3.11 | Monitoring and reporting on outcomes of policies and programmes to foster diversity | 0) No 1) Commitment to increasing diversity/ range of representation in official documents 2) Rules/policy to foster wider diversity, reference in strategic objectives 3) Targets/objectives for increasing diversity published relating to leadership roles and/or athletes with reporting 4) Targets for increasing diversity across multiple characteristics (e.g. gender, ethnicity) throughout the organisation with monitoring and evaluation | 0) No change 1) No change 2) Score when work on diversity was essentially limited to gender equality only 3) Score when there was some evidence of objectives (not necessarily specific targets) for increasing diversity relating to leadership roles and/or athletes. Development projects for athletes from under-represented groups/ countries were considered relevant 4) No change |
| ▼ 5.7 | Adopting and implementing human rights policies to impact on the IF's sphere of activity | 0) No 1) Some discussion about human rights at executive board or committee level 2) Human rights referenced in strategic objectives 3) Policy/policies available on human rights or covering relevant areas, evidence of action 4) State of the art human rights policy linked to specific UN SDGs, evidence of implementation with reporting | 0) No change 1) No change 2) No change 3) Score when the IF had related requirements for suppliers/ partners, such as compliance with a modern slavery policy 4) No change |
| ▼ 6.8 | Due diligence assessment of third parties, such as sponsors, suppliers, intermediaries, partners | 0) No 1) Some evidence of due diligence assessments 2) Due diligence assessments are required on at least one type of third party 3) Assessments are conducted on different types of third parties, tailored to anti-corruption risks 4) Due diligence assessments are conducted on all third parties, consistent with anti-corruption policy or equivalent | 0) No change 1) No change 2) No change 3) Score when the IF provided at least one specific example of actual due diligence activity (e.g. for an investor or sponsor) 4) No change |

2



**Overview of changes
in scores from the First
Review of International
Federation Governance in
2016-17 to the Fifth Review**

1. Introduction



After five reviews of International Federation (IF) governance from 2016-17 to 2023-24, the Association of Summer Olympic International Federations (ASOIF) Governance Task Force (GTF) recognises that the large majority of its IF members have made significant progress and wants to commend them for their hard work.

The GTF therefore invited I Trust Sport, which has produced analysis for each of the reviews, to compile some information illustrating the positive steps that IFs have made in recent times.

On the following pages there are a number of tables and charts summarising important developments that can be evidenced from changing scores in the assessments of IF governance over a period of years. In some cases, indicators have been retained in the assessment questionnaire with no changes or very limited changes since the first edition in 2016-17. In other cases, indicators were introduced in the second or third iteration and there is now sufficient data to show the extent of progress.

The analysis that follows is necessarily selective, focusing on indicators where the scoring definitions have been consistent for at least the past three assessments. It also concentrates on some of the higher-profile, more scrutinised aspects of governance.

While the GTF is in no way complacent about essential work that is still needed to strengthen the governance of IFs, it is also important to communicate that there have been widespread improvements in vital areas, ranging from financial transparency to outsourcing anti-doping programmes and gender balance on executive boards.



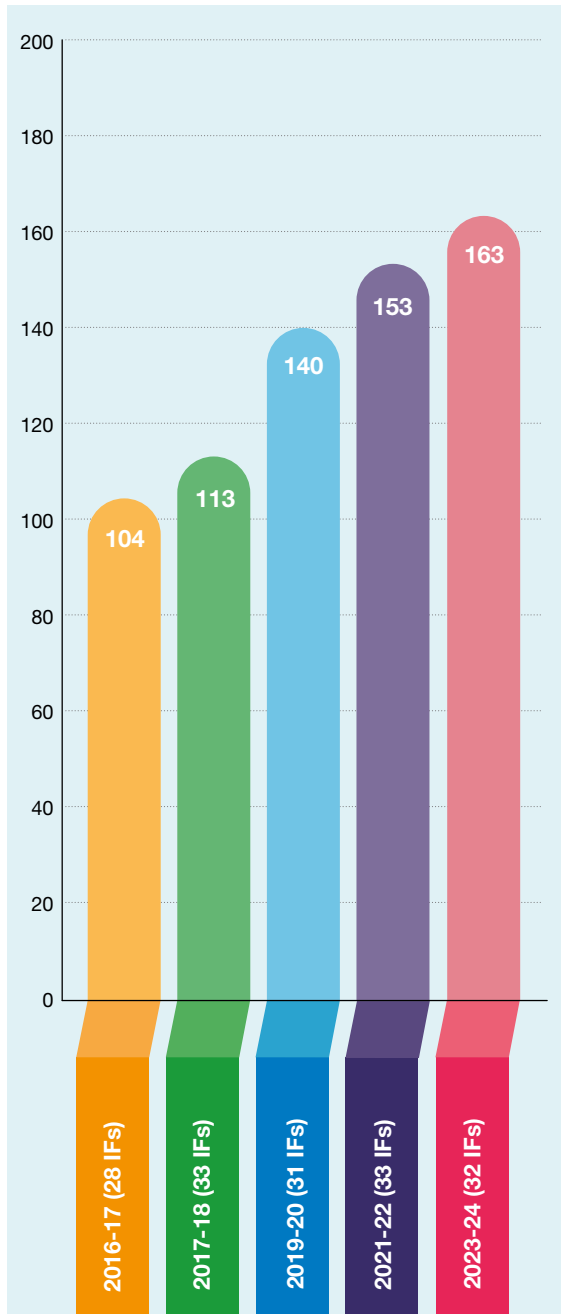
2. Average total International Federation scores from 2016-17 to 2023-24

Table 22: Average score across all IFs for each assessment exercise

| | 2016-17 | 2017-18 | 2019-20 | 2021-22 | 2023-24 (50 retained indicators only) |
|---------------------------|---------|---------|---------|---------|--|
| ▼ Mean score (out of 200) | 104 | 113 | 140 | 153 | 163 |
| ▼ Number of IFs | 28 | 33 | 31 | 33 | 32 |



Figure 8: Average score for each assessment exercise (out of 200)



Notes:

- There was a one-year gap between the first and second assessments in 2016-17 and 2017-18. Subsequently, assessments have taken place every two years.
- The number of participating IFs has varied slightly between the assessments, from 28 in 2016-17 (when Associate Members did not take part) to a maximum of 33 depending on the ASOIF membership at the time; there has generally been full participation from all ASOIF members invited to take part.
- For 2023-24 the average score is calculated using only the 50 indicators retained from the 2021-22 exercise, and excluding the 10 new indicators.

Analysis of overall moderated scores for participating IFs in each of the five governance assessment exercises since 2016-17 demonstrates large improvements across the cohort.

The mean score increased from 104 in 2016-17 to 113, 140 and 153 in each evaluation through to 2021-22. Considering only the 50 retained indicators in the questionnaire in 2023-24, the average score rose again to about 163, out of the theoretical maximum of 200.

Calculating average scores per indicator, the mean was close to 2 on the scale from 0 to 4 in 2016-17 (equating to “Fulfilled”), whereas by 2023-24 the average score for each of the 60 indicators was above 3 (“Well-fulfilled”).

Some caution is needed in making comparisons. Firstly, the set of IFs that have participated has varied slightly (although a core set of 27 IFs has been involved in all five assessments). The composition of the 50 indicators has also changed, with an average of two-to-three indicators being replaced for each iteration between 2016-17 and 2021-22. In addition, the wording of indicators and scoring definitions has been adjusted over time for clarity and based on the experience of conducting the assessment exercise.

3. Increases in total score for each International Federation from 2016-17 to 2023-24 (anonymised)

● 2016-17 ● 2017-18 ● 2019-20 ● 2021-22 ● 2023-24

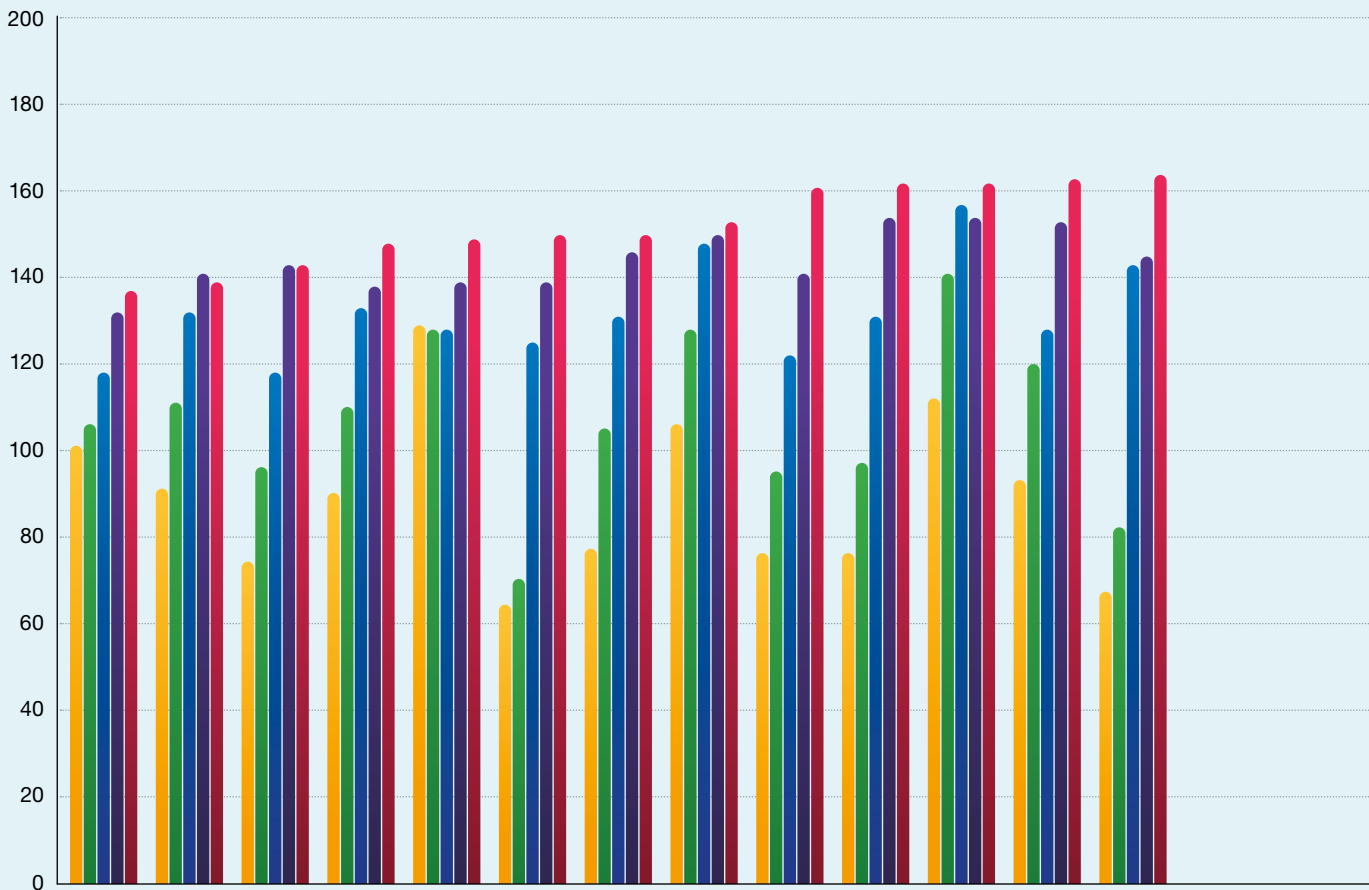
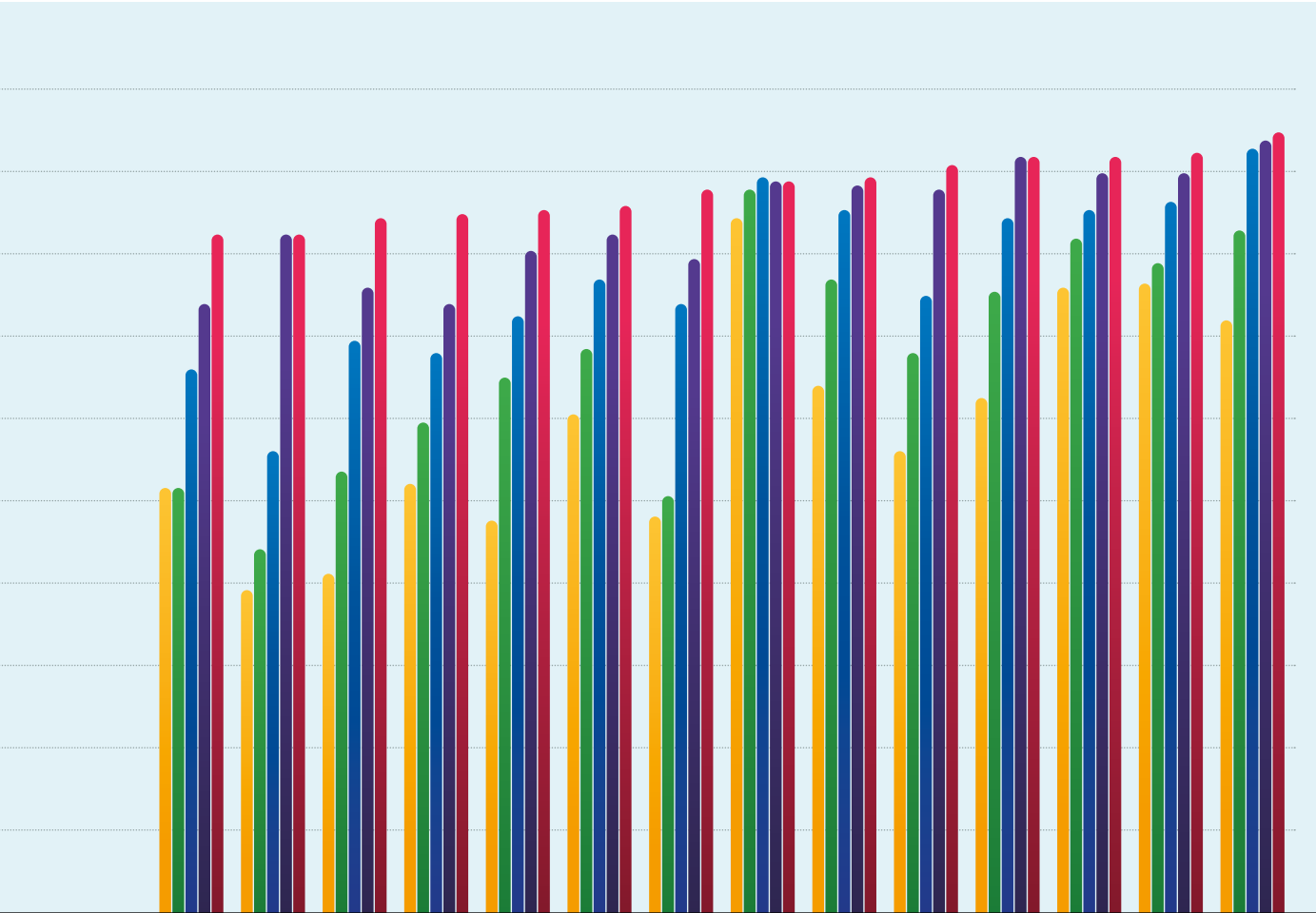


Figure 9: Total scores for each of 27 IFs that have participated in all assessments from 2016-17 to 2023-24 (anonymised)

Notes:

- ▼ Each set of five vertical bars represents the total scores for one of the 27 IFs that have participated in each study for each assessment from 2016-17 to 2023-24.
- ▼ For 2023-24, the total score for the 50 indicators retained from 2021-22 is used to allow comparison, with the 10 new indicators introduced in 2023-24 excluded.
- ▼ The theoretical maximum is 200.



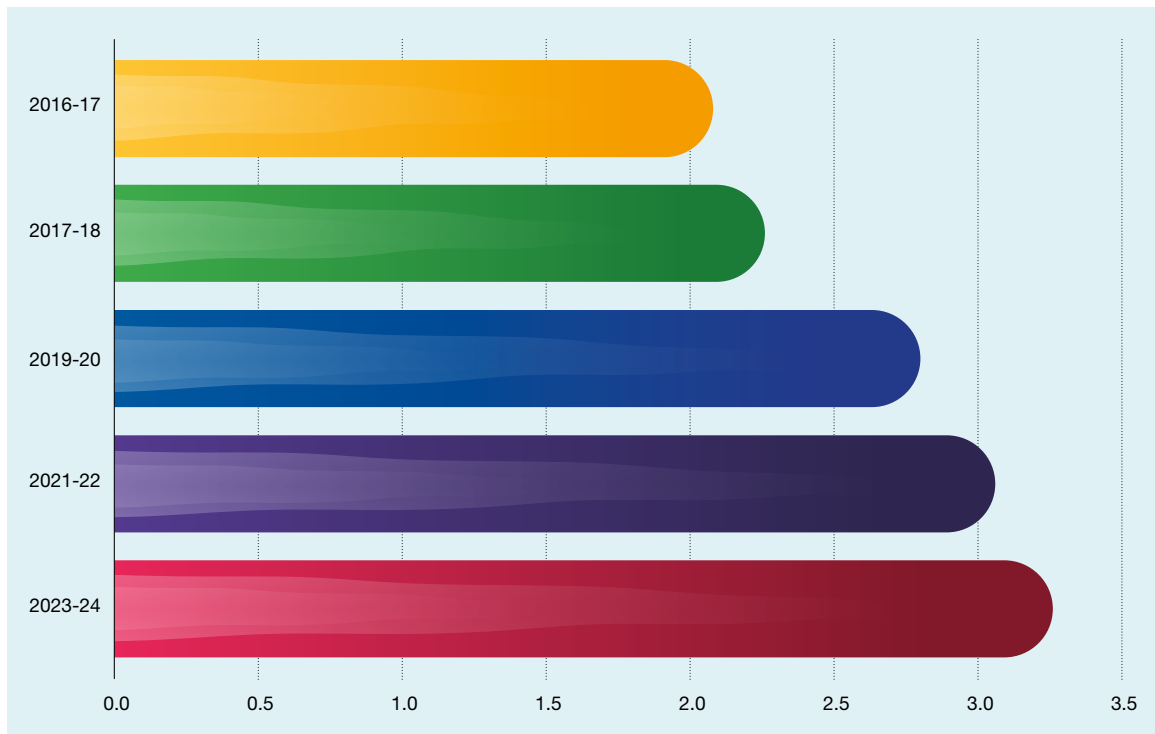
4. Progression in average score per indicator



Table 23: Average score per indicator for each assessment (out of a maximum of 4)

| | 2016 -17 | 2017 -18 | 2018 -19 | 2019 -20 | 2020 -21 | 2021 -22 | 2022 -23 | 2023 -24 |
|-----------------------------|-------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| Number of indicators | 50 | 50 | No assessment | 50 | No assessment | 50 | No assessment | 60 |
| Average score per indicator | 2.08 | 2.26 | - | 2.80 | - | 3.05 | - | 3.16 |

Figure 10: Average score per indicator for each assessment



The average score per indicator, including all IFs that participated in each assessment exercise, has risen with each iteration from 2.08 out of 4 in 2016-17 to 2.26, 2.80, 3.05 and 3.16 in 2023-24.

In the scoring definitions for each indicator, 2 equates to the indicator being “Fulfilled” whereas a score of 3 signifies “Well-fulfilled according to published rules/procedures” (see 3.1 in part 1).

There were 50 scored indicators for each of the first four assessment exercises and then 60 for 2023-24.

5. Gender balance on executive boards

Figure 11: Proportion of women on IF executive boards 2017-18 to 2023-24

● 2017-18 ● 2019-20 ● 2021-22 ● 2023-24

Number of IFs

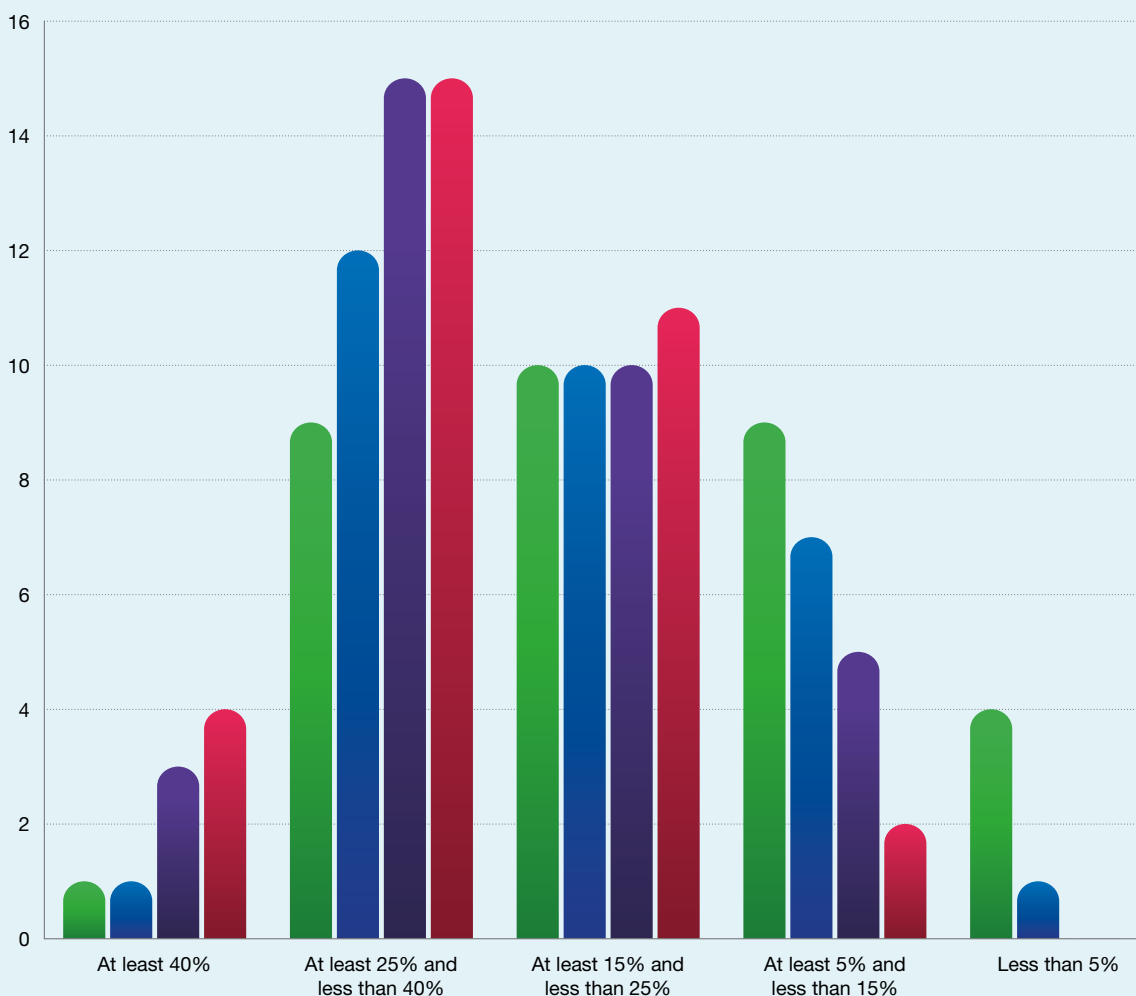
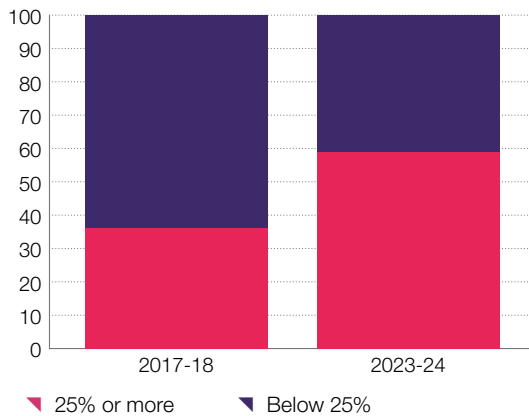


Table 24: Proportion of women on IF executive boards 2017-18 to 2023-24

| Proportion of women among the executive board members | 2017-18 (33 IFs) | 2019-20 (31 IFs) | 2021-22 (33 IFs) | 2023-24 (32 IFs) |
|---|------------------|------------------|------------------|------------------|
| ▼ At least 40% | 1 | 1 | 3 | 4 |
| ▼ At least 25% and less than 40% | 9 | 12 | 15 | 15 |
| ▼ At least 15% and less than 25% | 10 | 10 | 10 | 11 |
| ▼ At least 5% and less than 15% | 9 | 7 | 5 | 2 |
| ▼ Less than 5% | 4 | 1 | 0 | 0 |

Source: Distribution of scores from the dedicated indicator – 3.8 in the 2023-24 questionnaire

Figure 12: Increase in proportion of IFs with at least 25% of board composed of women



Source: Score of 3 or more in the dedicated indicator – 3.8 in the 2023-24 questionnaire



Since 2017-18, there has been a notable increase in the number of IFs with at least 25% of their executive board composed of women. In the second assessment, in 2017-18, which was the first time the indicator was included asking the question in this way, 10 out of 28 IFs were at this level, of which one had at least 40% representation. In the 2023-24 assessment, 15 IFs had between 25% and 40% of their board made up of women with a further four reaching 40% or more. That represents a total of 19 out of 32 IFs.

There has also been a reduction in the number of IFs with very few women on their executive board. In 2017-18 a total of 13 IFs had less than 15% female representation at board level, including four IFs with a figure lower than 5%, implying no women at all or, in some cases, one woman in a board of more than 20 people. By 2023-24, only two IFs had fewer than 15% of their executive board composed of women and there were none below 5%. The remaining 11 IFs were between 15% and 25%.

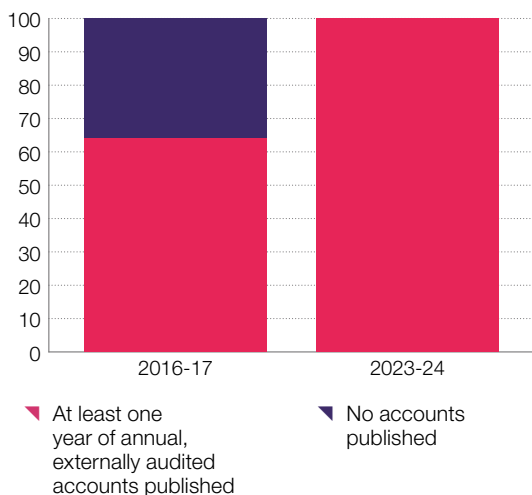
6. Publication of audited financial accounts

Table 25: Increase in number of IFs that have published at least one set of externally audited financial accounts

| | Number of IFs | |
|--|---------------|---------|
| | 2016-17 | 2023-24 |
| At least one year of annual, externally audited accounts published | 18 | 32 |
| No accounts published | 10 | 0 |
| Total IFs in study | 28 | 32 |

Source: Score of 2 or more in the dedicated indicator – 2.8 in the 2023-24 questionnaire

Figure 13: Increase in proportion of IFs that have published at least one year of externally audited financial accounts



In the First Review of International Federation Governance, 18 out of 28 IFs had published at least one set of externally audited financial accounts (64%). In the Fifth Review, taking place in 2023-24, for the first time all of the 32 participating IFs had at least one set of audited accounts published on their website.



7. Term limits for elected officials

Figure 14: Increase in proportion of IFs with term limits for elected officials

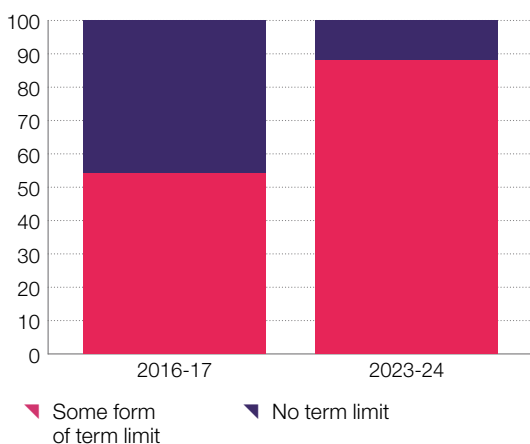


Table 26: Increase in number of IFs with term limits in place

| | Number of IFs | |
|-------------------------|---------------|---------|
| | 2016-17 | 2023-24 |
| Some form of term limit | 15 | 28 |
| No term limit | 13 | 4 |
| Total IFs in study | 28 | 32 |

Source: Score of 1 or more in the dedicated indicator – 4.6 in the 2023-24 questionnaire

In 2016-17 a total of 15 out of 28 IFs had some form of term limit in place for elected officials (54%). By 2023-24, 28 out of the 32 IFs in the Fifth Review had a term limit rule (88%).



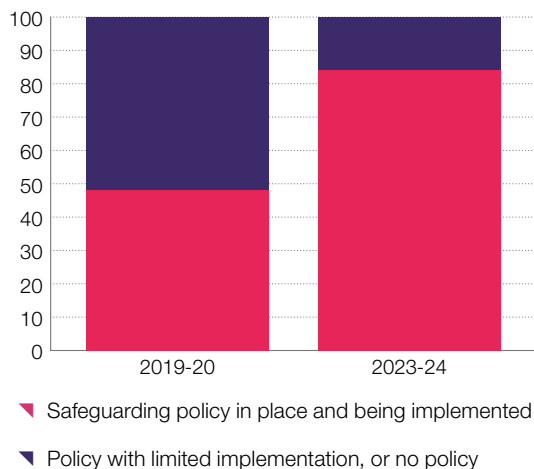
8. Implementation of a safeguarding policy

Table 27: Increase in number of IFs that were implementing a safeguarding policy

| | Number of IFs | |
|--|---------------|---------|
| | 2019-20 | 2023-24 |
| Safeguarding policy in place and being implemented | 15 | 27 |
| Policy with limited implementation, or no policy | 16 | 5 |
| Total IFs in study | 31 | 32 |

Source: Score of 3 or more in the dedicated indicator – 3.12 in the 2023-24 questionnaire

Figure 15: Increase in proportion of IFs that were implementing a safeguarding policy



In the Third Review of International Federation Governance in 2019-20, 15 out of 31 IFs demonstrated that they had a safeguarding policy in place that was being implemented, which equates to 48%. In 2023-24 this number had risen to 27 out of 32 IFs, or 84%.



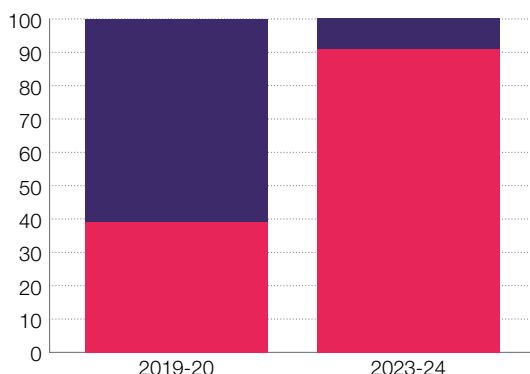
9. Outsourcing of critical anti-doping functions to an independent body

Table 28: Increase in number of IFs that out-sourced critical anti-doping functions to an independent body

| | Number of IFs | |
|---|---------------|---------|
| | 2019-20 | 2023-24 |
| Critical anti-doping functions outsourced to International Testing Agency or another independent body | 12 | 29 |
| Anti-doping managed within the IF | 19 | 3 |
| Total IFs in study | 31 | 32 |

Source: Score of 4 in the dedicated indicator – 3.3 in the 2023-24 questionnaire

Figure 16: Increase in proportion of IFs that outsourced critical anti-doping functions to an independent body



- Critical anti-doping functions out-sourced to ITA or other independent body
- Anti-doping managed within the IF

In 2019-20 there were 12 IFs out of 31 in the study (39%) that had outsourced critical anti-doping functions to the International Testing Agency or another independent body, such as a foundation. In the Fifth Review in 2023-24, this number had risen to 29 out of 32 IFs, which is 91%.



10. International Federation case studies

The GTF wanted to illustrate some specific examples of good work by IFs as part of this overview of progress in recent years.

In general, the GTF has attempted to find a balance between publishing results from the reviews with a degree of transparency and the objective of providing positive encouragement to the IFs. For this reason, detailed results of individual IFs have not been divulged by the GTF.

Specifically for this report, with the agreement of the IFs concerned, three case studies have been

selected, representing each of the three groups A1, A2 and B. Plenty of IFs performed well and could have been cited. The specific IFs identified all made significant advances from the Fourth Review in 2021-22 to the Fifth Review, considering both the 50 indicators that were retained from 2021-22 and the 10 new indicators added to the assessment in 2023-24.

One point to note is that, due to the scoring system, with each indicator having a maximum score of 4, there was limited scope for the IFs in group A1 to increase scores on the 50 retained indicators.



10.1 World Rugby

Figure 17: Total score in 2021-22 and 2023-24

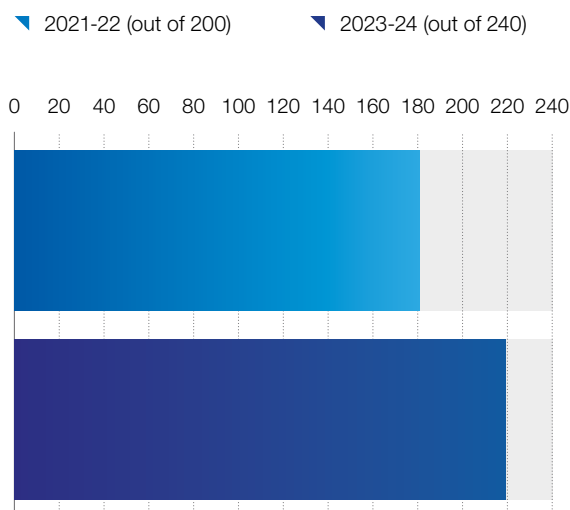


Table 29: Total score in 2021-22 and 2023-24

| | 2021-22 | 2023-24 |
|----------------------------|---------|---------|
| 50 indicator score | 181 | 185 |
| 10 new indicators | - | 34 |
| Total | 181 | 219 |
| Score per indicator | 3.62 | 3.65 |

World Rugby scored 219 in the 2023-24 review, which was joint-highest among the participating IFs. Their total of 34 (out of a possible 40) on the 10 new indicators was also joint-highest.

Some of the notable findings were as follows:

- World Rugby generally scored very well all-round.
- Improvements since the 2021-22 review included formal implementation of the safeguarding policy and an enhanced integrity code.
- World Rugby offers extensive training and education for all involved in the sport, whether as players, parents, coaches, match officials, medical support or administrators.
- World Rugby has a comprehensive risk management process with dedicated staff and oversight from a committee.
- Among the areas tested by the new indicators incorporated for the first time in 2023-24, some of the strengths included implementation of Environmental Sustainability Plan 2030 and a due diligence process for suppliers and other third parties.



**Sir Bill Beaumont,
World Rugby Chairman:**

Being ranked as one of the top International Federations in good governance practices in sport reflects the important strides that World Rugby has taken – and continues to take – to strengthen the effectiveness, agility and representative nature of our governance structures. Not only is this critical in reflecting and serving the universality and diversity of a growing global sport, but it also supports robust decision-making processes for the betterment of all.”



10.2 World Rowing

Figure 18: Total score in 2021-22 and 2023-24

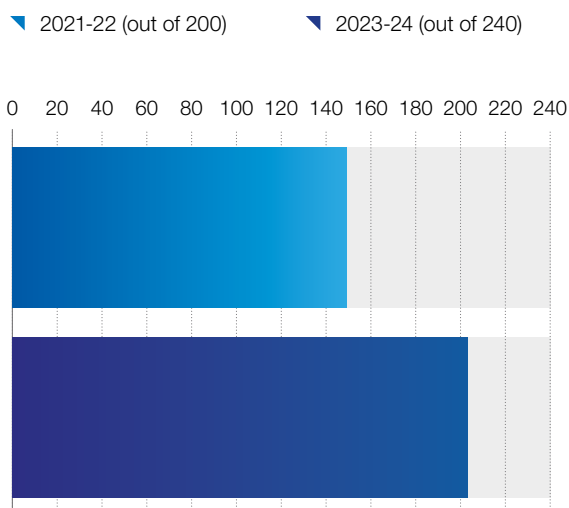


Table 30: Total score in 2021-22 and 2023-24

| | 2021-22 | 2023-24 |
|---------------------|---------|---------|
| 50 indicator score | 149 | 171 |
| 10 new indicators | - | 32 |
| Total | 149 | 203 |
| Score per indicator | 2.98 | 3.38 |

World Rowing scored 203 in the 2023-24 assessment, towards the top of group A2. It was the highest-scoring IF compared with others that had similar numbers of staff (10-19) and annual revenue (4m-8m CHF). Their total of 32 (out of a possible 40) on the 10 new indicators exceeded the score of some much larger organisations.

Some of the notable findings were as follows:

- World Rowing was generally very strong in some of the most scrutinised areas, such as transparency of decision-making, gender equality, safeguarding, and environmental sustainability.
- Despite modest resources, World Rowing provides active support to its member federations on multiple areas, ranging from coach education to implementation of human rights principles.
- Key anti-doping functions are out-sourced to the International Testing Agency.
- Important work since the 2021-22 review has included the introduction of the chair of the Athletes' Commission onto the Executive Committee and further development of the World Rowing Education Academy.



Mr Jean-Christophe Rolland, World Rowing President:



World Rowing has a long history of leadership in the world of integrity and governance. Working with a small team and with limited resources, we have had to be very targeted in our actions; ensuring that what we do has impact. The ASOIF governance review is a useful tool to keep that focus, question what could still be improved, and reflect on how to achieve our goals. As an International Federation, we recognise the need to work with our Member Federations, using our collective expertise and the power of partnerships to grow our sport around the world in a manner that is sustainable and responsible.”



10.3 World DanceSport Federation (WDSF)

Figure 19: Total score in 2021-22 and 2023-24

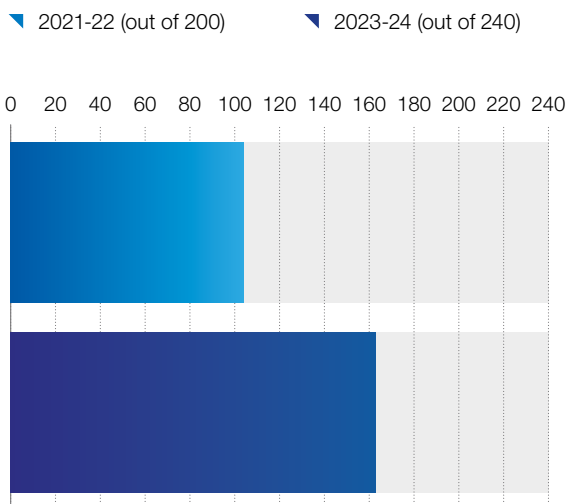


Table 31: Total score in 2021-22 and 2023-24

| | 2021-22 | 2023-24 |
|---------------------|------------|------------|
| 50 indicator score | 104 | 140 |
| 10 new indicators | - | 23 |
| Total | 104 | 163 |
| Score per indicator | 2.08 | 2.72 |

WDSF achieved a total score of 163 in 2023-24, which placed it in group B. The IF had participated in the assessment exercise for the first time in 2021-22, after joining ASOIF as an Associate Member shortly before that. WDSF’s increase of 36 in its score for the 50 retained indicators was the largest of any IF. WDSF ranked in the middle of seven IFs that had annual income of 2m to 4m CHF.

Some of the notable findings were as follows:

- WDSF scored very well in the Transparency section, publishing information such as annual reports, financial accounts, annual general meeting material, presidium (board) minutes and event bidding documents.
- WDSF has made significant advances in safeguarding with a dedicated officer at major events and training for athletes, entourage and officials.
- National member bodies are actively monitored with their status changing based on levels of activity and compliance with WDSF rules.



**Mr Shawn Tay,
WDSF President:**



The ASOIF survey has provided the WDSF with a tremendous opportunity to assess our organisation against the standards required by the international sports community. It showed us where we were performing well, but also areas where improvements could be made. This provided us with the impetus and vision to upgrade existing policies and implement new ones. As a result, we are now far stronger across the board in terms of responsible and ethical sports governance. Through the dedicated efforts of the WDSF General Secretary and staff, who invested a total of 662 hours to create 23 documents from scratch, we have made significant strides in strengthening our governance framework.”



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