

Guidance notes for Governance Assessment Questionnaire for Applicants to become World Anti-Doping Code Signatories

- Updated 22 December 2020 -

1. Introduction

This document provides guidance for organizations that are completing the Governance Assessment Questionnaire as part of the application process to become a World Anti-Doping Code Signatory.

There are explanatory notes on each of the indicators in the questionnaire. Links are provided showing some examples of relevant information from the websites of sports bodies, based on governance reviews conducted in 2019 and 2020.

The guidance should be read in conjunction with the [“Instructions for Governance Assessment Questionnaire for Applicants to become World Anti-Doping Code Signatories”](#).

Two indicative examples of responses to individual indicators are provided in the Appendix.

2. Content of questionnaire with guidance notes and examples from sports bodies

SECTION A: Background

Note that the indicators in the Background section are not scored.

Ref.	Indicator	Suggested approach
A	Name of organization	<i>Fill in your organization name</i>
B	Name of individual(s)	<i>Fill in the name of the individual(s) responding</i>
C	Please indicate what type of legal entity the organization is (choose one)	<i>Choose from one of the options listed. If "Other", please specify in the textbox</i>
D	Please indicate what separate entities are associated with the organization and the legal association to the organization (e.g. a wholly-owned subsidiary limited company that owns marketing rights)	<i>Identify any separate entities associated with your organization. Leave blank if there not any such entities</i>
E	In which country does the organization have its legal base?	<i>Fill in the country name</i>
F	How many full-time equivalent paid staff does the organization have, including contractors (choose one)	<i>Choose from one of the options listed. This information is collected in recognition that some governance requirements are more difficult for small organizations to fulfil</i>
G	What is the approximate annual revenue of the organization and its subsidiaries averaged over the 2016-2019 period (choose one)	<i>Choose from one of the options listed. This information is collected in recognition that some governance requirements are more difficult for small organizations to fulfil</i>

SECTION B: Core organizational information

Introductory text in the questionnaire:

Please indicate the extent to which your organization has or publishes the following information. Additional documents can be submitted as part of your response, if needed.

W1	
Statutes, rules and regulations	
0	Not available
1	Some statutes, rules and regulations available
2	Latest version of statutes, rules and regulations provided but not published
3	Full publication, easy to find on website (e.g. designated section)
4	Full publication, easy to find on website and latest version with mark-ups identifying differences between previous versions (or summary document published outlining changes)
Guidance:	
<p>The indicator is included because it is important that the organization's governing document is accessible, such as statutes or articles of association/organization. Rules of sporting competitions and other regulations should also be available. Ideally the information will be published on the website. If the documents are not published, they should be provided along with the questionnaire response.</p> <p>For a score of 3 or 4: There is a specific section on the website where core documents including the statutes/articles, rules and regulations are easily found. There is some indication of recent changes, such as mark-ups in one or more of the documents, or a list of amendments that were approved.</p>	
Good practice examples:	
<p><u>International Waterski and Wakeboard Federation</u> Changes highlighted in red text from previous version in Constitution and Byelaws. http://iwwfed.com/wp-content/uploads/2018/04/IWWF-Constitution-2017-FINAL.pdf http://iwwfed.com/wp-content/uploads/2018/12/IWWF-Bye-Laws-2018-revision.pdf</p> <p><u>World Darts Federation</u> Summary of Constitution revisions on final page. https://www.dartswdf.com/wp-content/uploads/2019/12/2019-10-07_WDF_Constitution_rev_29.pdf</p> <p><u>International Canoe Federation</u> Rules archive includes marked-up versions https://www.canoeicf.com/rules-archive</p>	

W2

Vision, mission, values and strategic objectives

0	Not available
1	Some information available
2	Vision, mission and values provided but not published
3	Full publication of vision, mission and values
4	Full publication including strategic plan, easy to find on organization website

Guidance:

The indicator is included because it is important to understand the organization's overall objectives. Ideally the information will be published on the website. If the documents are not published, they should be provided along with the questionnaire response.

For a score of 3 or 4:

Vision, mission and values published in full on website or as part of a wider strategic plan. The strategic plan should ideally include measurable targets.

Good practice examples:

World Minigolf Sport Federation

Vision and mission published on website. Strategic plan is detailed and includes measurable targets.

<https://gov.minigolfsport.com/structures/vision-mission-values-strategies>

<https://gov.minigolfsport.com/downloads/wmf-strategic-plan-2015-2020/download>

World Lacrosse

Extensive detail in strategic plan documents published, including measurable indicators and targets.

<https://worldlacrosse.sport/about-world-lacrosse/documents/>

International Fistball Association

Mission statement and values published. Strategic plan includes goals.

<https://www.ifa-fistball.com/en/mission/>

<https://www.ifa-fistball.com/wp-content/uploads/2016/02/IFA-Strategic-Plan-2016-2019.pdf>

W3

A list of all member organizations with basic information for each

0	No information provided (or not applicable to organization)
1	Some member information available
2	Latest member information provided but not published
3	Full publication of member information, easy to find on website
4	Full publication, easy to find on website, extra data or explanation about members

Guidance:

The indicator is included because it is important to understand the composition of organizations such as International Federations and leagues that have a membership structure (with the members being national federations or clubs, for example). Ideally the information will be published on the website. If the list of member bodies is not published, it should be provided along with the questionnaire response.

For a score of 3 or 4:

A list of member organizations with basic information is published on a specific page/section of the website (key personnel, website, contact). Additional information might include links to news items about the member organization.

Not applicable to all organizations:

Organizations that do not have a membership structure (such as private companies) should select the score of 0 and state "Not applicable" in the Evidence box.

It is anticipated that there will be a maximum of 3 indicators out of 20 which are not applicable to an Applicant organization.

Good practice examples:

International Floorball Federation

Members split into ordinary and provisional members. Extra detail published includes participation numbers, latest event participation and latest events held.

<https://floorball.sport/theiff/member-associations/>

World DanceSport Federation

Detailed information on members which includes data on number of practitioners, and historical results and competitions.

<https://www.worlddancesport.org/Member>

International Cricket Council

Main contact details published for each member, in addition to historical information.

<https://www.icc-cricket.com/about/members>

W4

Details of senior officials with biographical information

0	No information provided
1	Basic information about senior officials available
2	Biographical information about senior officials provided, but not published
3	Full publication, easy to find on website, with photos
4	Full publication, easy to find, on organization website with extra data or explanation

Guidance:

The indicator is included because it is important to know who the key individuals are who lead the organization. Ideally the information will be published on the website. If the information is not published, it should be provided along with the questionnaire response.

For a score of 3 or 4:

A list of senior officials is published, particularly the Executive Board or equivalent, including photos and biographies. In the case of elected officials, the years of the mandate should be listed. Contact details may also be provided.

Good practice examples:

International Netball Federation

Detailed information on each Director, with notes on year elected and terms.

<https://netball.sport/inside-inf/board-of-directors>

World Bridge Federation

Biographies of Executive Council published which includes year elected and contact details.

<http://www.worldbridge.org/governance/president-council/>

World Lacrosse

Biographies and current terms listed for Board of Directors.

<https://worldlacrosse.sport/about-world-lacrosse/board-of-directors-and-management/>

W5

Annual activity report, including institutional information, and main events reports

0	No information provided
1	Some news available
2	News published regularly, and an annual report (or equivalent) provided but not published
3	News published regularly and an annual report published, easy to find on website
4	Full publication, at least the three most recent years, easy to find on website, with extra data or explanation

Guidance:

The indicator is included because it is important that the organization reports regularly on its activities. In addition to news, an annual report or equivalent should be produced. Ideally it will be published on the website. If it is not published, it should be provided along with the questionnaire response.

For a score of 3 or 4:

Annual reports including institutional/governance information are published and easy to find in addition to regular news stories on the organization's activities. Ideally an archive of recent annual reports should be published.

Good practice examples:

International Floorball Federation

Multiple annual reports published, including Plans of Action.

<https://floorball.sport/theiff/strategic-documents-and-policies>

World Squash Federation

World Squash Updates regularly published.

<http://www.worldsquash.org/wsf-information/instant-up/>

International Automobile Federation

Detailed annual reports published.

<https://www.fia.com/multimedia/publication/fia-activity-report-2019>

<https://www.fia.com/multimedia/publication/fia-activity-report-2018>

W6

Annual financial reports following external audit

0	No information provided
1	Some financial information available
2	Audited financial report provided, but not published
3	Publication of audited financial reports
4	Publication of audited financial reports for at least the last three years, easy to find on organization website, extra data, management letter

Guidance:

The indicator is included because it is important that there is audited financial information available about the organization.

For a score of 3 or 4:

The annual accounts should be audited with the most up-to-date report published on the website and easy to find. An accompanying explanatory report or letter from the internal audit committee, finance director, treasurer or equivalent may be provided. Ideally, an archive of accounts from recent years should be available.

Good practice examples:

International Orienteering Federation

Full financial reports including management letter and auditors' reports are published in biennial reports. Reports for years between Biennial Reports are published on the website as information for the next General Assembly.

<https://orienteering.sport/iof/governance-and-organisation/general-assembly/>

International Powerlifting Federation

General Assembly agenda includes full audited accounts and a letter from the Treasurer.

<https://www.powerlifting.sport/federation/general-assembly.html>

World Association of Kickboxing Organizations

Financial reports published as part of General Assembly documents.

<http://www.wakoweb.com/en/page/other-documents/54/>

SECTION C: Integrity

Introductory text in the questionnaire:

Please indicate the extent to which you consider that your organization fulfils the following. Additional documents can be submitted as part of your response, if needed.

W7	
Organization implements a Code of Ethics / Conduct or equivalent	
0	No
1	A designated staff member/unit has responsibility for keeping the Code of Ethics / Conduct or equivalent updated
2	Designated responsibility and a defined process for dealing with breaches of the Code of Ethics / Conduct or equivalent
3	Designated responsibility and a defined process and resources for investigating breaches, evidence of implementation provided
4	State of the art process, with dedicated resources, education and outcomes published
Guidance:	
<p>The indicator is included because it important that the organization has a Code of Ethics / Conduct or equivalent in place which is actively implemented. The Code should explain the standards that are expected with provision for disciplinary proceedings in the event of an alleged breach.</p> <p>For a score of 3 or 4: The Code of Ethics should be published and an identified member of staff and/or committee should have oversight. There should be evidence of implementation of the Code, such as a summary report presented to the Executive Board and/or disciplinary cases with outcomes published.</p>	
Good practice examples:	
<p><u>International Orienteering Federation</u> Independent Ethics Panel established with rulings and minutes from meetings published. IOF Office co-ordinates with Ethics Panel. Code of Ethics, Cases and Reports to the General Assembly published. https://orienteering.sport/iof/governance-and-organisation/ethics-panel/</p> <p><u>International Chess Federation</u> Ethics Commission in place and Code of Ethics published. Report of cases presented to General Assembly also published. https://ratings.fide.com/fide_directory.phtml?content=20 https://ethics.fide.com/code-of-ethics/ https://fide.com/images/stories/NEWS_2018/FIDE_NEWS/Congress/Annexes/Annex_22.pdf</p> <p><u>International Cheer Union</u> Code of Ethics published, which is overseen by the Ethics Committee. http://cheerunion.org.ismmedia.com/ISM3/std-content/repos/Top/2013_Website/About%20Us/Documents/ICU_Code-of-Ethics.pdf</p>	

W8

Rules and processes for appropriate investigation of threats to sport integrity

0	No
1	Some reference to rules and process for the investigation of threats to sports integrity (e.g. anti-doping rule violations) in official documents
2	Defined investigation rules and process for threats to sports integrity
3	Dedicated resources and process for threats to sports integrity, evidence of implementation
4	State of the art intelligence gathering and investigation process for threats to sports integrity, evidence of implementation (e.g. case management system, cases investigated in accordance with due process)

Guidance:

The indicator is included because it important that the organization has a defined policy and process for investigating threats to sports integrity, such as anti-doping rule violations. It should explain how violations are reported and the investigations process, including responsibilities.

For a score of 3 or 4:

A dedicated person/body responsible for investigations should be defined in official documents, with details of the process. Evidence of implementation may include publishing the outcome of a completed case or a summary report of activity.

Good practice examples:

World Athletics

The rules and processes for investigations are clearly explained.

<https://www.athleticsintegrity.org/know-the-rules>

<https://www.athleticsintegrity.org/know-the-process>

<https://www.athleticsintegrity.org/disciplinary-process>

International Tennis Federation

There is an independent Tennis Integrity Unit with full information available.

<https://www.tennisintegrityunit.com/investigations-and-sanctions>

Fédération Équestre Internationale

Guidelines published for the evidence gathering process.

<https://inside.fei.org/system/files/FEI%20Evidence%20Manual%20V2.1f.pdf>

W9

Appropriate gender balance in Board or equivalent

0	Female representation is no more than 5%, or no information available
1	Female representation is more than 5% but no more than 15%
2	Female representation is at least 15% with rules/policy to encourage gender balance
3	Female representation is at least 25% with rules/policy to encourage gender balance
4	Executive Board has at least 40% of each gender with rules/policy to encourage gender balance

Guidance:

The indicator is included because it is important that there is a degree of balance in the Executive Board. Some organizations choose to have specific rules in place to encourage better gender balance in decision-making bodies as much of the sports sector has tended to be male-dominated.

For a score of 3 or 4:

Female representation at Board level is at least 25%. There may be specific measures in governing documents to encourage gender balance on the Executive Board (or equivalent decision-making body), particularly if the organization has historically been male-dominated.

Good practice examples:

World Flying Disc Federation

Gender equality is referenced in Bylaws (Article VIII - Guiding Principles) and there is a Women in Sport commission (Article VI). 7 out of 18 members of the Board are female as of December 2020 (close to 40%).

<http://wfdf.org/about/rules-a-policies>

<http://wfdf.org/about/organisational-structure/board-of-directors>

International Hockey Federation

Statutes 7.1.a.ii - 4 men and 4 women to be elected to the Executive Board as Ordinary Members. The FIH Gender Equality Policy is also published.

<http://www.fih.ch/media/13314743/fih-statutes-2018.pdf>

<http://www.fih.ch/inside-fih/our-official-documents/fih-gender-equality-policy/>

World Rowing

The Council is balanced in composition between women and men (13 female members out of 26).

<http://www.worldrowing.com/fisa/about-fisa/council/>

W10

Compliant with applicable laws regarding data protection (such as GDPR) and takes measures to ensure IT security

0	No
1	Some evidence of action taken regarding data protection issues
2	Organization is compliant with applicable data protection laws, such as GDPR and undertakes IT security measures
3	Organization is compliant with applicable data protection laws and provides training for staff members, undertakes regular risk reviews of its security of IT systems with actions to mitigate risks
4	State of the art policies and procedures in place (e.g. working with external consultants or experts)

Guidance:

The indicator is included because it is important that organizations take steps to be compliant with the applicable data protection laws.

For a score of 3 or 4:

The organization demonstrates compliance with the applicable laws, as stated in its policies or in action taken. Ideally, evidence of activity such as regular reviews or staff training should be provided.

Good practice examples:

World Triathlon

A variety of policies relating to GDPR are published:

https://www.triathlon.org/privacy_notice

<https://www.triathlon.org/about/gdpr>

https://www.triathlon.org/uploads/docs/World_Triathlon_GDPR.pdf

https://www.triathlon.org/uploads/docs/Personal_Data_Policy_AA.pdf

Fédération Internationale de Football Association

FIFA Data Protection Regulations are issued and applicable to all member associations, as well as their members:

<https://resources.fifa.com/image/upload/fifa-data-protection-regulations-2019.pdf?cloudid=dr9labmtd63ctx6o3erk>

Fédération Internationale de Ski

The privacy policy and athletes' data policy have recently been updated:

https://assets.fis-ski.com/image/upload/v1582542490/fis-prod/assets/20-02-18_fis_privacy_policy.pdf

https://assets.fis-ski.com/image/upload/v1582542383/fis-prod/assets/20-02-18_fis_athletes_data_policy.pdf

Cyber risks have been assessed

SECTION D: Democracy

Introductory text in the questionnaire:

Please indicate the extent to which you consider that your organization fulfils the following. Additional documents can be submitted as part of your response, if needed.

W11	
Election of the President and a majority of members of all executive bodies	
0	No information provided (or not applicable to organization)
1	Some elections but for limited number of roles
2	Elections for president and majority of members of executive bodies
3	Elections for president and majority of roles, voting numbers published
4	Elections for president and majority of roles, voting numbers published, element of external scrutiny (e.g. notary and/or electronic voting system)
Guidance:	
<p>The indicator is included because International Federations should generally have a democratic structure, in which at least some of the Executive Board are elected by the membership.</p> <p>For a score of 3 or 4: The Statutes/Constitution clearly state that the President and majority of the Executive Board are elected. Voting numbers for candidates in elections should be published, such as in a news article or meeting minutes. Ideally, evidence of external scrutiny of the election should be provided, such as the presence of a notary, supervision by an independent official, or the use of an accredited electronic voting system.</p> <p>Not applicable to all organizations: Organizations that do not elect representatives to the Board, such as those with the structure of a private company should select the score of 0 and state "Not applicable" in the Evidence box.</p> <p>It is anticipated that there will be a maximum of 3 indicators out of 20 which are not applicable to an Applicant organization.</p>	
Good practice examples:	
<p><u>World Flying Disc Federation</u> Article IV in bylaws covers elections. News story published shows voting numbers using online system. http://wdf.org/about/rules-a-policies https://wdf.sport/2020/12/wdf-announces-results-of-2020-elections-of-board-of-directors/</p>	

International Orienteering Federation

Elections for all members of the Executive Council (Secretary General is an employee). Statutes 7.10 covers elections. Voting numbers published in as part of 2016 GA Minutes.
<https://orienteering.sport/iof/governance-and-organisation/statutes-codes-and-policies/>
<https://orienteering.sport/iof/governance-and-organisation/general-assembly/>

World Archery

The Executive Board and some committees are elected – see Constitution 1.6.3. Voting numbers were published in the 2019 Congress minutes. An electronic voting system was used, which provides an element of independent scrutiny.
<https://worldarchery.org/rulebook/article/1>
https://extranet.worldarchery.org/documents/index.php/Events/Congress/2019_s-Hertogenbosch/Minutes_WA_Congress_2019.pdf

W12

Involvement of athletes ('active' as defined in the Olympic Charter) in decision-making

0	No
1	Some representation of key stakeholders in governing bodies
2	Designated key stakeholder representatives in governing bodies (not consultative)
3	Representation of key stakeholders including athlete(s) on Executive Board, duly elected/designated by the relevant body
4	State of art athlete and other key stakeholder representation

Guidance:

The indicator is included because it is important that athletes and potentially other key stakeholders are involved in decision-making.

For a score of 3 or 4:

The Statutes/Constitution explain that the Executive Board has at least one athlete representative with voting rights who is elected or designated by the relevant body (such as an Athletes' Commission). Ideally, other stakeholders may be including in decision-making bodies (not necessarily the Executive Board).

Good practice examples:

Ju-Jitsu International Federation

Athletes' Commission elects two representatives onto the Executive Board (1 male, 1 female) – see Statutes 8.2.5.
http://jjif.org/fileadmin/documents/JJIF_Statutes_2016-final.pdf

International Fistball Association

Various stakeholders represented on Board through Ex-Officio positions, including Chair of Athletes' Commission, with voting rights. Presidents of Regional Associations are also Ex-Officio members.

<https://www.ifa-fistball.com/wp-content/uploads/2016/02/IFA-Statutes-2016.pdf>

World Bowling

Athletes' representative sits on Board. (Article 1.7.1).

<https://www.worldbowling.org/about/governance/>

W13

Conflict of interest policy identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision-making

0	No relevant rules or policy in place
1	Some conflict of interest rules
2	Defined conflict of interest policy
3	Defined conflict of interest policy, evidence of implementation
4	State of the art conflict of interest policy published, checked against register and evidence of implementation (e.g. through meeting minutes)

Guidance:

The indicator is included because it is important that individuals should not participate in a decision in which they have a conflict of interest.

For a score of 3 or 4:

A defined conflict of interest policy is published with evidence of implementation, such as a register of interests and/or reference to the exclusion of conflicted individuals from decision-making. The policy should distinguish between types of conflict such as actual, potential and perceived with an explanation of potential remedies. The register may not be public but the declared interests should be shared among the Executive Board or corresponding group.

Good practice examples:

International Orienteering Federation

Conflict of Interest policy and register of interests published. Evidence of implementation noted in minutes of meetings.

<https://orienteering.sport/iof/governance-and-organisation/statutes-codes-and-policies/>

<https://orienteering.sport/iof/governance-and-organisation/council/>

International Netball Federation

References in Board Governance Policy and Articles that conflicts must be registered at each meeting. Section 3 of Code of Ethics: Loyalty (Avoiding Conflicts of Interest).

<https://netball.sport/inside-inf/inf-resources/inf-memorandum-articles-of-association>

<https://netball.sport/wp-content/uploads/2018/08/INF-Board-Governance-Policy-Approved-INF-Board-July-2017.pdf>

<https://netball.sport/wp-content/uploads/2019/02/INF-Conflict-of-Interest-Policy-Declaration.docx>

International Climbing and Mountaineering Federation
Conflict of Interest policy published, which includes compatibility matrix.
https://www.theuiaa.org/documents/members/UIAA_Conflict_%20Interest_DECLARATION_2018v2.pdf

SECTION E: Development

Introductory text in the questionnaire:

Please indicate the extent to which you consider that your organization fulfils the following. Additional documents can be submitted as part of your response, if needed.

W14	
Respect principles of sustainable development and regard for the environment	
0	No
1	At least some reference to environmental responsibility in official documents
2	Official guidance on respecting principles of sustainable development and environment
3	Policy and measures on environmental responsibility, evidence of implementation, details published
4	State of the art policy on environmental responsibility, monitoring in place, details published
Guidance:	
The indicator is included because it is important that sports organizations act in a sustainable and responsible way.	
For a score of 3 or 4: A specific policy is in place (such as guidance for event hosts) with evidence of reporting and activity. Evidence of activity could include partnering with external experts or other stakeholders.	
Good practice examples:	
<p><u>World Sailing</u> Sustainability Agenda 2030 provides detailed information with six key areas of focus. Mandatory sustainability charter for sanctioned events. https://www.sailing.org/about/Sustainability.php#.Xj09GxP7Q6g https://www.sailing.org/news/88906.php#.Xj09vBP7Q6h https://www.sailing.org/tools/documents/WSSpecialEventCharterDIGITALFinal-[25244].pdf</p> <p><u>Badminton World Federation</u> There is a sustainability policy within the Statutes. https://extranet.bwfbadminton.com/docs/document-system/81/1466/1467/Section%201.2.4%20Environment%20Policy.pdf</p>	

International Golf Federation

Details of activity published on website.

<https://www.igfgolf.org/sustainability/>

<https://www.igfgolf.org/sustainability/igf-statement-on-sustainability/>

W15

Education programmes (topics other than integrity) and assistance to coaches, judges, referees and athletes

0	No
1	At least some educational support for coaches, judges, referees and athletes
2	Education programme and assistance for coaches, judges, referees and athletes
3	Education programme and assistance for coaches, judges, referees and athletes with details published
4	State of the art education programme for coaches, judges, referees and athletes with details published

Guidance:

The indicator is included because it is important that sports organizations seek to develop the skills and knowledge of coaches, judges, referees and athletes involved in their activity.

For a score of 3 or 4:

A programme aimed at developing more coaches, judges, referees and other technical officials is in place, plus educational support for athletes. Details of the programme(s) should be available, potentially with some of the material online. Ideally, further information is provided, such as the budget commitment and numbers of participants successfully completing courses.

Good practice examples:

International Floorball Federation

IFF runs a series of development seminars which are held regularly (calendar published). Topics include governance, refereeing and coaching and are funded by the IFF. A form is also published for applications and annual development activity outlined in annual reports.

<https://floorball.sport/development/development-programme>

<https://d3kfx7mdprc67r.cloudfront.net/2018/07/FDS-Program.pdf>

<https://floorball.sport/theiff/strategic-documents-and-policies/>

International Federation of University Sports

Extensive educational activity associated with their mission with regular news updates provided.

<https://www.fisu.net/education/about-fisu-education>

International Cheer Union

Information on education programmes listed, with calendar of courses.

<http://cheerunion.org/education/coach/>

W16

Put in place integrity awareness/education programmes (such as anti-doping, match fixing, safeguarding and other related integrity topics)

0	No
1	At least some information on integrity awareness available (e.g. anti-doping educational material)
2	Integrity awareness/education programmes in place
3	Formal, diversified integrity awareness/education programmes in place with evidence of implementation
4	State of the art integrity awareness/education programmes in place with evidence of implementation (e.g. mandatory, regular education, online/offline, communication)

Guidance:

The indicator is included because it is important that the organization provides education to its key stakeholders on important integrity topics such as anti-doping, safeguarding and others.

For a score of 3 or 4:

There is a formal programme covering several aspects of sporting integrity with some information provided on topics or the curriculum. Ideally, there may be updates on work undertaken, such as a news article or in the annual report.

Good practice examples:

International Floorball Federation

IFF runs a series of development seminars which are held regularly (calendar published). Topics include governance, refereeing and coaching and are funded by the IFF. A form is also published for applications and annual development activity outlined in annual reports.

<https://floorball.sport/development/development-programme>

<https://d3kfx7mdprc67r.cloudfront.net/2018/07/FDS-Program.pdf>

<https://floorball.sport/theiff/strategic-documents-and-policies/>

International Federation of University Sports

Extensive educational activity associated with their mission with regular news updates provided.

<https://www.fisu.net/education/about-fisu-education>

International Cheer Union

Information on education programmes listed, with calendar of courses.

<http://cheerunion.org/education/coach/>

W17

Anti-discrimination policies on racial, religious or sexual orientation

0	No
1	Recognition of anti-discrimination issues in official documents
2	Official anti-discrimination policy or policies in place
3	Anti-discrimination policy / policies covering all characteristics, evidence of implementation (e.g. education activity or sanctioning)
4	State of the art anti-discrimination policies, evidence of implementation, results published

Guidance:

The indicator is included because it is important that the organization takes steps to combat the risk of discrimination.

For a score of 3 or 4:

The organization's stance on anti-discrimination should be referenced in the Constitution/Statutes and Code of Ethics or equivalent documents. A specific anti-discrimination policy may be in place. Ideally, evidence can be provided either of disciplinary cases for alleged breaches of anti-discrimination rules or of positive action taken, such as education on anti-discrimination.

Good practice examples:

International Floorball Federation

Anti-Discrimination policy and guidelines for members published. Equality policy also published.
<https://dltaw1vhj9zy5.cloudfront.net/2018/10/IFF-Discrimination-Harrasment-and-Abuse-Policy-Statement-1.pdf>
<https://dltaw1vhj9zy5.cloudfront.net/2018/10/IFF-Guidelines-on-DiscriminationHarrasment.pdf>
<https://dltaw1vhj9zy5.cloudfront.net/2018/10/IFF-Equality-Policy-2016.pdf>

International Cricket Council

Detailed anti-discrimination policy which includes guidance for members. Policy includes template for reporting discrimination cases - see Appendix A.
<https://www.icc-cricket.com/about/integrity/anti-discrimination>

World Rugby

Anti-discrimination rules are covered in in Bye-Law 3.f, Regulation 20.4.c and Regulation 20 Appendix 1 article 1.13.
<https://www.world.rugby/handbook/bye-laws/bye-law-3>
<https://www.world.rugby/handbook/regulations/reg-20/reg-20>
<https://www.world.rugby/handbook/regulations/reg-20/appendix-1>
 Transgender policy also published.
<https://playerwelfare.worldrugby.org/?documentid=193>

SECTION F: Control Mechanisms

Introductory text in the questionnaire:

Please indicate the extent to which you consider that your organization fulfils the following. Additional documents can be submitted as part of your response, if needed.

W18	
Adopt policies and processes for internal control	
0	No
1	Some systems in place for internal control and/or risk management
2	Official procedure in place for internal control and risk management
3	Official procedure in place for internal control and risk management, evidence of implementation
4	State of the art internal control and risk management procedure, evidence of implementation
Guidance:	
<p>The indicator is included because it is important that the organization has adequate procedures for internal control and risk management in place. If the information is not published, it should be provided along with the questionnaire response.</p> <p>For a score of 3 or 4: Information is provided on internal controls (such as dual signatures for payments or thresholds for payment authorization), along with evidence of risk management activity.</p>	
Good practice examples:	
<p><u>International Orienteering Federation</u> Financial controls clearly explained, which includes documented delegation of authority. https://orienteering.sport/iof/governance-and-organisation/statutes-codes-and-policies/</p> <p><u>International Netball Federation</u> Audit and Finance Committee has responsibility. Also see Board Governance Policy which highlights risk management. http://netball.org/wp-content/uploads/2016/11/Audit-and-Finance-Committee.pdf http://netball.sport/wp-content/uploads/2018/08/INF-Board-Governance-Policy-Approved-INF-Board-July-2017.pdf</p> <p><u>International Golf Federation</u> There is a section on risk management in the Audit and Risk Committee Charter. https://gsites.brightspotcdn.com/64/e1/befc83ae4fa0a138265efb99880e/r2yjrao.pdf</p>	

W19

Awarding of main events follows an open and transparent process

0	No information provided (or not applicable to organization)
1	Some information available about process for awarding main events
2	Information provided about process for awarding main events with rules including criteria, fair timetables
3	Process for awarding events, rules include criteria, fair timetables, information published
4	Process for awarding events, rules include criteria, fair timetables, shortlisting or rotation, with element of external bidding assessment

Guidance:

The indicator is included because it is important that the awarding of events is conducted through a fair and appropriate process.

For a score of 3 or 4:

The process for bidding and awarding events should be clearly outlined, including timetables and the evaluation process. Ideally, information on hosting decisions and the outcome of any votes are published. There may also be external, expert assessment incorporated in the process.

Not applicable to all organizations:

Organizations that are not event rightsholders or do not host or do not have any event bidding should select the score of 0 and state "Not applicable" in the Evidence box.

It is anticipated that there will be a maximum of 3 indicators out of 20 which are not applicable to an Applicant organization.

Good practice examples:

International Netball Federation

Bid process outlined in regulations. Bid summaries published for 2023 Bid Process (which has since been awarded). The Bid Evaluation committee appointed with independent Chair and members.

<http://netball.org/wp-content/uploads/2016/11/INF-General-Regulations-2017.pdf>

<http://netball.org/events-and-results/netball-world-cup/netball-world-cup-2023>

World Airsports Federation

Guide to organising FAI major events is published, which includes details on bidding process. Bid guide available which outlines all aspects of the bid process, in addition to the technical requirements for delivering the specific event (see example from Indoor Skydiving discipline – under "Events Organisers" section on documents page).

<https://www.fai.org/sites/default/files/documents/guide.pdf>

<https://www.fai.org/isc-documents>

Union Cycliste International

All information is published on the website, including events which are open for bidding and accompanying bidding guides.

<https://www.uci.org/inside-uci/events>

Championships are awarded by the Management Committee and announcements are published:
<https://www.uci.org/docs/default-source/rules-and-regulations/uci-constitution-and-standing-orders.pdf>

<https://www.uci.org/inside-uci/press-releases/the-uci-awards-11-uci-world-championships-and--approves-the-2021-uci-international-calendars-for-different-disciplines>

W20

Decisions can be challenged through internal appeal mechanisms with final recourse to the Court of Arbitration for Sport or an appropriate independent body ensuring the right to a fair trial

0	No appeal mechanisms
1	Some opportunity for internal or external appeals (e.g. in very limited circumstances)
2	Right of appeal for all relevant decisions, stipulated in Statutes/Constitution
3	Right of appeal for all relevant decisions with final recourse to the CAS or an appropriate independent body
4	Right of appeal for all relevant decisions with final recourse to the CAS or an appropriate independent body with evidence of implementation

Guidance:

The indicator is included because it is important that there is a final right of appeal to an independent body, ensuring the right to a fair trial.

For a score of 3 or 4:

There is clear provision in the Statutes/Constitution that a range of internal decisions, such as disciplinary cases, can be appealed with a final right of appeals to CAS (or another appropriate body). If there have been cases, outcomes should be published by the organization and/or on the database of the judicial body.

Good practice examples:

International Powerlifting Federation

Right of appeal to CAS outlined in Constitution (11.6).

https://www.powerlifting.sport/fileadmin/ipf/data/about-ipf/constitution-by-laws/IPF_Con_By-Laws_2019_update.pdf

International Powerboating Union

UIM International Court of Appeal is the final appeal tribunal within the UIM. There is a right for a final arbitration at CAS. (See By-law 13)

<https://www.uim.sport/Documents/Document/2020%20Statutes%20and%20By-Laws%20published%20on%2020.12.19.pdf>

World Airsports Federation

Article 2.9.1.1.5 outline appeals to CAS for violations. Cases reported to FAI General Conference.

<https://www.fai.org/documents>

The IFs listed here each have examples of cases on the CAS database:

<http://jurisprudence.tas-cas.org/Shared%20Documents/Forms/PerSport.aspx>

3. Appendix – Example of how to respond to the questionnaire

SECTION B: Core organizational information

Please indicate the extent to which your organization has or publishes the following information. Additional documents can be submitted as part of your response, if needed.

W1	
Statutes, rules and regulations	
<input type="radio"/>	0 - Not available
<input type="radio"/>	1 - Some statutes, rules and regulations available
<input type="radio"/>	2 - Latest version of statutes, rules and regulations provided but not published
<input checked="" type="radio"/>	3 - Full publication, easy to find on website (e.g. designated section)
<input type="radio"/>	4 - Full publication, easy to find on website and latest version with mark-ups identifying differences between previous versions (or summary document published outlining changes)
Evidence (hyperlink, reference, comment, etc.):	
<p>The "Documents" section on the website includes up-to-date versions of the statutes and sporting rules. www.imaginaryorg.com/documents</p>	

W15	
Education programmes (topics other than integrity) and assistance to coaches, judges, referees and athletes	
<input type="radio"/>	0 - No
<input type="radio"/>	1 - At least some educational support for coaches, judges, referees and athletes
<input checked="" type="radio"/>	2 - Education programme and assistance for coaches, judges, referees and athletes
<input type="radio"/>	3 - Education programme and assistance for coaches, judges, referees and athletes with details published
<input type="radio"/>	4 - State of the art education programme for coaches, judges, referees and athletes with details published
Evidence (hyperlink, reference, comment, etc.):	
<p>We have recently established an education programme for judges and referees so that they can improve their skills and stay up-to-date.</p> <p>Press release: www.imaginary.org.com/news/education_prog</p> <p>The attached document "Concept for education for judges and referees" will be presented to the board soon and published on the website once it has been approved.</p>	