

Stocktaking Report on Managing Conflicts of Interest relating to the Voting for the Selection of Hosts for Major Sports Events

IPACS

| INTERNATIONAL PARTNERSHIP
| AGAINST CORRUPTION IN SPORT



This document, as well as any data and any map included herein, are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.

Table of Contents

Acronyms and abbreviations.....	4
Executive summary	5
Proposed Recommendations.....	5
1. Introduction: Growing concerns over the integrity of the bidding process	8
2. Framework of the Task Force 2 study: Major sporting events with initial focus on managing conflicts of interest.....	9
2.1. The aim of the study	9
2.2. Types of MSEs studied	9
2.3. Typologies of processes to select hosts	10
2.4. Risks in the selection process for major sporting events	11
2.5. Conflicts of interest as initial risk to be analysed	12
2.6. Conflict-of-interest elements in ISOs	13
2.7. Key risks impacting on the voting process	15
Notes	16
3. ISOs and MSEs included in the stocktake.....	17
4. Mapping existing policies and practices	19
4.1. ISO policies, rules and mechanisms to address the risk of conflict of interest in MSE host selection	19
4.2. Analysis of relevant policies, rules, mechanisms, and practices of ISOs governing 18 MSEs ..	22
5. Towards a framework to address the risk of conflict-of-interest situations in the selection process	26
5.1. Policy options for the voting process.....	27
5.2. Policy options to address conflicts of interest.....	28
6. Recommendations emerging from the stocktaking exercise.....	29
Annex A. Stocktakes of allocation of MSEs by ISOs.....	31
Annex B. Selected conflict of interest definitions and responsibilities.....	78
Annex C. Note on weighted voting	81
Annex D. Reallocation of MSEs due to resignation by host or withdrawal of hosting rights	83
References and background documents.....	84

Acronyms and abbreviations

AU	African Union
AUSC	Statute of the African Union Sports Council
ASOIF	Association of Summer Olympic International Federations
BWF	Badminton World Federation
CGF	Commonwealth Games Federation
EOC	European Olympic Committees
FEI	Fédération Equestre Internationale (International Federation for Equestrian sport)
FIBA	Fédération Internationale de Basketball (International Basketball Federation)
FIFA	Fédération Internationale de Football Association (International Federation of Association Football)
IAAF	International Association of Athletics Federations
IOC	International Olympic Committee
IPACS	International Partnership Against Corruption in Sports
ISOs	International sports organisations
ISU	International Skating Union
IWGA	International World Games Association
MSEs	Major sporting events
OCA	Olympic Council of Asia
PASO	Pan American Sport Organization
RWC	Rugby World Cup
SCSA	Supreme Council for Sports in Africa
UCI	Union Cycliste Internationale (International Cycling Union)
UEFA	Union of European Football Associations
UNODC	United Nations Office on Drugs and Crime
YOG	Youth Olympic Games

Executive summary

A key element for sustaining success of Major Sport Events (MSEs) is that the bidding and selection processes for such events are both free from corruption and are perceived to be conducted with integrity. The development and implementation of appropriate conflict-of-interest rules and procedures are essential for protecting the integrity and credibility of bidding, awarding and hosting processes for MSEs, with the ultimate aim of rebuilding public confidence in the integrity of sport.

With a view to ensuring integrity in the selection of major sporting events, with an initial focus on managing conflict of interest, the International Partnership Against Corruption in Sports (IPACS) created a dedicated Task Force (no. 2) with the objective of building on existing standards and expertise to encourage the implementation of conflict of interest mechanisms and facilitating a common understanding amongst sport organizers, governments, and international organizations alike on what the risks are and how to manage them. The first report of Task Force 2 considers conflicts of interest which may arise in International Sport Organisations (ISOs) when a vote takes place to award the hosting rights for an MSE, and proposes appropriate measures to manage them based on international standards and good practices.

The report took the form of a “stocktake” of the published practices and procedures which ISOs had in place at the time of the decision to award hosting rights for 18 MSEs. The MSEs which were analysed comprised a mix of events organised by a single sport ISO, such as World Championships in a particular sport, and multi-sport MSEs, such as global or continental Games supervised by a multi-sport MSE with the involvement of various single sport ISO. Using publicly-available information, the report analyses only one MSE per ISO, with the exception of FIFA and the IOC, for which two MSEs were included.

While recognising the importance of the role governments play in ensuring effective rules and mechanisms for mitigating the risks of conflicts of interest in selection process for MSEs, this report focuses specifically on ISOs practices and procedures. It identifies the key elements of conflict-of-interest situations within ISOs and the key risks impacting on the voting process. Building on that, the stocktake analysis identified the characteristics of the rules and procedures adopted by the ISOs for the allocation of MSEs hosting rights. From the findings of this analysis the Task Force identified policy options for ISOs to manage the specific risks regarding conflicts of interest in the voting process.

Proposed Recommendations

Based on the findings of the report, the following recommendations are proposed to strengthen ISOs’ procedures and practices for managing conflicts of interest relating to the voting for the selection of hosts for major sports events. These recommendations are made with the recognition that governments should also have effective rules and mechanisms in place to mitigate the risks of conflicts of interest in the selection process for MSEs:

1. ISOs should have a published a conflict-of-interest policy, which sets out its scope of application (e.g., to whom it applies) and the procedures that should be followed, including for the process of awarding an MSE, to manage conflicts of interest. The policy should include the different risks and examples of situations where conflicts of interest may arise.
2. The conflict-of-interest policy should cover the concepts of actual, potential and perceived/apparent conflicts and provides clear actions to be taken.
3. The policy should cover all types of relevant interests: financial, professional, political, business or personal/family interests, as well as provides clarity regarding nationality or institutional interest/loyalty.
4. The conflict-of-interest policy should clarify the difference between a conflict of interest and acceptable separate duties/loyalties in the event an individual sits in a representative capacity.
5. When persons are in a situation of a conflict of interest, they should not participate in the decision-making process, nor exercise or appear to exercise any influence in the process.
6. There should be a systematic and regular process for declaring interests, including on an ad-hoc basis whenever any change occurs to the nature and extent of those interests. A register should be kept and regularly updated by a designated person/body. When possible, consideration should be made to making the declarations available to the public. Persons subject to declaration duties should be informed of their obligations and of the person/body to whom they should submit their declarations.
7. There should be a standard agenda item for assessing conflicts of interest at meetings in the decision process.
8. There should be a person or body designated to provide advice, including confidential counselling, to persons confronted with conflicts of interest situations on what measures should be taken to mitigate them.
9. Information about the conflicts of interest rules should be published also in the MSE bid documentation.
10. Training and awareness raising programmes should be provided to individuals about conflicts of interest.
11. Sanctions should be in place for failure to declare conflicts of interest, or for failure to follow corresponding rules/advice.

Beyond the scope of this report, the Task Force began to identify some potential areas of future work to consider. They include, but are not limited to, the following ones:

- Procedures for voting for MSEs and assessment of risks linked to the voting process in ISOs when awarding an MSE in light of the policy options identified in the present report.
- Sport regulations that are relevant to ensure the integrity of the selection process for MSEs.

- The applicability of national laws and regulations on integrity in the bidding process for an MSE. This could build, as appropriate, upon the findings of the international anti-corruption monitoring bodies.

The Task Force was facilitated by the OECD with the collaboration of the IOC and IPACS wishes to thank Giulio Nessi, Jeroen Michels, Julio Bacio-Terracino for coordinating its work. IPACS also acknowledges with profound gratitude those who have contributed their time and expertise to the work of the task force: Nicola Bonucci, Nejla Saula, Mary Crane-Charef, Apostolos Zampounidis and Marianne Aalto (OECD), Pâquerette Girard-Zappelli, Catia Giannotta and Konstantina Orologopoulou (International Olympic Committee). The work reflected in the report had further benefited from the strategic contributions and valuable comments from members of the Task Force: Gianluca Esposito, Sophie Meudal-Leenders and Stanislas Frossard (Council of Europe), Dimitri Vlassis, Candice Welsch, Ronan O’Laoire (United Nations Office on Drugs and Crime), Hitesh Patel, Robert Morini and Laura Cronk (United Kingdom); Mike Chambers (Association of National Olympic Committees, ANOC), James Carr (Association of Summer Olympic International Federations), David Grevemberg (Commonwealth Games Federation), Stephanie Männl, Myriam Burkhard and Maurice Labhart (Fédération Internationale de Football Association, FIFA), Davide Delfini (Global Association of International Sports Federations, GAISF), Terry Miller (IAAF), Nicolas Valticos (Union Cycliste Internationale, UCI), Laura Alonso, Ignacio Martín Irigaray, Nicolas Rantica, (Argentina), Émilie Cazenave and Jeanne Dominjon (France), Torsten Weiden (Germany), Alfredo Durante Mangoni, Paolo Bertaccini, Valérie Peano and Marco Befera (Italy), Jean-Loup Chappelet (University of Lausanne). Rowland Jack (I Trust Sport), Janice Shardlow and Gemma Sykes provided substantive contributions to the drafting of the report.

1. Introduction: Growing concerns over the integrity of the bidding process

To ensure that MSEs continue to enjoy success, it is essential that the bidding and selection processes for awarding hosting rights are both free from corruption and perceived to be conducted with integrity. MSEs are not only crucial contributors to the development of sports and to the commercial and sporting objectives of ISOs; they are also platforms for achieving wider development aims. Benefits range from positive economic impacts to enhanced social cohesion and effective branding – for example, by raising the profile of a city as a tourist destination. Failures of integrity in bidding processes pose a serious threat to the achievement of these objectives.

In recent years, a number of high-profile incidents linked to the awarding of hosting rights has generated considerable media interest and damaged public trust in sport, which is one of the causes of increasing scepticism about the real return on investment for many MSEs. This has resulted in a growing reluctance to support bids for such events, as academic commentators have noted (Varano, 2017).

Developing and implementing appropriate conflict-of-interest rules and procedures are important means of protecting the credibility of the bidding and awarding of hosting rights for MSEs, with the ultimate aim of rebuilding public confidence in the integrity of sports.

In February 2017, the International Partnership Against Corruption in Sport (IPACS) was created as a multi-stakeholder platform. In December 2017, it was agreed that three task forces should be established to help tackle aspects of corruption in sport. Task Force 2 focuses on ensuring integrity in the hosting selection process in major sporting events, with an initial focus on managing conflict of interest; this document is its first report.

2. Framework of the Task Force 2 study: Major sporting events with initial focus on managing conflicts of interest

2.1. The aim of the study

The aim of the study was to consider conflicts of interest that may arise in ISOs when a vote takes place to award the hosting rights for an MSE. The report addresses this challenge through a “stocktake” of MSEs’ and ISOs’ published practices and procedures that were in place at the time of the decision. The study concludes with proposals for appropriate rules and standards with corresponding control mechanisms for the ISOs. These proposals are made with the recognition that governments should also have effective rules and mechanisms in place to mitigate the risks of conflicts of interest in the selection process for hosting rights.

2.2. Types of MSEs studied

Initial Task Force 2 discussions highlighted the fact that an MSE can be international or national in scope. There are, for example, domestic football or rugby tournaments that are major sporting events entailing considerable investments for the organising city, but such events are not as significant as international MSEs. It was therefore decided to limit the initial analysis to international MSEs, in line with the international remit of IPACS.

The discussions demonstrated that a country willing to bid for the hosting rights for an international MSE may also first have to organise a pre-competition to decide which of the national cities will participate effectively in the ISO selection processes. It has also been decided not to extend the analysis to this pre-selection/bidding process, as it is purely national and governed by national legislation and standards. Nevertheless, it is of course helpful for the reputation of both ISOs and MSEs if, as stated above more generally, governments have effective rules and mechanisms in place to mitigate the risks of conflicts of interest at this domestic level stage.

MSEs can be organised by a single-sport ISO, such as world championships; in these cases the stakeholders – such as the national sport associations and operators of the corresponding venues – will be dealing with that specific sport.

Other MSEs are organised by multi-sport organisers, as in the example of the Olympic Games or regional Commonwealth Games, African Games, Asian Games, Pan American Games, European Games or the new initiative called the European Championships. In these cases, the selection process will be supervised by the MSE owner, but a large number of stakeholders will be involved. At a minimum, these events will include each of the sports in the multi-sport event and a range of venue owners. The rules governing the selection of MSE hosts should apply to all parties.

All MSEs present challenges; some may be common, others unique to a specific event. Only limited empirical and directly comparable data are available on the “size” and “importance” of MSEs. Nonetheless, for the purposes of this study the term is defined as

an international event that has garnered noticeable media and public interest and is considered to be either commercially significant or potentially prestigious.¹

With the exceptions of the International Olympic Committee (IOC) and the Fédération Internationale de Football Association (FIFA), only one event has been studied per ISO.

2.3. Typologies of processes to select hosts

A number of different processes are adopted by ISOs in the selection of MSEs hosts. The processes would appear to be evolving, and are not mutually exclusive.

During much of the time from the 1990s until recent years, many of the ISOs in popular sports were in a position to attract multiple bids for their top events, such as major championships in single sports and global or regional multi-sport games.² Some ISOs developed increasingly elaborate bidding processes, involving lengthy bid documentation and inspection visits, and were able to set stringent standards for the awarding of MSEs. In these circumstances, the key conflict-of-interest risks were related to the electorate making the final decision on the allocation of the MSE.

In the past ten years, there has been evidence of a decline in the number of bids and a reluctance to host MSEs in western Europe in particular (Varano, 2017). Consequently, ISOs have begun to adapt bidding processes. Many of the largest ISOs have had at least one competitive bidding process for their top events since 2014 (see Section 3.), and now there is a trend towards establishing an initial period of open dialogue between the ISO and potential host cities or countries before the formal bidding process begins. Examples of ISOs that have adopted this approach include the IOC and IAAF. From this phase there may emerge a single bid (or even no bids) – or, several potential hosts may be identified, among which multiple MSEs can be allocated.

In the scenario where there is only a single bid, or scarcely more bids than MSEs available to be allocated, the balance of power between the ISOs and bidding organisations is clearly different from the situation of multiple, competing bids, in the sense that the bidding organisations will have more leverage with the ISOs regarding the terms on which they would be willing to host the MSE. Conflicts of interest may still be an issue for the ISOs electorate but there are also increased risks that city or national government officials could be placed in a position where they have a conflict of interest – for example, if they are offered inducements by the ISO to champion a bid from their city/country in the knowledge that there are few or no other options.

Another trend that has emerged in recent years is the phenomenon of a city/country that has been awarded hosting rights to an MSE resigning, or the respective ISO withdrawing hosting rights due to concerns about unsatisfactory progress (examples include the 2022 Commonwealth Games, 2018 Asian Games and 2018 Fédération Equestre Internationale [FEI]'s World Equestrian Games). In these circumstances, the ISO typically reallocates the MSE using an accelerated bidding process that may or may not follow the formal rules of the ISO. The risk is that fewer checks and balances are applied due to the urgency and the anxiety of the ISO to secure a host.

The MSEs selected for the study included examples of all of the types listed above. The situation is fluid and evolving so that a single ISO may adjust its allocation process more than once in a short period. In the suggested policy options, the range of processes for allocating MSEs has been taken into account.

2.4. Risks in the selection process for major sporting events

For a number of major sporting events, the selection processes take place over a multi-year period and involve a wide and dynamic range of interactions between public and private actors, at both the domestic and international levels. Countries, cities and bid committees can have different legitimate interests for bidding to host a major sporting event, from promoting economic development to gaining international recognition and prestige.

These selection processes pose a number of key risks, which can be grouped by phase:

1. The development of written rules and procedures for the selection process

The risks include:

- Opaque or unclear bidding procedures and regulations, in particular related to required documentation and campaigning.
- Lack of genuine equality in the bidding process, so that the processes favour a particular bidder in an unreasonable way.

2. The bidding and evaluation phase

The risks include:

- Lack of transparency in the evaluation and decision-making processes.
- The possibility of corrupt practices or improper influence affecting key decisions.

3. The voting phase

The risks include:

- Lack of integrity in the voting phase, including covert practices, corruption and conflicts of interest.
- Conflicted officials involved in the voting.
- A small number of voters, so that the result could be affected if only one or a handful of voters are subject to improper influence.
- There are a large number of voters who have little direct stake in the decision and will not be held accountable for the decision; they may therefore be vulnerable to improper influence (for example, if there are many voters from countries that will not participate in the MSE).³

Experience shows that the multi-stakeholder and multi-level dimensions of this process entail the particular risk that a selection process may be unduly influenced by specific interests or personal gain rather than being guided by the general interest of the ISO and of the sport. A decision affected by improper influence can undermine the positive social and economic benefits to the sport, its wider stakeholders and the hosting venue. In fact, perceived or potential conflict of interest can have a significant negative impact on the reputation of the sports organisation or the host country or city. While conflicts of interest cannot be completely removed in this complex international sporting environment, they can be effectively managed through selection processes and preparations.

Although some reforms have already been initiated, minimum standards to manage conflict of interest could be raised further. All stakeholders have a role to play in helping ensure that the selection of hosts for major sporting events is undertaken with integrity. A coherent

and comprehensive strategy can help manage actual, perceived, and potential conflicts of interest and corruption risks in this regard.

This approach should be based on recognised international standards and developed with the input of all core stakeholders, including ISOs, governments, and the private sector.

The discussion during the second meeting of the IPACS Working Group in June 2018 demonstrated how the specific issue of conflict of interest in the voting phase can play a decisive role, and should thus be considered a priority in the gradual approach to address the risks associated with various phases of the selection process.

2.5. Conflicts of interest as initial risk to be analysed

At its simplest, a conflict of interest is a situation where a person has an interest that improperly influences their judgement and decision making.

Governments, the international community and civil society have committed considerable resources to researching, identifying, assessing and preventing conflicts of interest in the public sector. International organisations have provided precise terminology and a number of instruments and tools to assist them in effectively managing such conflicts. Definitions from international instruments include the following:⁴ “A conflict of interest involves a conflict between the public duty and the private interest of a public official, in which the official’s private-capacity interest could improperly influence the performance of their official duties and responsibilities” (OECD, 2003). “Conflict of interest arises from a situation in which the public official has a private interest which is such as to influence, or appear to influence, the impartial and objective performance of his or her official duties” (Council of Europe, 2000).

ISOs are not public sector organisations, nor part of the private sector. They are a unique sort of not-for-profit organisation.

The ISOs in which decisions are taken to award major events have their own specificities with regard to conflicts of interest, which were analysed in an IOC paper prepared for IPACS Task Force 2 (IOC, 2018a). These can be summarised as follows.

Personal interest/loyalty

According to their constitutions,⁵ ISOs are membership organisations, accountable to their members. However, they operate in a complex stakeholder environment where national, governmental, private and economic interests may all impact on decision makers. The concept of conflict of interest in this context must extend beyond personal positions/private economic interests to ensure that these additional factors are included, and the particular issues around perception and the risk of lost public credibility should be taken into account.

Representation

Positions on the governing bodies of ISOs are often organised around the representation of interests, to ensure that the general interests of the stakeholder in question are clearly considered where appropriate, such as in cases where:

- a member of a board or committee is appointed representative of a continental grouping

- an athlete appointed by athletes to represent their interests sits as chair of their athletes' committee, and as such holds a position on the executive board⁶
- a voting member at the general assembly of an ISO is appointed by their national body to represent their nation's interests at the general assembly.

The concept of conflict of interest within this context must be capable of differentiating between occasions where the relevant person acts within the defined objective of this representation – that is, they are being “rightly influenced” by the interests they are representing – and where the person's actions go beyond that objective and the stakeholder representative is confronted with a situation where they will have to either breach their loyalty with the first organisation or not take into account the sole interests of the second organisation. Only this latter situation should be considered a type of conflict of interest.

Undue influence/advantage

Conflicts of interest may well arise due to a pre-existing situation, but they may also be provoked as a result of the actions of third parties in relation to a specific decision. In the sporting context, actions taken to create an advantage for the relevant person or their connected interests have been identified as a key risk. Such actions are correctly differentiated from the conflicts of interests themselves. The IOC for instance drew attention to the fact that rules must “differentiate the conflict of interest from the undue advantage (i.e. gift or advantage- corruption act)” (IOC, 2018a). Nevertheless, as these actions are key factors in creating conflicts, they have been identified in this report where relevant.

The concept of duties/responsibilities

In mapping conflicts in the public sphere, international instruments use a definition focused on the duties/responsibilities of the relevant person to the public organisation. In an ISO the duties owed to that organisation are varied and depend on the specific role of the person, such as an official, a board member, a committee member, or a voting member of the general assembly. Although many ISOs have specific conflict-of-interest policies that apply when decisions are taken at board level or by officials and committee members, in some cases these may be of a relatively generic nature and the role-specific duties owed to the ISO may not have been explicitly considered. This issue may be especially important when key votes are taken by the general assembly or equivalent; at such times the detailed interplay between national and institutional interests and the interests of the ISO and personal accountability are usually less well defined.

Inevitably therefore, the mitigation measures identified in this report as appropriate in the context of voting to award MSEs will differ from those typical in the public or commercial sector.

2.6. Conflict-of-interest elements in ISOs

Relevant interests

Given the unique position of ISOs, the impact and adequacy of conflict-of-interest provisions depend on an approach to conflicts that adequately reflects their specificities. The meaning of “interests” in this context should include the following elements:

- All interests of the ISO, including without limitation:
 - in following its aims as defined in its constitution

- in achieving its strategic, commercial and sporting objectives
- in adhering to its values and integrity standards, and the preservation and development of its reputation.
- The interests of the relevant person, including:
 - All personal interests, whether direct or indirect, including those relating to personal advancement and professional, business and/or financial benefits, within the ISO or outside the ISO. The personal interests to be taken into consideration are those linked to the person either directly or indirectly through the circle of influence (family and close relationships).
 - All institutional interests and loyalties to institutions, whether direct or indirect, including those relating to the advancement of and/or benefit to that institution. Provided always that if a person is appointed to represent a particular stakeholder vis-à-vis the ISO and the purpose of that representation is to ensure that the general interests of that stakeholder are considered where appropriate, that representation shall not in itself constitute a personal capacity interest.

Actual/potential/perceived conflicts

Appropriate management of conflict-of-interest situations, both within ISOs and in the public context, is frequently supported by designating situations encountered as involving actual, potential and perceived conflicts.⁷ Such categorisation is then used to identify the actions that must be taken in those particular circumstances. For example:

- those necessary when a conflict is present and a decision is to be taken, e.g. ad hoc declaration, abstention from voting, non-participation in discussion
- those necessary in respect of interests that may in the future give rise to a conflict, e.g. registration of such interests, appropriate management
- those appropriate where external observers/stakeholders might perceive a conflict of interest, although none exists e.g. transparent recording and management.

It is important to appreciate that a number of different approaches are taken to precise definitions across ISOs, and that the legitimacy of these approaches depends not on the precise terminology, but rather on the ability of the approach to provide action appropriate to the circumstances. For instance, one ISO may work from the premise that a person has an actual conflict of interest when they have two interests that could improperly influence a person if and when a decision is required. In contrast, another ISO may work from the premise that in such a situation the conflict is a potential one unless and until the actual decision has to be made, in which case the conflict becomes actual if the person takes part in the decision. Such differences in approach should not be material in practice, but highlight the fact that processes regarding the various actions need to be carefully drafted to ensure appropriate response.

2.7. Key risks impacting on the voting process

Table 2.1. Conflict-of-interest risks and mitigation measures

Conflict of interest risk	Conflict of interest	Mitigation measures
People vote despite conflict of interest	Conflict of interest	Conflict-of-interest rules for all those voting, including a bar from voting
People influence decision even if not permitted to vote	Conflict of interest	Conflict of interest rules specify that conflicted individuals may not express an opinion, or exercise any measure or influence. They may be required to leave the meeting
Information presented to voting body lacks balance – e.g. there are no presentations or presentations are not on an equal footing	Possible link to conflict of interest at an earlier stage but may just be inadequate process	Clear and fair process to ensure equal treatment of all bidders
Voting body is asked to ratify the decision of another body – e.g. only one proposed candidate is put to the vote	Possible link to conflict of interest at an earlier stage	Clear voting rules that include specific provision for an accelerated process if the selected host withdraws or the ISO removes the hosting rights at a later date. A vote to ratify may be an appropriate method for the ISO to adopt when time is limited
Voting body recognised in ISO rules, such as general assembly, delegates the hosting decision to another body, such as executive board	Possible link to conflict of interest at an earlier stage	Clear voting rules that include specific provision for an accelerated process if the selected host withdraws or the ISO removes the hosting rights at a later date Strict enforcement of conflict-of-interest rules in recognition that the impact of any such conflicts is magnified when there is a small electorate

Table 2.2. Risks which can create conflict of interest, and mitigation measures

Risks which are not directly Conflicts of Interest but which are related to corruption and can create Conflicts of Interest	Mitigation measures
Voting is not by secret ballot	Secret ballot required as part of detailed voting procedure. Note: it is recognised that both open voting and secret voting have pros and cons
No restrictions on gifts or hospitality	Gifts/hospitality rules
No restrictions on bribery	Anti-bribery procedure
No restrictions on lobbying	Lobbying rules
Trading votes for allocating MSEs for promises of support for development and other matters (for example, a board member from country X agrees to vote for country Y to host an MSE in return for a board member from country Y supporting an application for development funding by country X)	Procedures on development and other incentives Open voting required so that members of electorate have to be accountable for their vote Note: it is recognised that both open voting and secret voting have pros and cons

Notes

¹ While there has been media comment, academic research and consultancy work comparing the size and scale of sports events, there does not seem to be any universally accepted list or ranking of such events, as media commentators have noted (Slater, 2014). Measures such as numbers of paying spectators, TV viewing figures, numbers of athletes, economic impact, etc. give an indication of importance, but such figures are not always collected in the same way and may be misleading. The best known and perhaps most complete study is a report by a specialist sports market intelligence provider, Sportcal (Sportcal, 2017).

² For example, seven bids representing twelve countries were submitted in 2002 to host the Union of European Football Associations' UEFA EURO 2008 ("UEFA Euro 2008 bids," n.d.), and nine cities submitted applications to host the 2012 Olympic Games in 2003 ("Bids for the 2022 Winter Olympics," n.d.).

³ There are clearly corresponding advantages and disadvantages whether the electorate is small or large.

⁴ A selection of relevant definitions of conflict of interest and associated material from intergovernmental organisations are provided in section 1.1.1.Part I.Annex A.

⁵ See for example the IAAF Constitution (2019), Articles 1.1, 6 (IAAF, 2019).

⁶ Explanation of terms used throughout the report: general assembly is the highest authority of the ISO, bringing together all of the full members, usually on an annual or biennial basis (sometimes known as the Congress or by another name). The executive board, the next level of authority below the General Assembly, is usually a committee with the majority of people elected from among the membership (sometimes known as the council, bureau or another name).

⁷ An example of working definitions based on those used by the OECD for managing conflict of interest in the public service (OECD, 2003) are set out at the end of section 1.1.1.Part I.Annex A.

3. ISOs and MSEs included in the stocktake

Table 3.1. Eighteen events selected on the basis of the study's criteria

No.	Organisation	Sport	Relevant event	Geographic reach	Attendance (Sportcal, 2017)	Additional rationale for inclusion	Competitive bidding recently for event(s)?
1	Fédération Internationale de Football Association (FIFA)	Football	2026 FIFA World Cup™ (men)	Global	3.4 million (2014)	-	Y
2	FIFA	Football	2019 FIFA Women's World Cup™	Global	1.4 million (2015)	Event exclusively for female athletes	Y
3	International Olympic Committee (IOC)	Olympic Games	2024/2028 Olympic and Paralympic Games	Global	6.1 million (2016)	-	Y
4	IOC	Olympic Winter Games	2022 Olympic and Paralympic Winter Games	Global (with climatic limitations)	1 million (2014)	-	Y
5	Union of European Football Associations (UEFA)	Football	2020 UEFA EURO (men)	Europe	2.4 million (2016)	-	Y
6	International Association of Athletics Federations (IAAF)	Athletics	2019 IAAF World Championships	Global	0.7 million (2015)	-	Y
7	World Rugby	Rugby	2023 Rugby World Cup (men)	Global	2.5 million (2015)	-	Y
8	Olympic Council of Asia (OCA)	Multi-sport	2018 Asian Games	Asia		Geographic diversity / included in IPACS Task Force1 study	N
9	Commonwealth Games Federation (CGF)	Multi-sport	2022 Commonwealth Games	Commonwealth	1.3 million (2014)	Included in IPACS Task Force1 study	Y
10	Union Cycliste Internationale (UCI)	Cycling	2020 World Road Cycling Championships	Global	0.6 million (2015)	-	Y
11	Fédération Internationale de Basketball (FIBA)	Basketball	2023 Basketball World Cup (men)	Global	0.7 million (2014)	-	Y
12	European Olympic Committees (EOC)	Multi-sport	2019 European Games	Europe		New event model / potentially	N

No.	Organisation	Sport	Relevant event	Geographic reach	Attendance (Sportcal, 2017)	Additional rationale for inclusion	Competitive bidding recently for event(s)?
13	Panam Sports (PASO)	Multi-sport	2019 Pan American and Parapan Games	North, Central and South America and the Caribbean	1 million (2015)	prestigious to host Geographic diversity / included in IPACS Task Force1 study	Y
14	International World Games Association (IWGA)	Multi-sport	2021 World Games	Global		Included in IPACS Task Force1 study	Y
15	Supreme Council for Sports in Africa (SCSA)	Multi-sport	2015 African Games	Africa		Geographic diversity / included in IPACS Task Force1 study	Y
16	Badminton World Federation (BWF)	Badminton	2018 and 2019 World Badminton Championships	Global		-	Y
17	Fédération Equestre Internationale (FEI)	Equestrian	2018 World Equestrian Games	Global			Y
18	International Skating Union (ISU)	Skating	2021 World Figure Skating Championships	Global		Winter sport example	Y

Note: Information gathered for the Second Review of International Federation Governance by the Association of Summer Olympic International Federations (ASOIF) Governance Task Force in 2017-18 (ASOIF, 2018) has been used to inform the stocktake, with the kind approval of ASOIF. A number of the rights-holders in the list above were included in the study. Material to be used in the stocktake has been limited to what was publicly available, such as bidding questionnaires produced by international federations, evaluation reports and minutes of general assembly meetings at which championships were awarded.

4. Mapping existing policies and practices

4.1. ISO policies, rules and mechanisms to address the risk of conflict of interest in MSE host selection

Tables 4.1 and 4.2 set out in summary form some of the findings of the stocktake reviews. Further analysis is provided in 4.2 and the full stocktakes are in section 0.

Table 4.1. Voting processes of ISOs holding rights of multi-sport MSEs

Criteria for analysis	IOC 2024/ 2028	IOC 2022	CGF 2022	PASO 2019	OCA 2018	EOC 2019	IWG 2021	SCSA 2015
Voting								
Decision-making process: a) Board only b) Board, ratified by general assembly c) General assembly only	General Assembly only	General Assembly only	General Assembly only (initial selection); Board only with delegated authority from General Assembly (second selection)	General Assembly only	General Assembly only	Board, ratified by General Assembly	Board, ratified by General Assembly	Not known
Number of bids for named event on day of vote	1 and 1	2	1 in first selection; 1 in second selection	4	2	1 in first selection; 1 in second selection; 1 in third selection	3	3?
Number of eligible voters	c. 79	84	c. 71	41	43	50	7	Unknown
Weighted voting for allocating MSE?	No	No	No	Yes - 57 votes	No	No	No	No?
Multiple MSEs awarded at same meeting?	Yes - 2024 and 2028	No	No	No	No	No	No	No?
Unanimous?	Yes	No	Yes	No	No	No	Unknown	Unknown
Voting numbers published?	No	Yes	No	Yes	Yes	No	No	No
Other								
Significant amendment to procedure during bidding process?	Yes, decision to allocate 2024 and 2028 at same time	No	Yes, second selection process took place after CGF removed hosting rights from initially selected city	No	Yes, event reallocated after withdrawal of host initially selected	Yes, event reallocated twice	No	Unknown

Table 4.2. Voting processes of ISOs holding rights of single-sport MSEs

Criteria for analysis	FIFA 2026	FIFA 2019	IAAF 2019	UEFA 2020	World Rugby 2023	ISU 2021	FIBA 2023	UCI 2020	FEI 2018	BWF 2018/19
Voting										
Decision-making process: a) Board only b) Board, ratified by general assembly c) general assembly only	General Assembly after Council shortlists bids that qualify for final voting	Board only	Board only	Board only	Board only	Board only	Board only	Board only	Board only	Board only
Number of bids for named event on day of vote	2	2	3	Multiple bids for different packages of matches	3	4	2	Unknown – multiple events were awarded	2	1 (2018), 2 (2019)
Number of eligible voters	203	26	27	16	26	11	24-30	18	17	c. 33
Weighted voting for allocating MSE?	No	No	No	No	Yes - 39 votes	No	No	No	No	No
Multiple MSEs awarded at same meeting?	No	No	No	No, but multiple packages of tournament matches allocated	No	Yes, numerous events	No	Yes, numerous events	No	Yes, numerous events
Unanimous?	No	Yes	No	No	No	Unknown	Yes	Unknown	Yes	Unknown
Voting numbers published?	Yes	No	Yes	Yes	Yes	No	No	No	No	No
Other										
Significant amendment to procedure during bidding process?	No	No	No	No, but some matches later reallocated due to delays in construction in one of the host cities	No	No	No	No	Yes, bidding process re-opened twice	No

4.2. Analysis of relevant policies, rules, mechanisms, and practices of ISOs governing 18 MSEs

The analysis that follows is sourced from the stocktake reviews. The review of each MSE based on publicly available material is in section 0

It is important to note that the sample of ISOs and MSEs selected for the study was intended to cover the most significant events. Any statistics should therefore be treated with caution, as the ISOs and MSEs are not representative of the overall sports event market. Most of the ISOs moreover own the rights to other events that are lower profile (e.g. junior world championships), which are not included in the stocktake. In addition, features of the policies and practices studied did not always fit precisely into the groupings identified.

References are to practices and procedures applicable at the time of the voting for the relevant MSE that was the subject of the stocktake. In a number of cases, ISOs have amended rules and procedures since that date.

4.2.1. Analysis of voting rules and practices

Table 4.3. Decision-making bodies of ISOs

Body responsible for allocating MSEs	Count of ISOs
Board only	8
Board, ratified by general assembly	2
General assembly only	5
Unknown	1

Most of the major multi-sport ISOs tend to have the general assembly as the decision-making body, whereas single-sport ISOs seem more likely to assign that capacity to the board. There are exceptions however, as well as changes to procedures over time. In some instances, the meeting venue is open to the media and the voting session is broadcast.

In one case, the actual vote by the board selected a different host from the recommendation made to it by the evaluation panel.

Size of the electorate:

- Only three ISOs studied had an electorate of over (roughly) 50 voters: IOC (c. 79-84 for the specific MSE studied), FIFA (c. 203) and CGF (c. 71); in each case the electorate was the general assembly.
- Typical general assembly electorate numbers range from about 40 (continental bodies) to about 200 (global ISOs with national member federations).
- Typical numbers of board members for decision-making range from about 7 to 30.
- Two ISOs had weighted voting systems: World Rugby and PASO (see Section 4.1).

Several ISOs allocated multiple MSEs at a single meeting. With the exception of the IOC – which allocated the 2024 and 2028 Olympic Games at the same IOC Session – it was typically single-sport ISOs that are rights-holders for a wide range of championships (e.g. world, continental, junior, different disciplines, etc.) that allocated multiple events at the same time.

Table 4.4. Number of bids per MSE allocated on day of vote

Number of bids per MSE allocated	Count of ISOs
1	4
2	7
3	4
4	2
Unknown / complicated because of multiple MSEs to be allocated	2

The most common numbers of competing bids to be voted on were two and three. There were some instances where only a single, eligible bid had been received by the ISO, or where only a single bid had been shortlisted for the final decision. None of the MSEs analysed had more than four bids on the day of the vote. In cases where ISOs allocated multiple championships at a single meeting, the full list of bids for each event was not always published. Withdrawals by candidate cities/countries/federations during the bidding process before the day of the vote seemed to be relatively common, although this was not studied systematically.

Table 4.5. Publication of voting numbers

Voting numbers published?	Count of ISOs
Yes	7
No	6
Unanimous so not relevant	5

Among the ISOs studied, there was a mix between those that published voting numbers and others that did not. Voting numbers seemed to be available less frequently when the final decision was made by the board rather than by the general assembly. There were examples of unanimous decisions by boards even where two competing bids were under consideration.

Allocation of the 2026 FIFA World Cup™ was the only instance where the vote of each member of the electorate was published.

Table 4.6. Significant amendments to bidding procedure during process

Amendment to bidding procedure during process?	Count of ISOs
No	12
Yes, change to allocation rules	1
Yes, reallocation of MSE needed at a later date	5

One prominent feature of the MSEs studied was that it was relatively common for the event to be reallocated, either following the resignation of the host some time after selection, or as a result of withdrawal of hosting rights by the ISO due to failures to meet deadlines and commitments.

For more details on reallocation processes, see Section 1.1.1.Part I.Annex A.

4.2.2. Analysis of conflict-of-interest rules and practices

Task Force 2 observed the following characteristics of conflict-of-interest policies of the ISOs; these should be considered when determining best practice rules and standards (see Section 0).

The majority of ISOs studied had published their conflict-of-interest policies. In many cases these were incorporated in codes of ethics. Some included a statement of principles on integrity that helped to set the context and could aid in implementing specific provisions.

There was explicit reference in the rules of several ISOs to the distinction between actual, potential and perceived conflicts of interest. It is difficult to generalise here, as the rules of some other ISOs employed different wording or concepts in addressing the distinction. For example, one of the ISOs studied refers in their rules to “any duty or any direct or indirect interest which he or she has which conflicts or may conflict with the interests of the [ISO] or his or her duties to the [ISO]”.

Definitions often covered a variety of interests – financial, professional, business and institutional among others and consistently referred not only to interests of the relevant person, but also to interests linked to them via close connections, including family members. Some ISOs recognised a distinction between direct and indirect interests. Treatment of institutional conflicts of interest (conflicts of duty or loyalty, typically arising from an individual having roles with national or other sports bodies in addition to the ISO) varied significantly from one ISO to another. This issue was highlighted in a report prepared by the IOC for IPACS Task Force 2 (IOC, 2018a).

Several ISOs specifically pointed to the role of national interest, prohibiting individuals from participating in decision making regarding bids for MSEs or other issues of particular significance to the country of which they are a national.

The scope of application of conflicts of interest also varied but usually covered ISOs’ “participants” in the broadest sense. In some cases, conflict-of-interest policies also applied to senior staff with decision-making power.

Restrictions on the role of conflicted individuals in decision making ranged from prohibiting the individual from making any comments to a requirement to leave the meeting, or more generally avoiding taking any action or exercising any influence regarding the decision.

Individuals subject to the conflict-of-interest policy of some ISOs were required to provide a declaration. In a few cases this had to be updated each year, and a number of ISOs maintained a register of interests.

Some ISOs conferred on the ethics commission the powers of ruling in cases of uncertainty regarding conflicts of interest, and investigating in the event of an allegation of failure to declare a conflict or other breaches of the policy. Sanctions could be imposed.

In a number of cases, the conflict-of-interest rules of ISOs had a separate section referencing entities bidding for MSEs, or such individuals and organisations were listed among those to whom the regulations applied. In other instances, the conflict-of-interest rules would have applied to those bidding to host MSEs due to the characteristics of the organisations (e.g. if they are members of the ISO), but with no explicit mention of bidding entities.

Most ISO codes of ethics also addressed separate issues which are related to conflicts of interest, such as regulations concerning gifts, hospitality and commissions.

Gifts to be given and received were generally permitted only when they were of nominal value. Hospitality offered or accepted should be no more generous than the prevailing custom. Some ISOs explicitly stated that gifts or other benefits should not create a conflict of interest. Others mentioned that any gifts offered or received should also not be of a nature

that could reasonably be considered to influence the behaviour of the recipient (creating a perceived conflict).

There were examples of ISO rules prohibiting giving or accepting instructions regarding voting or intervening in a given manner within the ISO.

5. Towards a framework to address the risk of conflict-of-interest situations in the selection process

Note: It should be noted that the policy options in the following tables are based on research findings relating to MSEs awarded in the past few years. In some cases, ISOs have updated rules and regulations since that time.

5.1. Policy options for the voting process

Table 5.1. Policy options for the voting process

Policy option	Example(s) of ISO(s) that adopt this approach	Explanatory note / rationale
Voting process		
Order of presentations by bidders to voters is determined by lot and presentations have equal time	IOC, CGF, PASO, FIFA	Ensures equal treatment of bids Not all ISOs allow MSEs candidates to make presentations, particularly when multiple events are to be awarded at the same meeting. Presentations are more prevalent when a general assembly will make the decision
Where rounds of voting are used, numbers are published for each bid in each round	World Rugby, UEFA, FIFA	Transparency may help build public trust Any surprising swings in votes between rounds will be visible
Votes of individual members of electorate are published	FIFA (2026)	Pro: • Voters are accountable to their constituencies • May help build public trust Con: • Risk of retribution against voters • Voters may not feel free to vote in best interests of the ISO
Weighted voting	World Rugby, PASO	Pro: • If voting weight is based on appropriate criteria, those with a greater stake have a stronger voice • Members incentivised to develop sport/invest to earn additional votes • Potentially reduced risk of corruption of those voters that have little stake in the decision Con: • Difficult to determine "right" level of weighting and to apply objective criteria • May be perceived as undemocratic • Potentially increased risk of corruption among those who have more votes
Livestream of general assembly where vote takes place / meeting open to media	FIFA, IOC	Transparency may help build public trust
Introduction of specific provisions in case of the need to reallocate an event, such as: • expedited bidding process • delegated authority • agreed criteria for adopting this process	Defined rules are not currently in place	Provide rules to deal with a situation that is foreseeable and occurs quite frequently

5.2. Policy options to address conflicts of interest

Table 5.2. Policy options to address conflicts of interest

Policy option	Example(s) of ISO(s) that adopt this approach (not comprehensive)	Explanatory note / rationale
Conflict-of-interest rules/process		
Publish a conflict-of-interest policy that makes clear what is a conflict, prohibits actual conflicts, and sets out the procedures that must be followed	FIFA, IOC	Clarity for all parties
The conflict of interest policy forms part of a comprehensive, principle-based code of ethics, which should be enforceable	IOC, FIFA, BWF	A general statement of principles sets the context and aids interpretation of specific provisions
The conflict-of-interest policy covers potential, actual and perceived conflicts, and sets out clear actions to be taken. Actual conflicts are prohibited Distinguish between: • when a declaration of interests should be made • the consequences if an actual conflict arises • what action, if any, is required regarding perceived conflicts	IOC, FIFA, BWF	Consistent with OECD guidance
Define all types of relevant interest – financial/professional/business – whether linked to the person directly or indirectly through the circle of influence (family and close relationships) as well as institutional interest/loyalty. Definition supports understanding with examples There is clarity about the treatment of conflicts of duties/loyalties in connection with an individual having multiple representative roles	CGF, IAAF, FIFA, IOC	Clarity for all parties
Clarity regarding the persons to whom the policy applies supported by straightforward terms of reference or equivalent which spell out duties/responsibilities In some but not all cases the policy applies to staff. It is advisable to include senior staff with decision-making power	IOC, FIFA, FEI	Clarity for all parties
Limitation on participation in decision making when a conflict exists. There should be clear exclusion from voting on the decision Other restrictions vary: there may be a requirement not to express an opinion, not to exercise any measure or influence, or to leave the meeting Systematic and regular declarations of interests: formal declaration and register of declarations. Declarations are updated regularly, with the possibility of ad hoc declarations, and may be published There is a standard agenda item for declarations of interest at meetings	IAAF, World Rugby, UCI, UEFA, ISU, IOC, FIFA	Clarity for all parties
Designated body is responsible for providing advice/taking decisions; This is usually the ethics commission.	FIFA, IAAF, FEI, CGF, UCI	Clarity for all parties. Formal declaration ensures interest is noted; refreshing/publication and the standard agenda item ensure that interests are referred to when relevant to decision making
Supervision and enforcement – supervision by the ethics commission (or another body) so that failure to declare conflicts of interest may result in investigation and sanctions, which should be identified	IAAF, IOC, FEI, FIFA, UCI	Reduces risk of conflicts of interest being ignored or handled inadequately
	IOC, OCA, FIFA	Disincentive not to declare conflicts of interest, or to fail to follow rules
Issues relating to conflicts		
Restrictions on giving and receiving gifts, hospitality, personal remuneration, commissions or concealed benefits Only gifts of nominal value and hospitality in accordance with prevailing customs should be given or accepted. Perceptions should be considered Restriction on accepting/giving instructions on voting	FEI, FIFA, UCI, IOC, UEFA, CGF, FIBA, PASO	Clarity for all parties. Reduces risk of creation of conflict
	UCI, IOC, FIBA, PASO	Clarity for all parties. Reduces risk of creation of conflict
Restrictions regarding national interest Individuals should not vote to award an MSE to a country or city in a country of which the individual is a national	IOC, UCI, IWGA, FIFA	Clarity for all parties. Reduces risk of creation of conflict
Relevant provisions from conflict of interest rules published separately in bid documentation	FIFA	Clarity for all parties

6. Recommendations emerging from the stocktaking exercise

Based on the findings of the report, the following recommendations are proposed to strengthen ISOs' procedures and practices for managing conflicts of interest relating to the voting for the selection of hosts for major sports events. These recommendations are made with the recognition that governments should also have effective rules and mechanisms in place to mitigate the risks of conflicts of interest in the selection process for MSEs:

1. ISOs should have a published a conflict-of-interest policy, which sets out its scope of application (e.g., to whom it applies) and the procedures that should be followed, including for the process of awarding an MSE, to manage conflicts of interest. The policy should include the different risks and examples of situations where conflicts of interest may arise.
2. The conflict-of-interest policy should cover the concepts of actual, potential and perceived/apparent conflicts and provides clear actions to be taken.
3. The policy should cover all types of relevant interests: financial, professional, political, business or personal/family interests, as well as provides clarity regarding nationality or institutional interest/loyalty.
4. The conflict-of-interest policy should clarify the difference between a conflict of interest and acceptable separate duties/loyalties in the event an individual sits in a representative capacity.
5. When persons are in a situation of a conflict of interest, they should not participate in the decision-making process, nor exercise or appear to exercise any influence in the process.
6. There should be a systematic and regular process for declaring interests, including on an ad-hoc basis whenever any change occurs to the nature and extent of those interests. A register should be kept and regularly updated by a designated person/body. When possible, consideration should be made to making the declarations available to the public. Persons subject to declaration duties should be informed of their obligations and of the person/body to whom they should submit their declarations.
7. There should be a standard agenda item for assessing conflicts of interest at meetings in the decision process.
8. There should be a person or body designated to provide advice, including confidential counselling, to persons confronted with conflicts of interest situations on what measures should be taken to mitigate them.
9. Information about the conflicts of interest rules should be published also in the MSE bid documentation.
10. Training and awareness raising programmes should be provided to individuals about conflicts of interest.

11. Sanctions should be in place for failure to declare conflicts of interest, or for failure to follow corresponding rules/advice.

Beyond the scope of this report, the Task Force began to identify some potential areas of future work to consider. They include, but are not limited to, the following ones:

- Procedures for voting for MSEs and assessment of risks linked to the voting process in ISOs when awarding an MSE in light of the policy options identified in the present report.
- Sport regulations that are relevant to ensure the integrity of the selection process for MSEs.
- The applicability of national laws and regulations on integrity in the bidding process for an MSE. This could build, as appropriate, upon the findings of the international anti-corruption monitoring bodies.

The Task Force was facilitated by the OECD with the collaboration of the IOC and IPACS wishes to thank Giulio Nessi, Jeroen Michels, Julio Bacio-Terracino for coordinating its work. IPACS also acknowledges with profound gratitude those who have contributed their time and expertise to the work of the task force: Nicola Bonucci, Nejla Saula, Mary Crane-Charef, Apostolos Zampounidis and Marianne Aalto (OECD), Pâquerette Girard-Zappelli, Catia Giannotta and Konstantina Orogopoulou (International Olympic Committee). The work reflected in the report had further benefited from the strategic contributions and valuable comments from members of the Task Force: Gianluca Esposito, Sophie Meudal-Leenders and Stanislas Frossard (Council of Europe), Dimitri Vlassis, Candice Welsch, Ronan O’Laoire (United Nations Office on Drugs and Crime), Hitesh Patel, Robert Morini and Laura Cronk (United Kingdom); Mike Chambers (Association of National Olympic Committees, ANOC), James Carr (Association of Summer Olympic International Federations), David Grevenberg (Commonwealth Games Federation), Stephanie Männl, Myriam Burkhard and Maurice Labhart (Fédération Internationale de Football Association, FIFA), Davide Delfini (Global Association of International Sports Federations, GAISF), Terry Miller (IAAF), Nicolas Valticos (Union Cycliste Internationale, UCI), Laura Alonso, Ignacio Martín Irigaray, Nicolas Rantica, (Argentina), Émilie Cazenave and Jeanne Dominjon (France), Torsten Weiden (Germany), Alfredo Durante Mangoni, Paolo Bertaccini, Valérie Peano and Marco Befera (Italy), Jean-Loup Chappelet (University of Lausanne). Rowland Jack (I Trust Sport), Janice Shardlow and Gemma Sykes provided substantive contributions to the drafting of the report.

Annex A. Stocktakes of allocation of MSEs by ISOs

Badminton World Federation (BWF) – 2019 World Badminton Championships

Rightsholder	BWF
Sport	Badminton
Brief description of rightsholder	International Federation governing the sport of badminton worldwide
Olympic sport?	Yes
Major event studied	BWF World Championships 2018 BWF World Championships 2019 (Both announced at same Council Meeting)
Rationale for inclusion	MSE with significant commercial value and media/public interest
Type of event allocation	2018 - The process started as a bidding competition but only one bid was under consideration by the time of the allocation decision 2019 – Competitive bidding from 2 cities. Two additional events were awarded during the same Council Meeting (Thorpe, 2017)
Final stage of bidding process before vote	Following evaluation of bids submitted, candidate cities present their final presentations to the BWF Council before the vote
Voting body	BWF Council (BWF, 2018b)
Election summary	For the 2018 event, Nanjing, China was the only bidder. For the 2019 event, there were two bids: Basel, Switzerland and Tokyo, Japan. Basel was awarded the hosting rights. Two additional events were awarded during the same Council Meeting (Thorpe, 2017)
Voting details	No further details published.
Conflict of interest rule(s)	BWF Statutes – Section 2.1, Code of Ethics (BWF, 2017a) 4.4 Integrity Maintain the highest standards of integrity, including honesty, truthfulness and not knowingly providing false information, fairness and incorruptibility in all matters affecting roles and duties of parties covered under the Code. No individual covered under the Code shall, directly or indirectly, solicit, accept or offer any concealed remuneration, commission, benefit or service of any nature connected with their role in the BWF.
	4.5 Gifts No parties covered under the Code shall solicit or accept gifts including travel and 'in-kind' benefits from any source external to the BWF which may bring into question their integrity, independence, impartiality and objectivity. Only gifts of a nominal value, in accordance with the prevailing local customs, may be given or accepted as a mark of respect or friendship. Reasonable hospitality in accordance with the prevailing local customs may be given and accepted as a mark of respect or friendship. Any gifts above the acceptable nominal value of any other kind must be declared to the Secretary General and provided to the BWF office.
	4.8 Conflicts of interest Persons covered by the Code shall avoid any situation that could lead to a conflict of interest or perceived conflict of interest. Any actual, perceived or potential conflict of interest must be declared and action taken by the individual to remove themselves from the situation where a conflict may arise. A conflict of interest involves a conflict or perceived conflict between the public duty of an individual and the private interests of the individual, in which the private interests could improperly influence the performance of the individual's official duties and responsibilities. A private or personal interest could include gaining any possible advantage for the individual concerned or their family, relative, friends, and acquaintances. More specifically, conflicts of interest can be, but not limited to actual, perceived, or potential: • Actual: involves a direct conflict between current duties and responsibilities

	<p>and existing private interests.</p> <ul style="list-style-type: none"> • Perceived: conflict exists where it could be perceived, or appears, that private interests could improperly influence the performance of duties - whether or not this is in fact the case. • Potential: arises where private interests could conflict with official duties. <p>A conflict of interest can be pecuniary (involving financial gain or loss) or nonpecuniary (based on enmity or amity).</p> <p>A conflict of interest can arise from avoiding personal losses as well as gaining personal advantage, financial or otherwise.</p>
	<p>BWF Code of Conduct for Bidding Organisations (BWF, 2017c)</p> <p>1. PURPOSE</p> <p>1.1 To ensure and maintain the highest standards of conduct for the bidding and application process for BWF Major Events.</p>
	<p>2.3 The Code provides guidance for organisations themselves and for Council members and staff involved in the assessment and administration of applications to host Major Events.</p>
	<p>4. GENERAL PROVISIONS FOR THE APPLICATION PROCESS</p> <p>The BWF is committed to providing a fair and transparent application process and an equal opportunity for applicants to present their strongest case in meeting the requirements for hosting BWF Major Events.</p> <p>The BWF:</p> <p>4.1 Works for the benefit of the global badminton community and all its Members and athletes - and not just for a particular constituent;</p> <p>4.2 Makes all decisions with complete impartiality in the best interest of the BWF, its Members and the sport in general;</p> <p>4.3 Conducts its business with integrity, maintaining a high standard of professional conduct, and avoids any behaviour or action that would tarnish or give the impression of tarnishing the reputation of BWF or the sport;</p>
	<p>5. SPECIFIC PROVISIONS FOR CONDUCT</p> <p>5.1 The conduct of bidding organisations and their representatives shall comply with all provisions outlined in this Code of Conduct.</p> <p>5.2 Each bidding organisation has the right to communicate about and promote their application at any time after the application deadline.</p> <p>5.3 Following the submission of the application, the bidding organisation may not approach Council members directly or send to them advertising and bid material to individual Council members. All material must be sent to Council through the office and Secretary General.</p> <p>5.4 All communications around the application must be dignified and focus on the merits of the bid, the applicant and the partnerships the applicant may have.</p> <p>5.5 Applicants or their representatives must refrain from any act or statement likely to tarnish the image of a rival bidding organization or damage it in any way.</p> <p>5.6 Subject to communications being done with dignity / moderation, the applicant may advertise in the media.</p> <p>5.7 For any form of publication and promotion, the applicant shall only use its own logo. The BWF logo shall not be used in any form of promotion of the application / bid. The acronym "BWF" and title of the event may be used in advertising promotion.</p> <p>5.8 No gifts may be made and no advantages promised to BWF Council members or BWF administrative staff.</p> <p>5.9 Apart from reasonable business hosting such as a business lunch, dinner or function involving the BWF representative on the site visit to the host city, no other form of reception or other social function inviting Council members or BWF administrative staff may be organised by the applicant or by any person or organisation acting on their behalf or supporting it.</p> <p>5.10 Except where at an official BWF function as approved by the BWF President or Secretary General, no members of the BWF Council and/or BWF management team shall be invited to a sport competition or function organised by the applicant following the lodgment of the application and / or the closing date for applications.</p> <p>5.11 Short-listed bidding organizations may be invited to make a presentation to the BWF Council under guidelines approved by Council. Promotional material on the bidding city and a low cost souvenir may be presented to Council members and staff at the presentation.</p>

	<p>Note on Judicial procedures, there is also a clear reference to Conflict of Interests</p> <p>BWF Statutes – Section 1.1 Constitution, Article 32</p> <p>32. PROCEDURAL RULES APPLICABLE TO THE JUDICIAL BODIES OF THE FEDERATION</p> <p>The judicial bodies of the Federation shall provide fair procedures to all parties involved and shall respect their fundamental rights. They recognise in particular:</p> <p>32.1. that a person who may have a conflict of interest shall not be a member of the decision-making body; (BWF, 2018a)</p>
--	---

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
15/03/2017	BWF pre-announcement	Rightsholder press release	(BWF, 2017b)
18/03/2017	Hosts for BWF major events in 2018 and 2019 announced	Newspaper article	(Thorpe, 2017)

Potential voting process good practice example(s)

- None noted

Potential conflict of interest good practice example(s)

- Explanation of actual, potential and perceived conflicts of interest in Code of Ethics
- Code of Conduct for Bidding Organisations

Potential good practice example(s) from other stages of the bidding process

- Detailed documentation on all stages of the bidding process on dedicated page on [BWF website](#)
- Consultation process as part of bid process

Additional points worthy of note

- None noted

Commonwealth Games Federation (CGF) – 2022 Commonwealth Games

Rightsholder	Commonwealth Games Federation
Sport	Multi-sport
Brief description of rightsholder	Organisation responsible for the direction and control of the Commonwealth Games and Commonwealth Youth Games, and for delivering on the vision of the Commonwealth Sports Movement.
Olympic sport?	Mixture of Olympic and non-Olympic sports
Major event studied	Commonwealth Games 2022
Rationale for inclusion	MSE with significant commercial value and media/public interest
Type of event allocation	Competitive bidding process with a final vote. The process was changed at a later date.
Final stage of bidding process before vote	First selection - Durban, South Africa Final Candidate City briefing at the 2015 General Assembly before vote, following publication of Evaluation Report. Second selection - Birmingham, England Birmingham bid was the only one submitted to the CGF by the deadline of 30 September 2017 and the bid was reviewed by CGF Executive Board.
Voting body	First selection General Assembly (CGF, 2014) Second selection General Assembly delegated authority to Executive Board (CGF, 2017a)
Election Summary	First selection Initial confirmed bids from Durban, South Africa and Edmonton, Alberta, Canada in March 2014 (CGF, 2014a). Some bidders then withdrew (CGF, 2015a), leaving Durban as the sole candidate (CGF, 2015b). In March 2017, the CGF withdrew hosting rights from Durban. Second selection Birmingham was the sole candidacy submitted to the CGF by the deadline of 30 September 2017. The bid was reviewed by CGF Executive Board before a hosting announcement on 21 December.
Voting details	First Selection Durban, South Africa was elected on 2 September 2015 at General Assembly in Auckland New Zealand. The 71 members voted to unanimously award the hosting rights to the XXII Commonwealth Games.(CGF, 2015c). Second Selection Delegated authority “Louise Martin, President of the CGF said: “ <i>When the CGF General Assembly took the difficult decision to reallocate the 2022 Commonwealth Games, it delegated the Federation’s Executive Board the responsibility to award the Games. It is essential that we have fully examined all aspects of the cities’ bid submissions and expressions of interest, and that we are fully satisfied that the ultimate host for 2022 is capable of staging a Games that fully delivers for Commonwealth athletes and host communities.</i> ” (CGF, 2017a) 21 December 2017 – CGF: “The Commonwealth Games Federation (CGF) today announced that it has selected Birmingham, England as the host city partner of the XXII Commonwealth Games in 2022.” (CGF, 2017b)
Conflict of interest rules	2014 Constitution does not contain any specific provisions on conflict of interests but: Code of Conduct provides at C: PRINCIPLES OF CONDUCT 1. <i>Selflessness</i> : The Federation, Affiliated CGAs, and Executive Board Members shall take decisions solely in the Federation’s interest. They shall not do so in order to gain benefits for themselves or their sport. 2. <i>Integrity</i> : The Federation, Affiliated CGAs and Executive Board Members shall not place themselves under any financial or other obligation to individuals or organisations that might influence them in the performance of their duties. 3. <i>Objectivity</i> : In carrying out the business of the Federation including appointing or electing officials, awarding contracts or recommending individuals for rewards or benefits, the Federation, Affiliated CGAs and Executive Board Members shall make choices on merit. 4. <i>Accountability</i> : The Federation, Affiliated CGAs and Executive Board Members are accountable for their decisions and actions to the Federation and shall submit themselves to whatever scrutiny is appropriate. The Executive Board Members and members of elected committees shall report regularly to and communicate with the Affiliated CGAs which elected them. Communication shall not be confined to meetings held during Annual General Assemblies of the Federation.

	<p>5. <i>Openness</i>: The Federation, Affiliated CGAs and Executive Board Members shall be as open as possible about all the decisions and actions that they take. They shall give reasons for their decisions and restrict information only when the wider interest clearly demands it.</p> <p>6. <i>Honesty</i>: The Federation, Affiliated CGAs and Executive Board Members have a duty to declare any private interests relating to their duties and to take all steps to resolve any conflicts arising in a way that protects the interest of the Federation and sport in general.</p>
	<p>Conflict of interest provisions in 2016 Constitution:</p> <p>18. Executive Board interests and management of conflicts of interest</p> <p><i>Declaration of interests</i></p> <p>18.1 Unless Article 18.2 applies, a member of the Executive Board must declare the nature and extent of:</p> <p>18.1.1 any direct or indirect interest which he or she has in a proposed transaction or arrangement with the Federation; and</p> <p>18.1.2 any duty or any direct or indirect interest which he or she has which conflicts or may conflict with the interests of the Federation or his or her duties to the Federation.</p> <p>18.2 There is no need to declare any interest or duty of which the other Executive Board are, or ought reasonably to be, already aware.</p> <p><i>Participation in decision-making</i></p> <p>18.3 If an Executive Board member's interest or duty cannot reasonably be regarded as likely to give rise to a conflict of interest or a conflict of duties with or in respect of the Federation, he or she is entitled to participate in the decision-making process, to be counted in the quorum and to vote in relation to the matter. Any uncertainty about whether an Executive Board member's interest or duty is likely to give rise to a conflict shall be determined by a majority decision of the other Executive Board taking part in the decision-making process.</p> <p>18.4 If an Executive Board member's interest or duty gives rise (or could reasonably be regarded as likely to give rise) to a conflict of interest or a conflict of duties with or in respect of the Federation, he or she may participate in the decision-making process and may be counted in the quorum and vote unless:</p> <p>18.4.1 the decision could result in the member of the Executive Board or any person who is Connected with him or her, receiving a benefit other than:</p> <p>(a) any benefit received by an Affiliated CGA, which is available generally to the Affiliated CGA's;</p> <p>(b) the payment of premiums in respect of indemnity insurance for the Executive Board;</p> <p>(c) payment under the indemnity set out at Article 6; and</p> <p>(d) reimbursement of expenses; or</p> <p>18.4.2 a majority of the other Executive Board participating in the decision-making process decide to the contrary, in which case he or she must comply with Article 18.5.</p> <p>18.5 If a member of the Executive Board with a conflict of interest or conflict of duties is required to comply with this Article 18.5, he or she must:</p> <p>18.5.1 take part in the decision-making process only to such extent as in the view of the other Executive Board is necessary to inform the debate;</p> <p>18.5.2 not be counted in the quorum for that part of the process; and</p> <p>18.5.3 withdraw during the vote and have no vote on the matter.</p> <p><i>Continuing duties to the Federation</i></p> <p>18.6 Where a member of the Executive Board or person Connected with him or her has a conflict of interest or conflict of duties and the member of the Executive Board has complied with his or her obligations under these Articles in respect of that conflict:</p> <p>18.6.1 the member of the Executive Board shall not be in breach of his or her duties to the Federation by withholding confidential information from the Federation if to disclose it would result in a breach of any other duty or obligation of confidence owed by him or her; and</p> <p>18.6.2 the member of the Executive Board shall not be accountable to the Federation for any benefit expressly permitted under these Articles which he or she or any person Connected with him or her derives from any matter or from any office, employment or position.</p> <p>19. Register of Executive Board member's interests</p> <p>The Executive Board must cause a register of Executive Board member's interests to be kept.</p>

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
10.2.15	Durban sole remaining bidder	Rightsholder press release	(CGF, 2015a)
3.8.15	Evaluation Report published	Rightsholder press release	(CGF, 2015b)
2.9.15	GA votes in favour of Durban	Rightsholder press release	(CGF, 2015c)
13.3.17	Durban stripped of hosting rights	Rightsholder press release	(CGF, 2017c)
28.4.17	Expressions of interest	Rightsholder press release	(CGF, 2017d)
21.12.17	Games awarded to Birmingham	Rightsholder press release	(CGF, 2017b)

Potential voting process good practice example(s)

- “Other than as provided for within the Candidate City Manual Candidate CGAs shall not make any special visits or approaches to members of other Affiliated CGAs by themselves or through diplomatic channels after their Candidature File is lodged with the Federation. Candidate Cities may, however organise a reception on the occasion of a General Assembly and may provide a hospitality room and any exhibition or display by means of models, photographs, films etc. showing arrangements in the Candidate Cities.” (CGF, 2016)

Potential conflict of interest good practice example(s)

- Register of Executive Board members’ interest

Potential good practice example(s) from other stages of the bidding process

- Publication of Evaluation Report in First Selection phase (Durban, South Africa)

Additional points worthy of note

- None noted

European Olympic Committees (EOC) – 2019 European Games

Rightsholder	European Olympic Committee
Sport	Multi-sport
Brief description of rightsholder	Association of European National Olympic Committees
Olympic sport?	Yes
Major event studied	2019 European Games
Rationale for inclusion	Multi – sport event, providing geographical diversity. The European Games are also included in Task Force 1's study. Potentially prestigious to host
Type of event allocation	Competitive bidding with final selection by vote. The bidding process was changed at a later date.
Final stage of bidding process before vote	Not known
Voting body	General Assembly (EOC, 2014)
Election summary	A fast-tracked bidding process was launched in September 2014 (no publicly available formal record of invitation to express interest). A reported increased in interest in the Games led to delay in selecting host – previously due to be selected in 2014 General Assembly in November.
	In May 2015, EOC nominates Dutch Olympic Committee to host: "At the executive committee Belek [on Thursday]. We unanimously decided to put forward that we had selected the NOC of Netherlands subject to ongoing discussions with them," Short Extraordinary Assembly at EOC Seminar. Presentation from NOC of the Netherlands about its proposed hosting concept for the 2019 European Games. But in June 2015, Netherlands pulls out of hosting due to insufficient support for funding and expresses doubts regarding availability of athletes.
	In September 2015, EOC holds debriefing session regarding the host of the Games, which is due to be announced at 2015 General Assembly in November. Russia provisionally awarded the 2019 Games in November 2015, subject to WADA investigation.
	At the 2016 General Assembly, Minsk was selected as 2019 European Games host.
Voting details	Netherlands selected Unanimous GA vote ("Netherlands secure 2019 European Games -On the Scene," 2015): The 50 European NOCs unanimously approved in principle the Netherlands as hosts of the second edition of the European Games in 2019, giving the EOC Executive Committee the mandate to continue its private negotiations until a definitive sporting, commercial and financial plan for the Games is finalised. (EOC, 2015b)
	Russia selected EOC President Patrick Hickey informed the 2015 General Assembly that: "Russia is still the EOC's preferred partner for hosting the 2019 European Games. That is provided the independent authorities can confirm Russia's ability to support an anti-doping programme that meets the highest international standards." (EOC, 2015a).
	Minsk, Belarus selected Five NOCs abstained; Norway and Denmark voted against (Mackay, 2016)
Conflict of interest rule(s)	Articles of Association (EOC, 2014) provide exclusion provision in articles for members of the Executive Committee: Exclusion A member or The Executive Committee shall be excluded if he: 18.6 is directly or indirectly interested in any contract with the EOC and fails to declare the nature of his interest. No other references are made to conflicts of interest in the Articles and although the possibility of the Executive Committee making regulations or bye-laws on all matter not provided for in the Articles, no such regulations or bye-laws have been published
	Article 8 states that: "The EOC shall at all times act in accordance with the Charter, Rules and Bye-laws of the IOC (as same may be amended from time to time), the provisions of which, insofar as they concern the constitution, duties and obligations of Associations of National Olympic Committees, shall be deemed to be incorporated into these Articles. Article 8 Articles of Association" and Art 40.1 These Articles shall be, at all times, in accordance with the Olympic Charter. If there is any doubt as to the implication or interpretation of these Articles or if there is a contradiction between these Articles and the Olympic Charter the latter shall take precedence. It is arguable therefore that IOC rules on Conflicts of Interest may apply.

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
..9.14	Bidding process launched	News article	("Netherlands secure 2019 European Games -On the Scene," 2015)
.5.15	Election of Netherlands	Rightsholder press release	(EOC, 2015b)
10.6.15	Confirmation Netherlands not proceeding	Rightsholder press release	(EOC, 2015c)
23.9.16	Executive Committee agrees on importance of having confirmed a host city by GA	Rightsholder press release	(EOC, 2016b)
22.10.16	45 th EOC GA- Day One Wrap Up	Rightsholder press release	(EOC, 2016a)

Potential voting process good practice example(s)

- None noted

Potential conflict of interest good practice example(s)

- None noted

Potential good practice example(s) from other stages of the bidding process

- None noted

Additional points worthy of note

- None noted

Fédération Equestre Internationale (FEI) – 2018 FEI Equestrian Games

Rightsholder	FEI
Sport	Equestrian
Brief description of rightsholder	International Federation governing the sport of equestrian sports worldwide
Olympic sport?	Yes
Major event studied	FEI World Equestrian Games 2018
Rationale for inclusion	MSE with significant commercial value and media/public interest
Type of event allocation	Competitive bidding with final selection by vote. The process was changed at a later date.
Final stage of bidding process before vote	<u>First selection</u> – Bromont, Canada FEI Evaluation Commission's report is presented to FEI Bureau before vote (FEI, 2014) <u>Second selection</u> – Tryon, USA "Following the withdrawal of Bromont, the FEI Bureau mandated the President to find a solution and, after a thorough assessment of a number of options, the President proposed that the Bureau allocate the Games to Tryon." (FEI, 2016) Little detail on exact steps taken before the FEI Bureau voted on the President's recommendation.
Voting body	<u>First selection</u> FEI Bureau <u>Second selection</u> FEI Bureau – based on President's recommendation Article 20 in Statutes - The Bureau shall decide on all matters not otherwise reserved to another body of the FEI (FEI, 2015)
Election summary	<u>First selection – part 1</u> In 2011, the bid process began with 5 bidders. In 2013, Bromont, Canada was the only bid remaining but there were doubts over its financial support and therefore the FEI re-opened the bid process ("2018 FEI World Equestrian Games," n.d.) <u>First selection – part 2</u> Two bids were put to the FEI Bureau vote in June 2014 – Bromont, Canada and Lexington, USA. Bromont was selected. The FEI had reopened the bidding process for the FEI World Equestrian Games 2018 in July of last year when the Canadian bid team for Bromont/Montreal was unable to provide the full public sector financial support that was required before an allocation could be made. Confirmation that the Canadian bid committee had subsequently secured substantial government backing was a crucial element in today's decision." (FEI, 2014) In July 2016, Bromont was stripped of the hosting rights due to ongoing financial concerns. (Pavitt, 2016) <u>Second selection</u> Tryon, USA was announced as host in November 2016 after the FEI Bureau "mandated the President to find a solution" following Bromont's withdrawal. (FEI, 2016)
Voting details	<u>First selection – part 2 (see above)</u> Unanimous vote for Bromont, Canada (FEI, 2014) <u>Second selection</u> "...after a thorough assessment of a number of options, the President proposed that the Bureau allocate the Games to Tryon. In light of the timeframe, with the Games in less than two years, existing infrastructure was a crucial factor in the evaluation process. The Bureau met by teleconference today (3 November) to agree the allocation and were unanimous in their support of the Tryon bid." (FEI, 2016) There are currently 18 members on the Bureau.
Conflict of interest rule(s)	Internal Regulations Appendix 3 "CODE OF ETHICS AND CONFLICT OF INTEREST POLICY WITH DISCLOSURE STATEMENT" (FEI, 2017)
	Consequently, all participants in Equestrian Sport, including but not limited to Athletes (and their Support Personnel), Owners, Organisers, Officials, sponsors, and FEI volunteers and staff undertake to respect and be bound at all times by the present Code.
	B. INTEGRITY 1. FEI representatives shall not, directly or indirectly, solicit, accept or offer any form of personal remuneration or commission, nor any concealed benefit or service of any nature, connected with the organisation of FEI Events that is not part of the official negotiation process or set forth in the contract with the Organiser or Organising Committee.

	<p>2. Only gifts of nominal value, in accordance with prevailing local customs, may be given or accepted by FEI Bureau members, FEI volunteers, or FEI staff by or to any member of an Organising Committee bidding for an FEI Event, as a mark of respect or friendship. Any other gift must be passed on to the organisation of which the beneficiary is a member.</p> <p>3. The hospitality shown by any Organising Committee bidding for an FEI Event to the volunteers and members of FEI staff as well as persons accompanying them, shall not exceed the standards prevailing in the host country.</p> <p>4. Conflicts of interest, whether real or perceived, are to be avoided;</p> <p>5. Even the appearance of misconduct or impropriety should be recognized as damaging to the FEI's reputation, and should therefore be avoided.</p> <p>6. FEI constituents must not be involved with organisations, firms or persons whose activity or reputation is inconsistent with the principles set out in the present Code.</p>
	<p>CONFLICT OF INTEREST</p> <p>The appearance of impropriety can be as damaging as actual impropriety to the FEI's reputation. As a result, this policy is designed in such a way that compliance therewith will avoid, to the fullest practicable extent, both the perception and incidence of improper situations. A substantial appearance of a conflict of interest exists whenever others may reasonably infer from the given circumstances that a conflict exists. A conflict of interest is defined as any personal or financial relationship, including relationships of family members, that could influence or be perceived to influence objectivity when representing or conducting business or other dealings for or on behalf of the FEI. Family members include a spouse, parent, child or spouse of a child, sibling, spouse of a sibling, cohabitating companion or any other individual with a significant familial or familial-like relationship.</p> <p>On an annual basis and more often as necessary, each FEI Bureau Member, Member of a Technical or Standing Committee or Sub-Committee thereof, other member of a body or group designated by any of the former to act on behalf of or advise the FEI (including but not limited to working groups and task forces), and senior FEI employees ("FEI Representatives") must disclose any conflict by submitting the appropriate form to the FEI Secretary General. Senior FEI employees are department heads or anyone exercising substantially similar decision-making discretion. The FEI Secretary General must submit a copy of the appropriate form to the President.</p>
	<p>Conflict of interest - Procedure</p> <p>Any FEI Representative with a conflict of interest with respect to a given person or concern must:</p> <ol style="list-style-type: none"> 1. Disclose the interest to the FEI Secretary General, who shall have the authority to either: <ol style="list-style-type: none"> a. approve or disapprove the relationship if with respect to an employee other than the Secretary General himself; b. refer the matter to the FEI Tribunal. 2. Not be present during or participate in any formal or informal discussions related to the relationship between the FEI and the person or concern unless and until notified by the FEI Secretary General or the FEI Tribunal; and 3. Not be present during any discussion and abstain from voting and from influencing the vote on any matter related to the person or concern. <p>The Secretary General may disclose decisions taken under 1(a) or 1(b) above in the interest of transparency.</p> <p>If a conflict of interest involves the Secretary General, the matter shall be referred to the FEI Tribunal by the President.</p>
	<p>CONFLICT OF INTEREST DISCLOSURE STATEMENT</p> <ol style="list-style-type: none"> 1. Do you or a member of your immediate family transact business with or provide services to the FEI, one of its National Federations, an organiser of FEI events, and/or a sponsor of FEI Events? Please list the relevant entities or persons below and describe the dealings. If none, please state "none". 2. Are you or a member of your immediate family an officer, partner, director, trustee, owner (in the case of public companies, of at least 5% of total equity), beneficial owner, consultant or employee of any person or entity that does business with or provides services to the FEI, one of its National Federations, an organiser of FEI events, and/or a sponsor of FEI events? <p>Please list the relevant entities or persons below and describe the dealings.</p> <p>If none, please state "none".</p>

	<p>3. Is there any other relationship or matter not disclosed above that might be perceived to compromise your obligations to the FEI or its National Federations, competitors, owners, organisers, officials and/or sponsors? If none, please state "none".</p> <p>I have read and understood the FEI Conflict of Interest Policy and certify that the answers to the questions above are complete and fully reflect any conflicts of interest as defined in this policy. I understand that this document must be submitted annually to the FEI Secretary General and that I have a responsibility to update it as often as necessary in the interim should my circumstances change.</p> <p>Refusal to provide the requested information, failure to timely update such information or provision of incomplete information is a violation of the policy and may result in removal from the Bureau, Executive Board, Committee, Subcommittee, or other relevant body including but not limited to working groups or task forces or employment.</p>
--	--

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
2 July 2013	Bidding process reopened for the first time	Newspaper article	("Bidding for 2018 World Equestrian Games reopened," 2013)
9 June 2014	Bromont announced as Host City	Rightsholder press release	(FEI, 2014)
22 July 2016	Bromont withdraws as host	Newspaper article	(Pavitt, 2016)
3 November 2016	Tryon announced as new Host	Rightsholder press release	(FEI, 2016)

Potential voting process good practice example(s)

- None noted

Potential conflict of interest good practice example(s)

- Conflict of interest procedure guidelines and disclosure statement

Potential good practice example(s) from other stages of the bidding process

- None noted

Additional points worthy of note

- The bid process was reopened twice after the initial phase in 2011

Fédération Internationale de Basketball (FIBA) – 2023 Basketball World Cup

Rightsholder	FIBA
Sport	Basketball
Brief description of rightsholder	International Federation governing the sport of basketball worldwide
Olympic sport?	Yes
Major event studied	2023 Basketball World Cup (men's tournament only)
Rationale for inclusion	Major MSE with significant commercial value and media/public interest
Type of event allocation	Competitive bidding with final selection by vote
Final stage of bidding process before vote	Final presentations by bids from Argentina/Uruguay and Philippines/Japan/Indonesia to Central Board Russia and Turkey withdrew from bidding ahead of the Central Board meeting
Voting body	Central Board – General Statutes, Article 15.1.1(u) (FIBA, 2017b)
Election summary	"The Central Board voted unanimously in favor of the candidature put forward by Philippines/Japan/Indonesia." (FIBA, 2017c)
Voting details	No further information The Central Board has about 20 members
Conflict of interest rule(s)	
	FIBA Code of Ethics in Internal Regulations, Book 1, Chapter 3 (2014) - in force for the bidding process, later updated (FIBA, 2014)
	<p>Requirements of the Code</p> <p>23. Demonstrate loyalty to FIBA and its principles, and to the sport of basketball, and not do anything that would bring discredit to the sport.</p> <p>24. Embrace honesty, integrity, and respectability as being core to all basketball activities and never knowingly provide false information to others.</p> <p>25. Not engage in any criminal or otherwise improper activities, either within or outside basketball.</p> <p>26. Observe the FIBA General Statutes and Internal Regulations, other rules and regulations and decisions of FIBA.</p> <p>27. Honour all contracts (both personal and business) related to basketball and not encourage others to break such contracts.</p> <p>28. Refrain from activities which might affect the outcome of basketball games such as:</p> <ul style="list-style-type: none"> a. Acceptance of gifts/payments, commissions, or other considerations by players (other than as a legitimate part of playing contract); b. Acceptance of gifts/payments, commissions, or other considerations by officials (other than as a legitimate part of their contract of engagement); c. Offering gifts/payments, commissions, or other considerations to players and officials other than as part of their legitimate contractual payments; d. Betting or otherwise speculating either alone or through others; e. Doping or the encouragement of doping; f. Engaging in criminal or other improper activities; g. Engaging in other unethical conduct of any kind which has the potential to affect the outcome of game/s.
	b. Avoiding actual or perceived conflicts of interest where administrators or other officials have, or appear to have, private or personal interests that detract from their ability to carry out their obligations in their official capacity with integrity in an independent and purposeful manner (private or personal interests include gaining any possible advantage for himself, his family, relatives, friends and acquaintances, and any organisation to which he belongs and/or has a leading role);
	<p>34. Only gifts of nominal value, in accordance with prevailing local customs, may be given or accepted by the basketball parties, as a mark of respect or friendship. Any other gift must be declared and passed on to the organisation of which the beneficiary is a member.</p> <p>35. Hospitality shown to members and staff of the basketball parties, and to the persons accompanying them shall be declared and shall not exceed the standards prevailing in the host country.</p>
	37. The basketball parties shall neither give nor accept instructions to vote or intervene in a given manner within the organs of FIBA.
	41. Where basketball parties are involved in offering themselves as candidates for the right to conduct a major event, those parties will specifically apply the principles outlined in article 1-31 to their conduct during the bidding process.

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
23/11/2017	Basketball World Cup to be staged in multiple countries for first time in 2023	Rightsholder press release	(FIBA, 2017a)
9/12/2017	Philippines/Japan/Indonesia to stage first ever multiple-host Basketball World Cup in 2023	Rightsholder press release	(FIBA, 2017c)

Potential voting process good practice example(s)

- None noted

Potential conflict of interest good practice example(s)

- “The basketball parties shall neither give nor accept instructions to vote or intervene in a given manner within the organs of FIBA.”

Potential good practice example(s) from other stages of the bidding process

- None noted

Additional points worthy of note

- “The bidding process for the FIBA Basketball World Cup 2023 saw two candidatures of very high quality, with both vying to host FIBA’s flagship competition. Faced with such fortunate circumstances and acknowledging similar trends in the world of sport, the Central Board decided that Argentina/Uruguay will have the privileged opportunity to adapt their candidature for the FIBA Basketball World Cup 2027 and present it to the Central Board.” (FIBA, 2017c)

Fédération Internationale de Football Association (FIFA) – 2026 FIFA World Cup

Rightsholder	FIFA
Sport	Football
Brief description of rightsholder	International Federation governing the sport of football worldwide
Olympic sport?	Yes
Major event studied	2026 FIFA World Cup (men's event only)
Rationale for inclusion	Mega event with very high economic value and media/public interest New bidding process recently implemented
Type of event allocation	Competitive bidding with final selection by vote
Final stage of bidding process before vote	FIFA Council approved bids for vote by Congress
Voting body	FIFA Congress (FIFA, 2016b)
Election summary	Election by Congress
Voting details	"The United Bid received 134 of 200 votes cast, or 67 per cent. Morocco tallied 65 votes (33 per cent), and one single member association voted not to choose either of the two bids." (FIFA, 2018a) Publication of votes by country (FIFA, 2018c)
Conflict of interest rule(s)	<p>Regulations for the selection of the venue for the final competition of the 2026 FIFA World Cup (FIFA, 2017b)</p> <p>3.6 Designation of bids</p> <p>(i) In accordance with article 69 par. 2 c) of the FIFA Statutes, the FIFA Council shall review the bids and the evaluation report and designate, based on its best judgement and taking into consideration the defined criteria for the selection decision, a maximum of three (3) bids for submission to the FIFA Congress for its final decision. The result of each ballot and the related votes by the members of the FIFA Council shall be open and made public.</p> <p>(ii) In the event that a member of the FIFA Council has a conflict of interest, such member shall not perform their duties in connection with the Bidding Procedure for the hosting of the final competition of the 2026 FIFA World Cup, and shall in particular decline to participate in the voting process of the FIFA Council for the designation of the bids. A member of the FIFA Council shall, in particular, be considered to have a conflict of interest if they represent a member association that submitted a bid or are a national of such member association's country. Members of the FIFA Council who decline to perform their duties in connection with the Bidding Procedure for the hosting of the final competition of the 2026 FIFA World Cup shall notify the FIFA general secretariat immediately.</p> <p>4.2 Conflict of interest</p> <p>In the event that a delegate of the FIFA Congress has a conflict of interest, such delegates shall not perform their duties in connection with, and the member association represented by such delegate shall decline to participate in, the voting process of the FIFA Congress for the decision to award the right for the hosting of the 2026 FIFA World Cup. Delegates of the FIFA Congress shall, in particular, be considered to have a conflict of interest if they represent a member association whose bid is subject to the designation by the FIFA Council pursuant to article 3 par. 5 above for submission to the FIFA Congress for its final decision to select the host association(s) of the 2026 FIFA World Cup, or are a national of such member association's country. Delegates of the FIFA Congress who decline to perform their duties in connection with the bidding procedure for the hosting of the 2026 FIFA World Cup shall notify the FIFA general secretariat immediately.</p>
	<p>Code of Ethics 2012 (in place for bidding process – new edition due for implementation in August 2018) (FIFA, 2012)</p> <p>19) Conflicts of interest</p> <p>1. When performing an activity for FIFA or before being elected or appointed, persons bound by this Code shall disclose any personal interests that could be linked with their prospective activities.</p> <p>2. Persons bound by this Code shall avoid any situation that could lead to conflicts of interest. Conflicts of interest arise if persons bound by this Code have, or appear to have, private or personal interests that detract from their ability to perform their duties with integrity in an independent and purposeful manner. Private or personal interests include gaining any possible advantage for the persons bound by this Code themselves, their family, relatives, friends and acquaintances.</p> <p>3. Persons bound by this Code may not perform their duties in cases with an existing or potential conflict of interest. Any such conflict shall be immediately disclosed and notified to the organisation for which the person bound by this Code performs his duties.</p>

	<p>4. If an objection is made concerning an existing or potential conflict of interest of a person bound by this Code, it shall be reported immediately to the organisation for which the person bound by this Code performs his duties for appropriate measures.</p> <p>20) Offering and accepting gifts and other benefits</p> <p>1. Persons bound by this Code may only offer or accept gifts or other benefits to and from persons within or outside FIFA, or in conjunction with intermediaries or related parties as defined in this Code, which e) do not create a conflict of interest.</p>
	<p>Code of Conduct (for staff) (FIFA, 2017a)</p> <p>Page 17) Conflicts of Interest</p> <p>A CONFLICT OF INTEREST MAY ARISE WHEN PERSONAL INTERESTS, ACTIVITIES OR RELATIONSHIPS AFFECT AN INDIVIDUAL'S RESPONSIBILITIES AND LOYALTY TO FIFA.</p> <p>Each of us should avoid – where possible – situations that conflict with the interests of FIFA. FIFA prohibits its team members from using their position for improper personal gain. The appearance of impropriety can be just as damaging to FIFA's reputation as an actual conflict. For identified conflicts of interest, the appropriate mitigating steps will be implemented.</p> <p>If you believe there may be a conflict of interest, whether actual, perceived or potential, you must immediately contact your line manager and the FIFA Compliance Division.</p> <p>HOW TO DETERMINE A CONFLICT OF INTEREST?</p> <p>Ask yourself:</p> <ul style="list-style-type: none"> • "Could my personal interests interfere with those of FIFA?" • "Could it appear to be a conflict to others, inside or outside of FIFA?" <p>If unsure, seek guidance from the FIFA Compliance Division.</p> <p>Examples of conflicts of interest</p> <ul style="list-style-type: none"> • Outside employment: you or a close relative are employed by, provide services for or receive payment from a supplier or partner with whom you, as an employee, are actively working for. • Financial interests: you or a close relative have a substantial investment or other financial interest in a FIFA business partner, and you have an active working relationship or responsibility towards this FIFA business partner. • Personal relationships at work: you supervise or are supervised by a relative, or you – as a line manager – are considering hiring a close relative as an employee or supplier. • Corporate opportunities: you take personal advantage of a business opportunity that FIFA may also have an interest in (unless FIFA has already been made aware of and declined the opportunity).
	<p>FIFA Statutes (April 2016)</p> <p>15) Member associations' statutes</p> <p>Member associations' statutes must comply with the principles of good governance, and shall in particular contain, at a minimum, provisions relating to the following matters:</p> <p>g) that the member association has the primary responsibility to regulate matters relating to refereeing, the fight against doping, the registration of players, club licensing, the imposition of disciplinary measures, including for ethical misconduct, and measures required to protect the integrity of competitions;</p> <p>23) Confederations' statutes</p> <p>The confederations' statutes must comply with the principles of good governance, and shall in particular contain, at a minimum, provisions relating to the following matters:</p> <p>g) regulation of matters relating to refereeing, the fight against doping, club licensing, the imposition of disciplinary measures, including for ethical misconduct, and measures required to protect the integrity of competitions;</p> <p>33) Composition, election of the President, the vice-presidents and the members of the Council</p> <ul style="list-style-type: none"> • 1. Subject to article 75 of these Statutes (transitional provisions), the Council shall consist of 37 members: • 1 President, elected by the Congress, • 8 vice-presidents, and • 28 other members. <p>Upon being elected to office, every member of the Council undertakes, and accepts responsibility, to faithfully, loyally and independently act in the best interests of FIFA and the promotion and development of football at global level.</p>
	<p>Governance Regulations (FIFA, 2016a)</p> <p>10) Council members' duties</p> <p>3. Council members shall adhere to all relevant FIFA rules and regulations in their work on the committees, in particular to the FIFA Statutes and the FIFA Code of Ethics but also to any decisions issued by FIFA.</p> <p>4. In particular, Council members shall always be aware of, and comply with, the provisions of art. 19 of the FIFA Code of Ethics (Conflicts of interest) and adjust their conduct as necessary (e.g. abstain from performing their duties, notify the President in cases of potential conflicts of interest).</p>

	<p>5. Council members shall complete and submit two copies, one to the President and one to the Review Committee, of the Related-Party Declaration (included in Annexe 2 to these regulations) on an annual basis. The President shall also complete and submit two copies, one to the Secretary General and one to the Review Committee, of the Related-Party Declaration.</p> <p>6. Every member of the Council undertakes, and accepts responsibility, to faithfully, loyally and independently act in the best interests of FIFA and the promotion and development of football at global level.</p> <p>37) Audit and Compliance Committee</p> <p>Powers and responsibilities of the Audit and Compliance Committee with regard to financial reporting matters</p> <p>With regard to financial reporting matters, the committee's main duties are as follows:</p> <p>f) To monitor and review related-party transactions at least annually;</p> <p>Annexe 2 – Related party declaration by Council members</p>
--	---

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
10/6/2018	FIFA Council approves bids for submission to congress	Rightsholder press release	(FIFA, 2018b)
13/6/2018	Election of host for 2026 World Cup	Rightsholder press release	(FIFA, 2018a)
13/6/2018	Voting results published	Rightsholder press release	(FIFA, 2018a)

Potential voting process good practice example(s):

- Publication of individual votes by member associations

Potential conflict of interest good practice example(s):

- Reference to Council members potentially being conflicted if they represent a member association that submitted a bid or are a national of such member association's country
- Reference in gift policy that gifts should not be accepted if they create a conflict of interests
- Specific conflicts of interest policy for staff as well as definition in Code of Ethics
- Council and other officials have an explicit duty of loyalty to FIFA (as opposed to other organisations they may also represent)
- Council members have to submit annual related party transactions, which are reviewed by the Audit and Compliance Committee

Potential good practice example(s) from other stages of the bidding process

- Continental rotation (with a degree of flexibility)
- Consultation on bidding requirements
- Minimum requirements for bids
- Workshops, working meetings, inspection visits and clarification sessions during the evaluation phase
- Detailed guide to bidding process published
- Independent members appointed to evaluation task force
- Evaluation process comprised compliance assessment, risk assessment and technical evaluation

- Objective criteria for technical evaluation with overview of scoring system published
- Evaluation report published
- Independent audit company appointed to monitor compliance with the rules of the bidding process. This final report is made publicly available
- Livestream of Congress

Additional points worthy of note

- None noted

Fédération Internationale de Football Association (FIFA) – 2019 Women's World Cup

Rights holder	FIFA
Sport	Football
Brief description of rightsholder	International Federation governing the sport of football worldwide
Olympic sport?	Yes
Major event studied	2019 FIFA Women's World Cup (n.b. 2018 Women's U-20 was included as part of same bid 'package')
Rationale for inclusion	MSE with significant commercial value and media/public interest MSE for female athletes, providing gender balance
Type of event allocation	Competitive bidding with final selection by vote
Final stage of bidding process before vote	Chair of the Committee for Women's Football presents report to Executive Committee before vote (FIFA, 2015a)
Voting body	FIFA Executive Committee (FIFA, 2015b)
Election summary	In May 2014, five countries expressed interest in hosting (England, France, Korea Republic, New Zealand and South Africa). Of these countries, England, France, Korea Republic and New Zealand also want to host the FIFA U-20 Women's World Cup 2018. Two countries submitted formal bids (France, Republic of Korea) in October 2014. Vote was held by FIFA Executive Committee on 19 March 2015.
Voting details	FIFA press release announces unanimous decision to award event to France. (FIFA, 2015b)
Conflict of interest rule(s)	Code of Ethics 2012 (in place for bidding process – new edition due for implementation in August 2018) (FIFA, 2012) 19) Conflicts of interest 1. When performing an activity for FIFA or before being elected or appointed, persons bound by this Code shall disclose any personal interests that could be linked with their prospective activities. 2. Persons bound by this Code shall avoid any situation that could lead to conflicts of interest. Conflicts of interest arise if persons bound by this Code have, or appear to have, private or personal interests that detract from their ability to perform their duties with integrity in an independent and purposeful manner. Private or personal interests include gaining any possible advantage for the persons bound by this Code themselves, their family, relatives, friends and acquaintances. 3. Persons bound by this Code may not perform their duties in cases with an existing or potential conflict of interest. Any such conflict shall be immediately disclosed and notified to the organisation for which the person bound by this Code performs his duties. 4. If an objection is made concerning an existing or potential conflict of interest of a person bound by this Code, it shall be reported immediately to the organisation for which the person bound by this Code performs his duties for appropriate measures. 20) Offering and accepting gifts and other benefits 1. Persons bound by this Code may only offer or accept gifts or other benefits to and from persons within or outside FIFA, or in conjunction with intermediaries or related parties as defined in this Code, which e) do not create a conflict of interest.
	FIFA Statutes (April 2016) – revised after the vote had taken place 15) Member associations' statutes Member associations' statutes must comply with the principles of good governance, and shall in particular contain, at a minimum, provisions relating to the following matters: g) that the member association has the primary responsibility to regulate matters relating to refereeing, the fight against doping, the registration of players, club licensing, the imposition of disciplinary measures, including for ethical misconduct, and measures required to protect the integrity of competitions; 23) Confederations' statutes The confederations' statutes must comply with the principles of good governance, and shall in particular contain, at a minimum, provisions relating to the following matters: g) regulation of matters relating to refereeing, the fight against doping, club licensing, the imposition of disciplinary measures, including for ethical misconduct, and measures required to protect the integrity of competitions; 33) Composition, election of the President, the vice-presidents and the members of the Council 1. Subject to article 75 of these Statutes (transitional provisions), the Council shall consist of 37 members: 1 President, elected by the Congress, 8 vice-presidents, and

	<p>28 other members.</p> <p>Upon being elected to office, every member of the Council undertakes, and accepts responsibility, to faithfully, loyally and independently act in the best interests of FIFA and the promotion and development of football at global level.</p>
	<p>Governance Regulations (FIFA, 2016a) – published after the vote had taken place</p> <p>10) Council members' duties</p> <p>3. Council members shall adhere to all relevant FIFA rules and regulations in their work on the committees, in particular to the FIFA Statutes and the FIFA Code of Ethics but also to any decisions issued by FIFA.</p> <p>4. In particular, Council members shall always be aware of, and comply with, the provisions of art. 19 of the FIFA Code of Ethics (Conflicts of interest) and adjust their conduct as necessary (e.g. abstain from performing their duties, notify the President in cases of potential conflicts of interest).</p> <p>5. Council members shall complete and submit two copies, one to the President and one to the Review Committee, of the Related-Party Declaration (included in Annexe 2 to these regulations) on an annual basis. The President shall also complete and submit two copies, one to the Secretary General and one to the Review Committee, of the Related-Party Declaration.</p> <p>6. Every member of the Council undertakes, and accepts responsibility, to faithfully, loyally and independently act in the best interests of FIFA and the promotion and development of football at global level.</p> <p>37) Audit and Compliance Committee</p> <p>Powers and responsibilities of the Audit and Compliance Committee with regard to financial reporting matters</p> <p>With regard to financial reporting matters, the committee's main duties are as follows:</p> <p>f) To monitor and review related-party transactions at least annually;</p> <p>Annexe 2 – Related party declaration by Council members</p>

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
06/03/2014	Bidding process opened for eight FIFA competitions	Rightsholder press release	(FIFA, 2014a)
30/10/2014	FIFA receives bidding documents for 2019 FIFA Women's World Cup	Rightsholder press release	(FIFA, 2014b)
19/03/2015	France to host the FIFA Women's World Cup in 2019	Rightsholder press release	(FIFA, 2015b)

Potential voting process good practice example(s)

- None noted

Potential conflict of interest good practice example(s)

- Definition and examples of conflict of interest are given in the FIFA Code of Conduct (FIFA, 2017a)

Potential good practice example(s) from other stages of the bidding process

- Workshop for interested bidders

Additional points worthy of note

- None noted

International Association of Athletics Federations (IAAF) – 2019 World Championships in Athletics

Rightsholder	IAAF
Sport	Athletics (track and field)
Brief description of rightsholder	International Federation governing the sport of track and field athletics worldwide
Olympic sport?	Yes
Major event studied	2019 IAAF World Championships in Athletics
Rationale for inclusion	MSE with significant commercial value and media/public interest
Type of event allocation	Competitive bidding with final selection by vote
Final stage of bidding process before vote	Evaluation Commission activity which included visits to venues and examined detail of plans to meet key requirements. These were conducted around one month before the vote. Final presentations by candidates on the day of the vote. (IAAF, 2014c)
Voting body	IAAF Council Members – Article 6 Council (IAAF, 2013)
Election summary	The host city was selected in Monaco by the IAAF Council on Tuesday 18 November 2014, following presentations made by the three candidates (Barcelona, Doha, Eugene). Reportedly, there were 2 hours of pre-vote deliberations. 27 Council members.
Voting details	First round: Doha 12, Eugene 9, Barcelona 6. Barcelona was eliminated Second round: Doha 15, Eugene 12. (IAAF, 2014b)
Conflict of interest rule(s)	Constitution 2013 (IAAF, 2013) Article 5.7 The Congress shall have the power to establish an Ethics Commission as an independent judicial body to adjudicate upon violations of the Code of Ethics, to impose sanctions for violations of the Code of Ethics and to perform such other functions as may be set out in the Statutes of the Ethics Commission. Members of the Ethics Commission shall be appointed by the Council. (new powers) No mention of conflicts of interest in 2013 Constitution
	<p>Contained in IAAF Code of Ethics (IAAF, n.d.-b) (came into force 1 January 2015.) (published version 1.1.15 marked up to show changes from previous version). Limited in form and since replaced. Appendix 5</p> <p>1. The IAAF Code of Ethics provides that: “IAAF Officials shall act for the benefit of the IAAF when making decisions that affect or may affect the IAAF and must do so without reference to their own personal interest, either financial or otherwise” (paragraph D.4.30).</p> <p>2. All IAAF Officials must perform their duties with integrity, transparency and in an independent manner, free from any influence that might interfere with their loyalty to the IAAF.</p> <p>3. It is the individual responsibility of all IAAF Officials to avoid any case of conflict of interest and to disclose any potential conflict of interest as detailed in this Rule.</p> <p>a. An “interest” for the purposes of the Code and this Rule means and includes any interest, direct or indirect, whether private or personal, financial or otherwise related to the IAAF Official concerned. This also includes the interest of a third person (such as a parent, spouse or other immediate family, or dependent).</p> <p>b. The following is a non-exhaustive list of examples of circumstances in which conflicts of interest could arise: personal and/or material involvement as an employee, contractor, director, trustee, shareholder, partner or other position with suppliers to the IAAF, sponsors, broadcasters, or other parties contracting with the IAAF or any other organisation or person likely to benefit from the assistance of the IAAF (such as a subsidy, approval or election).</p> <p>4. The fact that an IAAF Official also holds a position in an Area Association or Member shall not in and of itself constitute a potential conflict of interest.</p> <p>5. IAAF Officials shall be required to disclose any interest that may give rise to a potential or actual conflict of interest by submitting to the Chairperson of the IAAF Ethics Commission and to the person in charge of the body of which they are a member or to whom they report, a Code of Ethics Interests Reporting Statement.</p> <p>6. Should there be a potential conflict of interest between an IAAF Official and the IAAF (whether or not it has been disclosed on a Code of Ethics Interests Reporting Statement), the individual IAAF Official concerned must refrain from expressing their opinion, and from taking any further part in the matter, including any deliberations or decisions, unless permitted by the person in charge of the body of which they are a member or to whom they report. If necessary, the person in charge of the body of which the IAAF Official is a member or to whom the IAAF Official reports may refer the matter to the Chairperson of the IAAF Ethics Commission.</p> <p>7. Should there be an alleged conflict of interest, it shall be referred to the IAAF Ethics Commission for determination of whether it is a violation of the Code</p>

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
7.10.14	Evaluation of Candidates	Rightsholder press release	(IAAF, 2014a)
3.11.14	IAAF Evaluation Committee concludes visits	Rightsholder press release	(IAAF, 2014c)
18.11.14	Doha to host	Rightsholder press release	(IAAF, 2014b)

Potential voting process good practice example(s)

- Voting numbers published

Potential conflict of interest good practice example(s)

- List of examples in Code of Ethics

Potential good practice example(s) from other stages of the bidding process

- Candidate seminar (IAAF, 2014d)
- Current IAAF host microsite (IAAF, n.d.-a)

Additional points worthy of note

- Review of process post decision. Formal bid process abolished and new system put in place:
 "In future, the IAAF will now assess the strategic goals for growing the sport in relation to each IAAF competition, targeting cities from countries and regions which will best assist the delivery of those aims. Discussions could take place between representatives from both sides, for instance, and then the IAAF could rule a city may be most suited to a particular event, such as the IAAF World Indoor Championships or an age group event. Others may be more suitable to a different style of event such as the Nitro Athletics Series currently taking place in Melbourne. Finding a way to maintain transparency is seen as a key challenge."

International Olympic Committee (IOC) - 2024 and 2028 Olympic Games

Rightsholder	IOC
Sport	Multi-sport (Olympic Summer Sports)
Brief description of rightsholder	International non-governmental, not-for-profit organisation which leads the Olympic Movement
Olympic sport?	Yes
Major event studied	2024 and 2028 Summer Olympic Games
Rationale for inclusion	MSE with very significant economic value and media/public interest
Type of event allocation	Competitive bidding with final selection by vote. The process was later amended.
Final stage of bidding process before vote	<p>The 130th IOC Session met today at the SwissTech Convention Centre in Lausanne to discuss the proposal made by the IOC Executive Board on 9 June.</p> <p>The IOC membership approved the following proposal:</p> <p>"Recognising the exceptional circumstances and unique opportunities presented by the candidatures of Los Angeles and Paris for the Olympic Games 2024, the International Olympic Committee takes the following decision:</p> <ol style="list-style-type: none"> 1. To authorise the IOC Executive Board to conclude a tripartite agreement with Los Angeles and Paris and their respective NOCs for the simultaneous election of the host cities of the Olympic Games 2024 and 2028 during the IOC Session in Lima; 2. Should such tripartite agreement be concluded, the IOC Session will ratify the tripartite agreement, thereby electing one city for the Olympic Games 2024 and the other city for the Olympic Games 2028. To that effect, the 130th IOC Session hereby waives the seven-year deadline set out in Rule 33.2 of the Olympic Charter; and 3. Should such tripartite agreement not be concluded, the IOC Session will proceed with the election of the host city 2024 in accordance with the current election procedure." <p>(IOC, 2017b)</p>
Voting body	IOC Session – IOC Members (IOC, 2016)
Election summary	"With the blessing of the 130th IOC Session that met in Lausanne in July, the IOC, Los Angeles, Paris and their National Olympic Committees have been working together in order to reach the agreement that was ratified by the IOC Session today." (IOC, 2017a)
Voting details	"Unanimous" (BBC, 2017)
Conflict of interest rule(s)	<p>Code of Ethics 2016 (in force for much of the bidding process) (IOC Code of Ethics, 2016)</p> <p>B. INTEGRITY CODE OF CONDUCT</p> <p>Article 2</p> <p>The Olympic parties must use due care and diligence in fulfilling their mission. At all times, they must act with the highest degree of integrity, and particularly when taking decisions, they must act with impartiality, objectivity, independence and professionalism.</p> <p>They must refrain from any act involving fraud or corruption. They must not act in a manner likely to tarnish the reputation of the Olympic Movement.</p> <p>Article 3</p> <p>The Olympic parties or their representatives must not, directly or indirectly, solicit, accept or offer any form of remuneration or commission, nor any concealed benefit or service of any nature, connected with the Olympic Games.</p> <p>Article 4</p> <p>Only tokens of consideration or friendship of nominal value, in accordance with prevailing local customs, may be given or accepted by the Olympic or third parties.</p> <p>Such tokens may not lead to the impartiality and integrity of the Olympic parties being called into question. Any other form of token, object or benefit constitutes a gift which may not be accepted, but must be passed on to the organisation of which the beneficiary is a member.</p> <p>Article 5</p> <p>For hospitality shown to the Olympic parties, as well as those accompanying them, a sense of measure must be respected.</p> <p>Article 6</p> <p>The Olympic parties must refrain from placing themselves in any conflict of interests, and must respect the Rules Concerning Conflicts of Interests Affecting the Behaviour of Olympic Parties.</p> <p>E. CANDIDATURES</p> <p>Article 15</p> <p>The Olympic parties shall respect the integrity of any candidature procedure initiated by the IOC, in order to allow equal access to the promotion of each candidature and the refusal of any risk of conflict of interests.</p>

	<p>Out of respect for the principle of neutrality of IOC members, no public declaration appearing to give a favourable opinion of one of the candidatures may be made.</p>
	<p>Olympic Charter 2016 (in force for much of the bidding process) 16) (Olympic Charter, 2016)</p> <p>Members</p> <p>1.1 Detailed rules for composition of the IOC. Members are natural persons. The limit is 115 members, of whom the majority are not linked to any function or office.</p> <p>1.4 Members of the IOC represent and promote the interests of the IOC and of the Olympic Movement in their countries and in the organisations of the Olympic Movement in which they serve.</p> <p>1.5 Members of the IOC will not accept from governments, organisations, or other parties, any mandate or instructions liable to interfere with the freedom of their action and vote.</p> <p>Bye-law to 18) The Session</p> <p>5 An IOC member must refrain from taking part in a vote in the following circumstances:</p> <p>5.1 when the vote concerns an Olympic Games host city election in which a city in the country of which he is a national is a candidate;</p> <p>33) Election of the host city</p> <p>4 The election of the host city takes place in a country having no candidate city for the organisation of the Olympic Games concerned.</p>
	<p>Rules Concerning Conflicts of Interest Affecting the Behaviour of Olympic Parties (Candidature Process Olympic Games 2024, 2015)</p> <p>Article 2</p> <p>Definition</p> <p>2.1 In the context of the provisions of these Rules, a distinction is made between the situation of a "potential conflict of interests" and the case of a "conflict of interests". Only conflicts of interests are prohibited.</p> <p>2.2 A situation of a potential conflict of interests arises when the opinion or decision of a person, acting alone or within an organisation, in the framework of the activities of the physical or legal persons defined in article 1 above, may be reasonably considered as liable to be influenced by relations that the aforementioned person has, has had or is on the point of having with another person or organisation that would be affected by the person's opinion or decision.</p> <p>2.3 A case of conflict of interests is constituted when any person who, having abstained from declaring a situation of a potential conflict of interests, expresses an opinion or takes a decision in the circumstances described in the above paragraph 2.</p> <p>Article 3</p> <p>Types of interests to taken into consideration</p> <p>In assessing the situations described in article 2 above, direct as well as indirect interests must be taken into account. This also includes the interests of a third person (parent, spouse, relation or dependent).</p> <p>In the following non-exhaustive list of examples, the circumstances in which a conflict of interests could arise are:</p> <ul style="list-style-type: none"> – personal and/or material involvement (salary, shareholding, various benefits) with suppliers of the Olympic party concerned; – personal and/or material involvement with sponsors, broadcasters, various contracting parties; – personal and/or material involvement with an organisation liable to benefit from the assistance of the Olympic party concerned (including subsidy, agreement or election). <p>Article 4</p> <p>Resolution of possible conflicts of interests</p> <p>4.1 It is the personal responsibility of each person to avoid any case of conflict of interests.</p> <p>4.2 Faced with a situation of a potential conflict of interests, the person concerned must refrain from expressing an opinion, from making or participating in making a decision or accepting any form of benefit whatsoever. However, if the person wishes to continue to act or if the person is uncertain as to the steps to take, the person must inform the IOC Chief Ethics and Compliance Officer of the situation, who then takes the steps foreseen below.</p> <p>4.3 The IOC Chief Ethics and Compliance Officer is responsible for advising persons, at their request, in a situation of a potential conflict of interests.</p> <p>The person concerned is then offered a solution from the following options:</p> <ul style="list-style-type: none"> • registering the declaration without any particular measure; • removal of the person involved from part or all of the action or from the decision of the Olympic party at the root of the conflict; • relinquishment of the management of the external interest causing the conflict; • any complementary measures.

	<p>4.4 The person concerned then takes the steps that he/she considers appropriate.</p> <p>4.5 The information given and the whole process will be kept confidential.</p> <p>Article 5</p> <p>Undeclared or actual conflicts of interests</p> <p>In the event that a person neglects to declare a situation of a potential conflict of interests, and/or is in an actual conflict of interests situation, the IOC Chief Ethics and Compliance Officer may refer the case to the IOC Ethics Commission in accordance with the conditions set out in its Rules of Procedure.</p> <p>The IOC Ethics Commission proposes to the IOC Executive Board either one of the measures provided in article 4.3 and/or one of the sanctions defined in Rule 59 of the Olympic Charter.</p>
	<p>Candidature Process</p> <p>6.5 Support from IOC sponsors</p> <p>The Rules of Conduct for the Candidature Process Olympic Games 2024 underline the principle of neutrality of the TOP Sponsors and other IOC marketing partners vis à vis the Candidature Process and in particular the different candidatures. Whilst recognising the importance of upholding the spirit of integrity and neutrality of the Candidature Process, the IOC nevertheless acknowledges that the Candidate Cities should benefit from the most extensive knowledge, expertise and promotional reach possible during the preparation of their candidature documents. In order to achieve this objective, the IOC intends to create opportunities for the Candidate Cities to engage with the TOP Sponsors and the IOC's rights-holding broadcasters during the Candidature Process 2024 in an IOC-controlled environment. Any and all interaction between the parties will be managed through and facilitated by the IOC, and will be on a transparent and equal basis for all cities. The IOC will advise the Candidate Cities of all such opportunities throughout the Candidature Process.</p>

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
5/7/2017	Evaluation Commission report published	Rightsholder press release	(IOC, 2017c)
11/7/2017	IOC Session approves decision to award 2024 and 2028 Olympic Games together	Rightsholder press release	(IOC, 2017c)
13/9/2017	Election of Host Cities	Rightsholder press release	(IOC, 2017c)
13/9/2017	Paris & LA to host 2024 & 2028 respectively	Newspaper article	(BBC, 2017)

Potential voting process good practice example(s)

- None noted – vote was unanimous

Potential conflict of interest good practice example(s)

- Strict rule about members not expressing preference for a particular bid
- Majority of IOC members are not elected in connection with any function or office
- Members of the IOC represent and promote the interests of the IOC in their country (rather than being national representatives), and in the organisations of the Olympic Movement in which they serve
- Explicit rule about independence of members from government
- List of potential ways of resolving conflicts of interest are listed
- Specific reference to sponsor neutrality
- Detailed rules about promotion of bids with different stakeholders and at events, such as restrictions on international promotion, sponsorship and advertising, attendance at major championships, paying journalists and handling of evaluation commission visit.

Potential good practice example(s) from other stages of the bidding process

- Invitation phase – opportunity to decide whether to commit to a bid based on more information
- All key documents published at start of process: Candidature Process Olympic Games 2024, Candidature Questionnaire Olympic Games 2024, Host City Contract Principles, and Host City Contract Operational Requirements
- Identical workshops for each candidate city during the bidding process

List of registered consultants published:

<https://secure.registration.olympic.org/en/consultant/list>

Additional points worthy of note

- None noted

International Olympic Committee (IOC) – 2022 Olympic Winter Games

Rightsholder	IOC
Sport	Multi-sport (Olympic Winter Sports)
Brief description of rightsholder	International non-governmental, not-for-profit organisation which leads the Olympic Movement
Olympic sport?	Yes
Major event studied	2022 Winter Olympic Games
Rationale for inclusion	MSE with significant commercial value and media/public interest
Type of event allocation	Competitive bidding with final selection by vote
Final stage of bidding process before vote	A two-day technical briefing with Candidate Cities, the IOC Members, the Evaluation Commission and IFs, which consisted of presentations from the Cities and Q&A sessions. On the day of the vote, the cities each had 45 minutes to give a presentation to the Session, followed by 15 minutes for a question and answer session. The cities presented in the order of drawing of lots.
Voting body	IOC Session – IOC Members (IOC, 2016)
Election summary	In July 2014, three cities (Almaty, Beijing and Oslo) were approved to progress to the next phase of the process as the Candidate Cities. Oslo later withdrew. Following the presentations and question and answer sessions by Almaty and Beijing on 31 July 2015, the IOC members voted.
Voting details	In each round every participating IOC member may vote for only one city. As per the voting regulations, only those IOC members who are not nationals of countries for which there is a Candidate City in a round are permitted to vote. The votes of members not taking part in a round of voting or who abstain, as well as invalid electronic voting entries, are not taken into account in the calculation of the required majority. Result: Almaty: 40 / Beijing: 44 Beijing received one more vote than the 43 needed for majority. (IOC, n.d.)
Conflict of interest rule(s)	<p>Code of Ethics 2012 Rules concerning conflicts of interest affecting the behaviour Implementing Provision of the IOC Code of Ethics</p> <p>Article 1 Scope of application These Rules apply to Olympic parties as defined by the IOC Code of Ethics preamble: the International Olympic Committee and each of its members, National Olympic Committees, Organising Committees for the Olympic Games, cities wishing to organise the Olympic Games and, in the frame of the Olympic Games, to the participants. With respect to legal persons among the Olympic parties, these Rules are applicable to all members or staff with actual decision-making power within them. Each such legal person may define other categories of persons for whom these Rules can be applicable, while informing the IOC Ethics Commission.</p> <p>Article 2 Definition In the context of the provisions of these Rules, a distinction is made between the situation of a "potential conflict of interests" and the case of a "conflict of interests". Only conflicts of interests are prohibited. 2. A situation of a potential conflict of interests arises when the opinion or decision of a person, acting alone or within an organisation, in the framework of the activities of the physical or legal persons defined in article 1 above, may be reasonably considered as liable to be influenced by relations that the aforementioned person has, has had or is on the point of having with another person or organisation that would be affected by the person's opinion or decision. 3. A case of conflict of interests is constituted when any person who, having abstained from declaring a situation of a potential conflict of interests, expresses an opinion or takes a decision in the circumstances described in the above paragraph 2.</p> <p>Article 3 Types of interests to take into consideration In assessing the situations described in article 2 above, direct as well as indirect interests must be taken into account. This also includes the interests of a third person (parent, spouse, relation or dependent). In the following non-exhaustive list of examples, the circumstances in which a conflict of interests could arise are: • personal and/or material involvement (salary, shareholding, various benefits) with suppliers of the Olympic party concerned; Ethics – personal and/or material involvement with sponsors, broadcasters, various contracting parties;</p>

	<ul style="list-style-type: none"> • personal and/or material involvement with an organisation liable to benefit from the assistance of the Olympic party concerned (including subsidy, approval clause or election). <p>Article 4 Resolution of conflicts It is the personal responsibility of each person to avoid any case of conflict of interests. Faced with a situation of a potential conflict of interests, the person concerned must refrain from expressing an opinion, from making or participating in making a decision or accepting any form of benefit whatsoever. However, if the person wishes to continue to act or if the person is uncertain as to the steps to take, the person must inform the IOC Ethics Commission of the situation; the IOC Ethics Commission then takes the steps foreseen in article 5. The information given will be kept confidential.</p> <p>Article 5 Role of the IOC Ethics Commission The IOC Ethics Commission is responsible for advising persons, at their request, in a situation of a potential conflict of interests. The Commission proposes to the person concerned a solution from the following options: <ul style="list-style-type: none"> • registering the declaration without any particular measure; Ethics Commission Code of Ethics Introduction removal of the person involved from part or all of the action or from the decision of the Olympic party at the root of the conflict; <ul style="list-style-type: none"> • relinquishment of the management of the external interest causing the conflict. Complementary measures may also be proposed. The person concerned then takes the steps that he/she considers appropriate, subject to the Commission's application of the second paragraph of article 7 below.</p> <p>Article 6 Procedure Any case of conflict of interests is dealt with in accordance with the provisions of the Olympic Charter and the Rules of Procedure of the IOC Ethics Commission. The IOC Executive Board is responsible, in the final instance, for taking decisions concerning conflicts of interests.</p> <p>Article 7 Undeclared conflicts of interests In the event that a person neglects to declare a situation of a potential conflict of interests, the IOC President or one of the IOC Vice-Presidents may refer the case to the IOC Ethics Commission in accordance with the conditions set out in its rules. The IOC Ethics Commission proposes to the IOC Executive Board a decision that may include the measures provided in article 5, as well as the sanctions defined in Rule 59 of the Olympic Charter.</p> <p>Article 8 Specific provisions Prior to examination, by the IOC Executive Board, of a candidature for election as an IOC Member, a candidate must declare his/her professional interests to the IOC Ethics Commission. The Commission may draw the attention of the candidate to potential conflicts of interests that it identifies. This does not exempt the candidate concerned from making subsequent declarations pursuant to article 4.</p> <p>Article 9 Enforcement The provisions set forth in the third paragraph of article 2 above shall apply to any situation of a potential conflict of interests, which is not declared by the person concerned by 15 November 2002.</p> <p>Article 10 Execution The IOC Executive Board and the IOC Ethics Commission are responsible, each in its own capacity, for the execution of these Rules.</p>
	<p>Olympic Charter 2013 (IOC, 2013b)</p> <p>16) Members</p>

	<p>1.1 IOC members are natural persons. The total number of IOC members may not exceed 115, subject to BLR 16. The IOC is composed of:</p> <p>1.1.1 a majority of members whose memberships are not linked to any specific function or office, as defined in BLR 16.2.2.5; their total number may not exceed 70; there may be no more than one such member national of any given country, as defined in and subject to BLR 16;</p> <p>1.1.2 active athletes, as defined in BLR 16.2.2.2, the total number of whom may not exceed 15;</p> <p>1.1.3 Presidents or persons holding an executive or senior leadership position within IFs, associations of IFs or other organisations recognised by the IOC, the total number of whom may not exceed 15;</p> <p>1.1.4 Presidents or persons holding an executive or senior leadership position within NOCs, or world or continental associations of NOCs, the total number of whom may not exceed 15; there may be no more than one such member national of any given country within the IOC.</p> <p>1.4 Members of the IOC represent and promote the interests of the IOC and of the Olympic Movement in their countries and in the organisations of the Olympic Movement in which they serve.</p> <p>1.5 Members of the IOC will not accept from governments, organisations, or other parties, any mandate or instructions liable to interfere with the freedom of their action and vote.</p> <p>Bye-law to Rule 18</p> <p>5. An IOC member must refrain from taking part in a vote in the following circumstances:</p> <p>5.1 when the vote concerns an Olympic Games host city election in which a city in the country of which he is a national is a candidate;</p> <p>5.2 when the vote concerns the selection of a venue for a Session, an Olympic Congress or any other meeting or event for which a city or any other public authority of the country of which he is a national is a candidate;</p> <p>5.3 when the vote concerns the election to membership of the IOC of a candidate who is a national of the same country as the member;</p> <p>5.4 when the vote concerns the election, to any office on the IOC Executive Board, or to any other office, of a candidate who is a national of the same country as the member;</p> <p>5.5 when the vote concerns any other matter relating to the country of which he is a national or the NOC of that country.</p> <p>In case of doubt, the Chairman shall decide whether or not the member concerned may take part in a vote.</p>
--	---

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
06/06/2013	Candidate City Briefing to IOC Members and IOWFs	Rightsholder press release	(IOC, 2013a)
06/06/2015	Report of Evaluation Commission	Rightsholder press release	(IOC, 2015)
31/07/2015	News article summarising bid process	Rightsholder press release	(IOC, n.d.)

Potential voting process good practice example(s)

- Voting numbers published

Potential conflict of interest good practice example(s)

- Non-exhaustive list of conflict situations

Potential bidding process good practice example(s)

- An information seminar held in Lausanne from 4 to 6 December 2013 to assist cities and their NOCs in understanding the scope and complexity of organising the Olympic Winter Games and the conditions needed to welcome the athletes and operate the Games;
- Participation in the IOC Observer Programme during the Sochi Olympic Winter Games, which allowed the cities to see Games preparations and operations behind the scenes and have direct discussions with the Games organisers and future OCOGs in various stages of preparations;
- Participation in the Sochi 2014 Olympic Games Debrief meetings in PyeongChang to learn important
- lessons from the most recent Olympic Games organisers;
- Access to the IOC's Olympic Games Knowledge Management database which contains detailed
- information, statistics and case studies on previous editions of the Olympic Games, including over 40 Olympic Games Technical Manuals and Guides.
- Working Group to provide a report identifying risks and opportunities associated with each city's Olympic project to assist Executive Board in selecting Candidate cities. (IOC, 2014)
- Code of Ethics (IOC, 2012) included detailed section on Integrity

Additional points worthy of note

- None noted

International Skating Union (ISU) – 2021 ISU World Figure Skating Championships

Rights holder	International Skating Union
Sport	Skating
Brief description of rights holder	International Federation governing the sport of skating (on ice) worldwide
Olympic sport?	Yes, Olympic Winter Games
Major event studied	2021 World Figure Skating Championships
Rationale for inclusion	Major MSE with significant commercial value and media/public interest Example of a winter sport MSE
Type of event allocation	Competitive bidding with final selection by vote
Final stage of bidding process before vote	Completed bid questionnaires submitted by national federations are reviewed by staff and a report is provided to the Council
Voting body	Council – Constitution, Article 17.1(d) (ISU, 2018b)
Election summary	“The ISU Council decided to provisionally allot four ISU Championships for the season 2020/21. The allotment of all other Championships are kept pending until the next scheduled ISU Council meeting in October 2018 and further information regarding the decisions of the Council in Sevilla, will be published at a later date.” “ISU World Figure Skating Championships - Stockholm (SWE)”
Voting details	No further details ISU Council consisted of 11 individuals at the time of the decision in June 2018.
Conflict of interest rule(s)	
	ISU Code of Ethics (ISU, 2017)
	4 f) I agree that my performance, conduct and comments while serving the ISU should genuinely stimulate trust and confidence among the ISU Members, Skaters, Officials, media and the public at large. I understand that my actions can reflect on the ISU and the sport of skating both positively and negatively. I recognize that even the appearance of misconduct, impropriety, insincere attitude or purpose can be damaging. I agree not to hold any official position within my ISU Member organization that at any time could be, or reasonably appear to be, in conflict with my independent status, duty and loyalty to the ISU.
	g) I understand that, with my ISU colleagues, I am a guardian of sport ideals for international skating events. I acknowledge that within the ISU skating family, strong friendships are established between Officials from different countries. Also, those ISU Officials who come to their ISU positions after years of loyal service to their ISU Member often have close affection for the Skaters, Coaches and Officials of that ISU Member, and for their home country. I recognize that these factors, coupled with opportunities as an ISU Official to reward friends, trade favors or receive things of value by engaging in unethical conduct, may present temptations which are inconsistent with my personal integrity and my commitments to the ISU.
	h) To assure my independence and integrity, and the honesty of the ISU sports, I agree to absolutely reject and forego any partisan and parochial attitudes, approaches and interests, to refrain from any attempt to influence the course and/or results of any ice skating event in a manner contrary to sporting ethics, to refrain from participating in all forms of betting or support for betting or gambling related to any event/activity under the jurisdiction of the ISU, at Olympic Winter Games and at Winter Youth Olympic Games and at any other event/activity in which the ISU represents its sports, and to adhere strictly to the larger purposes and mission of the ISU as the Union of all ISU Members as well as to the particular rules set up for the implementation of the prohibition on betting at the Olympic Winter Games and Winter Youth Olympic Games. I agree to: (1) prompt disclosure of my personal interest in any situation that could reasonably be considered to involve a conflict of interest; (2) abstain from making or influencing decisions involving personal or family gain or public acclaim; (3) absolute independence on my part which excludes any violation of the Olympic Movement Code on the Prevention of Manipulation of Competition, in particular any kind of corruption, any misuse of inside information, favouritism for, or prejudice against, any ISU Member, Coach, Skater or his/her family member, ISU Office Holder or country; (4) strict observance of the confidentiality of non-public ISU information or when disclosure is prohibited by law or the ISU Statutes; (5) disclose to the ISU President or to the IOC on the IOC Integrity and Compliance Hotline (www.olympic.org/integrity hotline) at the first available opportunity, full details of any knowledge or approaches as to any kind of betting, manipulation, corruption and/or misuse of inside information; (6) strict observance of the duty of Officials to report improper or irregular conduct or proposals concerning Officials on site at any event according to Rule 125, paragraph 3 of the ISU Constitution.
	i) I agree to avoid evaluating, voting upon, or in any other way influencing, directly or indirectly, any decision respecting possible conflict of interest (direct or indirect) on my part. I agree to withdraw from the room during any discussion, evaluation or vote respecting such matter. This includes, but is not limited to, the award of

	contracts, the purchase of goods and services, engaging consultants, hiring of employees and the allocation of ISU resources.
	j) I agree that ISU properties, funds, services and influence are not to be appropriated or misused for my private gain and that all commercial and sport activities of the ISU are to be conducted in compliance with all applicable laws and the ISU Statutes.
	k) I agree not to accept cash, travel, hotel accommodations, entertainment or other benefits and favors except normal entertainment in accordance with prevailing local custom and souvenirs of nominal value exchanged in the normal course of sport and commercial activity carried out for the best interests of the ISU. I agree not to provide or receive any gift, payment or other benefit in circumstances that might reasonably have been expected to bring the ISU sports into disrepute. I particularly understand that gifts and favors of more than Two Hundred Swiss Francs in value should not ordinarily be accepted, but that if circumstances do not permit refusal of such gift, the donor should be thanked and told that the gift is being accepted on behalf of and will be delivered to the ISU. Favors and benefits with a value in excess of Two Hundred Swiss Francs shall not be accepted without the advanced written approval of both the ISU President and the ISU Director General.
	l) I acknowledge that, due to my ISU status, sports, media, sponsors, entertainment and other organizations might invite me to attend sports and social events of more than nominal value. I understand that such invitations may be accepted if: (1) they are part of open and generally accepted practices; (2) serve to promote the best interests of the ISU; (3) would not embarrass me, my colleagues or the ISU if publicly disclosed; and (4) do not compromise in any degree my objectivity and integrity.

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
6/2/2018	Communication 2144 – Applications for ISU Championships	Rightsholder Communication	(ISU, 2018a)
10/6/2018	Provisional allotments of ISU Championships 2021	Rightsholder press release	(ISU, 2018c)

Potential voting process good practice example(s)

- None noted

Potential conflict of interest good practice example(s)

- Some practical clarifications of when offers of hospitality, invitations etc. are acceptable or not acceptable

Potential good practice example(s) from other stages of the bidding process

- Full list of candidates to host championships published on ISU website

Additional points worthy of note

- None noted

International World Games Association (IWGA) – 2021 World Games

Rightsholder	International World Games Association
Sport	Multi-sport
Brief description of rightsholder	International membership association made up of International Sports Federations which governs the World Games
Olympic sport?	Multiple sports – some Olympic, majority non-Olympic.
Major event studied	2021 World Games
Rationale for inclusion	Included in Task Force 1 study.
Type of event allocation	Competitive bidding with final selection by vote
Final stage of bidding process before vote	Final presentations and evaluations undertaken the day before the vote: "During its meetings on Wednesday the IWGA Executive Committee had made a final assessment of the Bids from Birmingham (USA), Lima (Peru) and Ufa (Russia), and evaluated the delegations' final presentations. The IWGA Executive Board took the final decision on the host city for the 11th edition of this multi-sports event at its meeting on Thursday morning." (IWGA, 2015)
Voting body	IWGA Executive Committee selected the host, which was ratified by the General Assembly (2021 bid documentation is no longer online, but 2025 is available – and references that the Executive Committee selects the Host City) (IWGA, 2018) (IWGA, 2016b)
Election summary	Bid process started in "early 2014" and three Candidate Cities were announced in July 2014: Birmingham, USA; Lima, Peru and Ufa, Russia. (IWGA, 2014) (IWGA, 2015) Vote took place in January 2015 and decision to award to Birmingham, USA was ratified at AGM in spring 2015 (Little information published.)
Voting details	No information available regarding voting results. Executive Committee consisted of 7 members (IWGA, 2016b)
Conflict of interest rule(s)	IWGA Bylaws, 4.1.D, "ExCo Members shall declare potential conflicts of interest and any position they hold in a Member Organisation whether as elected officers or paid appointees (whether employee or contractor), and shall abstain from taking part in deliberation and votes when the matter falls within the scope of the potential conflict of interest." (IWGA, 2016a)
	IWGA Constitution, 16 'Conflict of Interest'. (IWGA, 2016b)
	16.1 'Code of conduct: The ExCo shall adopt a code of conduct to address issues such as conflict of interest and ethical behaviour, which all members of the ExCo, Committees and staff Members are obliged to follow.' [NB. Code of conduct is not obviously available online]
	16.2 'Disclosure: No individual taking decisions on behalf of the IWGA shall take or advocate the taking of any action which could result in significant benefits to that individual or to an organisation in which the individual holds membership without full disclosure prior to the action being taken in accordance with policies established by the ExCo.'

Timeline

Date	Milestone / news	Info type	Citation
03/08/2014	Three cities are bidding to host the World Games 2021	Rightsholder press release	(IWGA, 2014)
22/01/2015	Birmingham, AL (USA), to be host city of the World Games 2021	Rightsholder press release	(IWGA, 2015)

Potential voting process good practice example(s)

- None noted

Potential conflict of interest good practice example(s)

- “Executive Committee members shall abstain from taking part in deliberation and votes when the matter falls within the scope of the potential conflict of interest”

Potential good practice example(s) from other stages of the bidding process

- Bidding materials for 2025 are detailed – presumably similar documentation was provided for 2021 (IWGA, 2018)

Additional points worthy of note

- None noted

Olympic Council of Asia (OCA) – 2018 Asian Games

Rightsholder	Olympic Council of Asia
Sport	Multi-sport
Brief description of rightsholder	Olympic Council, for Asia
Olympic sport?	Yes
Major event studied	2018 Asian Games
Rationale for inclusion	Multi-sport event, providing geographical diversity. The Games are also included in Task Force 1's study.
Type of event allocation	Competitive bidding with final selection by vote. The process was changed at a later date.
Final stage of bidding process before vote	President appointed Evaluation Committee to visit/report on each bid. The report was reviewed by the Executive Board who shortlisted a maximum of three cities for selection by the General Assembly
Voting body	General Assembly (Olympic Council of Asia, 2017)
Election summary	Limited information published. Hanoi, Vietnam; Surabaya, Indonesia; Dubai and the United Arab Emirates originally expressed an interest in hosting the 2018 Games, with Hanoi, Surabaya and Dubai being shortlisted. Dubai and UAE pulled out during the OCA General Assembly meeting in November 2012. On November 8, 2012, the final selection was announced in Macau. With only two cities after Dubai's withdrawal, Hanoi was selected as host by 29 votes to 14. 17 April 2014, Hanoi withdrew, citing unpreparedness and economic problems. 25 July 2014, the Games were then awarded by the OCA to host city Jakarta, supported by Palembang, Indonesia. Limited information was available regarding the process for reaching this decision. The Games were then rescheduled to 2018 because of the 2019 Indonesian Presidential elections.
Voting details	Initial decision to award Games to Hanoi: Hanoi 29 votes Surabaya 14 votes After Hanoi's withdrawal, there was limited information published regarding the process for reallocating the Games to Jakarta (supported by Palembang), Indonesia.
Conflict of interest rule(s)	Code of Ethics in place. (Olympic Council of Asia, 2017)
	Section B sets out integrity requirements, relating to not accepting any form of remuneration or commission, "nor any concealed benefit or service of any nature, connected with the organisation of the Asian Games".
	'Rules concerning conflict of interests affecting the behaviour of Asian Olympic Parties' note the distinction between 'conflicts of interest' which are prohibited and 'potential conflicts of interest', as well as 'direct' and 'indirect'.
	'Conflicts of interest' must be avoided. 'Potential conflicts of interest' must be reported to the OCA Ethics Committee.
	Where a potential conflict of interest is reported, the Ethics Committee has the following three options: a. Registering the declaration without any particular measure; b. Removal of the person involved from part or all of the action or from the decision of the Asian Olympic Party at the root of the conflict; c. Relinquishment of the management of the external interest causing the conflict.
	The OCA Executive Board is responsible, in the final instance, for taking decisions concerning conflicts of interests.
	Where a conflict of interest is not disclosed, the OCA Ethics Committee proposes a course of action to the OCA President/Executive Board, which could include sanctions as defined in Article 13 of the Constitution and Rules.
	OCA Member candidates must declare 'professional interests' to the OCA Ethics Committee (note that personal interest, and indirect interests are not specified).
	No NOC visits to candidate cities permitted.
	Executive Board may visit candidate cities in case of any doubts about the capacity in any respect of a bidding city to undertake the organisation of the Games.

Timeline

Date	Milestone / news	Info type	Citation
09/11/2012	Republic of Indonesia loses Asian Games bid to Vietnam	News coverage	(Mustaqim Adamrah, 2012)
17/04/2014	Vietnam backs out as host of 2019 Asian games	News coverage	(Reuters Staff, 2014)
16/09/2015	Jakarta and Palembang to officially co-host 2018 Asian games	News coverage	(Nick Butler, 2015)

Potential voting process good practice example(s)

- None noted

Potential conflict of interest good practice example(s)

- Distinction made between actual and potential conflicts of interest

Potential good practice example(s) from other stages of the bidding process

- None noted

Additional points worthy of note

- None noted

Panam Sports (PASO) - 2019 Pan American and Parapan Games

Rightsholder	Panam Sports
Sport	Multi-Sport
Brief description of rightsholder	Continental Association of the National Olympic Associations of the Americas
Olympic sport?	Yes
Major event studied	2019 Pan American Games 2019 Parapan American Games
Rationale for inclusion	MSE with significant commercial value and media/public interest. Provides geographical diversity. Included in Task Force 1 study.
Type of event allocation	Competitive bidding with final selection by vote
Final stage of bidding process before vote	Unclear as bidding regulations do not appear to be publicly available
Voting body	General Assembly (PASO, 2010)
Election summary	Limited information publicly available on bidding process or regulations. Four countries submitted bids in January 2013: Peru, Argentina, Chile, Venezuela. Voting took place at October 2013 PASO General Assembly by secret ballot. (PASO, 2010) Ahead of the vote, a detailed guideline document was distributed to inform candidate cities of the details regarding the vote procedure during the General Assembly. This document outlined the maximum time for presentations, maximum number of delegates allowed to attend, additional breakfast/lunch hospitality opportunities and also distributed the rules of conduct. (TO2015, 2013)
Voting details	1 round of voting with voting numbers as follows: Lima, Peru – 31 La Punta, Argentina – 9 Santiago, Chile – 9 Ciudad Bolivar, Venezuela – 8 ("2019 Pan American Games," n.d.) Each Member of PASO shall have the right to attend and to cast one (1) vote at all General Assemblies of PASO through one of its duly accredited delegates. No delegate may represent more than one (1) Member of PASO. Those Members of PASO which have organized Pan American Games shall have the right to an additional vote for each edition of the Games they have hosted, to a maximum of five (5) additional votes, but only in respect to granting the site of the Pan American Games and electing the Members of the Executive Committee. (PASO, 2010)
Conflict of interest rule(s)	Constitution of the Pan American Sports Association, 6.7: 6.7. Without limitation, if the Executive Committee of PASO believes that at any time a Member of PASO: 6.7.1. Acts in contravention of this Constitution or of any regulation enacted in furtherance of it, the Regulations of the Pan American Games or an instruction or decision of the Executive Committee or the PASO General Assembly, or 6.7.2. Acts in a manner which has brought or brings disrepute to PASO, or 6.7.3. Acts in breach of the PASO Code of Ethics and/or the IOC Code of Ethics, or 6.7.4. Acts in any way detrimental to the interests of PASO, the Executive Committee may admonish, and/or suspend the rights and privileges of the PASO Member on such terms as it determines are appropriate, provided that such suspension by the Executive Committee does not extend beyond the next Ordinary or Extraordinary General Assembly convened. At such General Assembly it will be determined whether the suspension ends or continues and if so, the period and terms of suspension, and in the case of an Associated Member whether the Associate Member is to be expelled from membership in PASO. (PASO, 2017)
	Rules of Conduct Applicable to all Cities bidding to host the 2019 Pan American Games Section 7: NOC Assistance Programs In the year 2013 until the date of the election of the Host City by the PASO General Assembly in October of 2013 NOCs are not permitted to enter into any agreement involving assistance of any nature with a Bid City, NOC of a Bid City, a Bid City sponsor, nor any level of government from the country of the Bid City unless such agreement has been submitted beforehand to the President of PASO and has then been authorized to be entered into by the President of PASO. No such agreement may be conditional on the Bid City's successful selection as Host City of the Games and no such agreement shall involve in whole or in part a cash or cash equivalent payment. Section 9: Promotion

	<p>Throughout the Bid process all promotion by Bid Cities shall be of a dignified and moderate character. Bid Cities shall be responsible and accountable for all promotion of their Bids irrespective of its source. However, only a Bid City and its corresponding Bid Committee may engage in any form of promotion of the Bid such as, without limitation, advertising, public relations work, use of social networks, web site, etc. A Bid City may promote its Bid with the diplomats of the PASO countries assigned to and residing in the country of the Bid City but there shall be no Bid promotional events organized in or by the Embassy or Consular offices of the country of the Bid City in the PASO countries provided that nothing herein is intended to prevent Ambassadors, Embassy and Consular staff of the country of the Bid Cities assigned to and residing in the PASO countries from supporting a Bid in the normal course of their diplomatic duties.</p> <p>Bid Cities may not promote their Bids at international events or meetings of NOCs unless the equivalent offer of promotion has been made to all Bid Cities and the promotion of Bids at the event has been prior approved by the President of PASO.</p> <p>It is not permitted that a Bid City in the promotion of its Bid offer cash or cash equivalent payments to NOCs. This prohibition does not prohibit a Bid City from offering to provide programs to NOCs for athlete or coach training and development, for NOC capacity building, or to reduce the costs of an NOC with respect to its participation in the 2019 Pan American Games.</p> <p>Section 10: Gifts</p> <p>No gifts, of whatever value, may be given or received in the Bid process except for gifts that are not of significant value and that are as a matter of traditional and common courtesy given to visitors to the Bid City country. No gifts, of whatever value, may be given by Bid Cities on the occasion of any visits that they may make to the NOCs.</p> <p>Section 15: General Intent</p> <p>It is the general intent of these rules to ensure an even playing field for each of the Bid Cities and to ensure a respectful and honorable competition among the Bid Cities for the right to host the 2019 Pan American Games.</p> <p>(PASO, 2013)</p>
	<p>PASO Code of Ethics</p> <p>B. INTEGRITY</p> <p>1. All members of the PASO Community must at all times act with the highest degree of integrity, and particularly when making decisions they must act with impartiality, objectivity, independence, and professionalism. Any act involving fraud or corruption is strictly prohibited.</p> <p>2. No-one within the PASO Community may, directly or indirectly, solicit, accept or offer any form of remuneration or commission, nor any concealed benefit or service of any nature, nor any quid pro quo of any kind, other than what is fully and expressly disclosed to and authorized by the PASO Executive Committee, that is or may be reasonably seen as intended to influence a PASO Member's vote on the selection of the Host City for a Pan American and Para Pan American Games or any other Games or Sports Festival awarded by PASO.</p> <p>3. Only gifts of a nominal value, in accordance with prevailing local customs, may be given or accepted by those within the PASO Community as a symbol of respect or friendship. Any other gift must either be immediately returned to the donor of the gift or passed on to the organization within the PASO Community of which the beneficiary is a member, and no gift or benefit may be given or promised to be given, directly or indirectly, other than those referred to in the preceding sentence, by Bid Cities and their Bid Committees wishing to organize a Pan American Games and Para Pan American Games or any other Games or Sports Festival awarded by PASO to any member of the PASO Community, and members of the PASO Community shall not accept, directly or indirectly, any such gift or benefit.</p> <p>5. The members of the PASO Community shall conduct their affairs in accordance with generally accepted standards with respect to conflicts of interest as well as any specific rules with respect to conflicts of interest that may apply to them.</p> <p>8. The Members of the PASO Community shall neither give nor accept instructions to vote or intervene in a given manner within the organs of PASO except in accordance with generally accepted standards of good governance.</p> <p>D. GOOD GOVERNANCE AND RESOURCES</p> <p>6. All members of the PASO Community shall respect the principles of universality and the political neutrality of the Olympic Movement. They shall endeavour to maintain harmonious relations with state authorities while respecting the principles of autonomy as set out in the Olympic Charter.</p> <p>(PASO, 2016)</p> <p>Note the version of the Code of Ethics referred here is a 2016 version, i.e. after the bid process of the 2019 Pan American Games. The Code of Ethics in force during the bid process has not been seen and does not seem to be publicly available.</p>
	<p>PASO Compliance Policy</p> <p>7. We are committed to keeping PASO and personal interests separate – avoidance of conflicts of interest deliver, existence of a long-standing and trouble-free business relationship).</p>

	<p>The execution of a contract or continuation or termination of a business relationship with a third party must not be influenced by personal relationships, personal interests or tangible or intangible personal advantages. The supply of products or provision of services to PASO by companies that are controlled by PASO paid and volunteer administration and officials including without limitation its staff, Executive Committee members, Commission and Working Group members, or their close relatives, must be subject to close scrutiny and generally avoided.</p> <p>Contracting of suppliers or other business partners of PASO for personal purposes: If one of PASO's paid and volunteer administration and officials including without limitation its staff, Executive Committee members, Commission and Working Group members wishes to place a personal supply or other business contract with a person or entity that also has a pre-existing business relationship with PASO and that employee or individual holding a PASO volunteer position is in a position to directly or indirectly influence PASO's business relationship with the supplier or business partner in question, which includes Pan American Games Organizing Committees and Organizing Committees of PASO General Assemblies or other events, the employee must notify the PASO Secretary General and receive the Secretary General's permission before placing the contract.</p> <p>Using the services of PASO employees for personal purposes: PASO paid and volunteer administration and officials including without limitation its staff, Executive Committee members, Commission and Working Group members may not abuse their authority by availing themselves of the services of PASO employees for personal purposes.</p> <p>Use of PASO property (for example, equipment, goods, vehicles, office supplies, documents, files, data storage media): Employees and individuals holding PASO volunteer positions may not use items belonging to PASO for their own personal purposes or remove such items from PASO's premises or control without the Secretary General's express consent. Likewise, no data, programs or PASO papers may be copied or removed from PASO's premises or control without approval from the Secretary General.</p> <p>Use of the Internet and email system: PASO provides Internet access and electronic communications for business purposes. Occasional, minimal use of the business Internet connection for private purposes during individual breaks is permitted. This permission may be revoked at any time. Private Internet use must be strictly limited in duration and must not interfere with an employee's duties. Use of the email system provided by PASO is for business purposes only. The email system must not be used for private purposes.</p> <p>Personal involvement in political parties or other sport, social or political institutions: PASO welcomes its employees' and individuals holding PASO volunteer positions voluntary involvement in such organizations, and employed positions in the case of individuals holding PASO volunteer positions, as long as it does not interfere with the performance of their duties for PASO.</p> <p>Public expression of personal opinions by PASO paid and volunteer administration and officials including without limitation its staff, Executive Committee members, Commission and Working Group members: When expressing their personal opinions in public, employees and individuals holding PASO volunteer positions must carefully avoid creating or fostering any impression that these opinions represent the views of PASO.</p> <p>(PASO, n.d.)</p>
--	--

Timeline

Date	Milestone / news	Info type	Citation
17/09/2013	Toronto to hold PASO General Assembly and 2019 Pan American Games host election	News coverage	(Anderson, 2013)
08/10/2013	Lima leads four-horse race to host 2019 Pan American Games	News coverage	(Mackay, 2013b)
11/10/2013	Lima awarded 2019 Pan American and Parapan American Games	News Coverage	(Mackay, 2013a)

Potential voting process good practice example(s)

- None noted

Potential conflict of interest good practice example(s)

- None noted

Potential good practice example(s) from other stages of the bidding process

- Clear outline and overview of the election procedure at the General Assembly was distributed to all bidding cities – this included details on presentation order, size of delegation, resources available at General Assembly, other presentation opportunities, etc. (TO2015, 2013)

Additional points worthy of note

- A new PASO Constitution was published in 2017, after the bidding process for the 2019 Games. Members now only get 1 additional vote in Host City elections, not a maximum of five. (PASO, 2017)

Supreme Council for Sports in Africa (SCSA) – 2015 African Games

Rightsholder	Supreme Council for Sports in Africa (no website, no longer in existence - ("Supreme Council for Sports in Africa to be dissolved," 2010)). Thereafter, African Union Sports Council (AUSC)
Sport	Multi-sport
Brief description of rightsholder	Council for sports in Africa
Olympic sport?	Yes
Major event studied	2015 African Games
Rationale for inclusion	A multi-sport event providing geographical diversity. Included in Task Force 1 study.
Type of event allocation	Competitive bidding with final selection by vote
Final stage of bidding process before vote	No information available
Voting body	No information available. Presumably Executive Board (or equivalent) of SCSA
Election summary	Ghana, Kenya and Congo expressed interest in bidding for the Games. No information available. On September 14, 2011, the Supreme Council for Sports in Africa awarded the rights to Brazzaville to host. ("2015 African Games," n.d.)
Voting details	No information available
Conflict of interest rule(s)	No information available on SCSA statutes/rules/regulations. Note, no mention of Conflict of Interests rules in AUSC statutes either (AUSC, n.d.)

Timeline

Date	Milestone / news	Info type	Citation
31 January 2010	Supreme Council for Sports in Africa to be dissolved	Rightsholder press release	(AU, 2012)
14 September 2011	Congo to host 2015 All Africa Games	News coverage	(Ezah, 2011)
14 March 2015	Rows over All-Africa Games is a "chronic disease" claims top politician	News coverage	(Morgan, 2015)

Potential voting process good practice example(s)

- None noted

Potential conflict of interest good practice example(s)

- None noted

Potential good practice example(s) from other stages of the bidding process

- None noted

Additional points worthy of note

- The Supreme Council for Sports in Africa (SCSA) awarded the Games to Brazzaville in September 2011. SCSA was then dissolved and there is no website for either the SCSA or the Games itself. We have therefore, in spite of searching online, been unable to find any bid documentation or conflict of interest policies

Union Cycliste Internationale (UCI) – 2020 World Road Cycling Championships

Rightsholder	UCI
Sport	Cycling
Brief description of rightsholder	International Federation governing the sport of cycling worldwide
Olympic sport?	Yes
Major event studied	2020 World Road Cycling Championships
Rationale for inclusion	MSE with significant commercial value and media/public interest
Type of event allocation	Competitive bidding with final selection by vote
Final stage of bidding process before vote	Management Committee received an evaluation of bidding files based on 15 groups of criteria (UCI, 2018b)
Voting body	Management Committee – Constitution, Article 46(m) (UCI, 2016b)
Election summary	<p>"Meeting from September 25 to 27 in Innsbruck, Austria, during the 2018 UCI Road World Championships, the Management Committee of the Union Cycliste Internationale (UCI) today awarded a record number of UCI World Championships for the period 2020-2024."</p> <p>Including</p> <p>"2020 UCI Road World Championships: Cantons of Vaud and Valais" (UCI, 2018a)</p>
Voting details	<p>No further details published.</p> <p>The Management Committee consists of 18 individuals.</p>
Conflict of interest rule(s)	
	<p>UCI Code of Ethics (UCI, 2016a)</p> <p>Art. 7 – Integrity rules pertaining to conduct of office</p> <p>Art. 7.1 – Offering and accepting gifts</p> <p>Persons bound by the Code may only offer or accept a gift provided such gift would not reasonably be considered to influence the behaviour of the accepting party, does not create any form of obligation, does not create an undue advantage of any kind and does not create a conflict of interest. As a general rule, only gifts of purely symbolic or trivial value, in accordance with prevailing local customs should be offered or accepted.</p> <p>Art 7.2</p> <p>Persons bound by the Code, shall not, directly or indirectly, offer, promise, solicit, give or accept any form of undue remuneration or commission, nor any concealed benefit or service of any nature. The aforementioned rule shall apply to activities related to the organisation of cycling competitions or the governance of the sport, whether within or outside the UCI, continental confederations or national federations and whether in connection with the person's official activities or not.</p>
	<p>Art. 7.3 – Votes</p> <p>All persons bound by the Code shall neither give nor accept instructions, inconsistent with their respective roles and responsibilities, to vote or intervene in a given manner within the organs of the UCI, continental confederations or national federations and their affiliates, or any organisation to which the UCI is affiliated.</p>
	<p>Art 7.4 – Conflicts of Interest</p> <p>Persons bound by the Code shall avoid any situation that could lead to a conflict of interest. A conflict of interest shall arise when the objectivity of a person bound by the Code, in expressing an opinion, undertaking any action or taking part in a decision, may be influenced or be perceived as being influenced due to private or personal interests. Private or personal interests include gaining any possible advantage for the persons bound by the Code, their family, relatives, friends and acquaintances. Specific provisions for the members of the Management Committee are contained in article 55 par. 3 and 4 of the UCI Constitution.</p>
	<p>UCI Constitution, Article 55 (UCI, 2016b)</p> <p>3) Members of the Management Committee shall not take part in the voting on items on the agenda which are of particular interest to their national federation, or the national federation in which they hold a position. If necessary, the said items shall be designated by a separate vote, in which the members in question shall not take part.</p> <p>4) Any member having a personal interest in a matter submitted for deliberation must leave the session before the deliberation. If the Management Committee should deliberate and decide on a disputed issue concerning a national federation, the members of the Management Committee with the nationality of this national federation shall leave the session.</p> <p>5) Any disagreement in relation with the existence of a potential conflict of interest within the Management Committee shall be submitted to the Ethics Commission which shall decide on the matter.</p> <p>6) In case of an equality of votes, the President or his replacement shall have a casting vote.</p>
	Biographies of Management Committee members include a published register of interests (UCI, 2017)

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
27/9/2018	UCI awards record number of World Championships for 2020-24	Rightsholder press release	(UCI, 2018a)

Potential voting process good practice example(s)

- Multiple championships awarded at a single meeting, potentially reducing risk of wasted investment by bidders; however it is acknowledged that this process could increase the likelihood of political negotiations among the voters

Potential conflict of interest good practice example(s)

- “All persons bound by the Code shall neither give nor accept instructions, inconsistent with their respective roles and responsibilities”
- “Members of the Management Committee shall not take part in the voting on items on the agenda which are of particular interest to their national federation, or the national federation in which they hold a position.”
- Specific provision that cases of debate about conflicts of interest for the Management Committee can be submitted to the Ethics Commission for consideration
- Publication of register of interests for Management Committee members

Potential good practice example(s) from other stages of the bidding process

- Evaluation of bidding files based on 15 groups of criteria
- Support available for bidders about hosting requirements

Additional points worthy of note

- None noted

Union of European Football Associations (UEFA) – 2020 UEFA EURO

Rightholder	UEFA
Sport	Football
Brief description of rightholder	The governing body of European football, an association of 55 national football associations
Olympic sport?	Yes
Major event studied	UEFA EURO 2020 (men's tournament only)
Rationale for inclusion	Major international sports event with significant commercial value and media/public interest.
Type of event allocation	Competitive bidding with final selection by vote
Final stage of bidding process before vote	UEFA published an evaluation report of all bids received from 19 associations on 10 September 2014 ahead of the vote on 19 September 2014
Voting body	Executive Committee (equivalent of Executive Board) (UEFA, 2013)
Election summary	<p>The voting procedure of the venues was approved by the UEFA Executive Committee on 13 May 2014: In the first voting phase, the winner of the Finals Package was selected. In the second voting phase, the winners of the four Standard Packages which will host the quarter-finals were selected.</p> <p>In the third and fourth voting phases, the winners of the eight Standard Packages which will host the round of 16 matches were selected. This selection was based on "regional zones" which were finalised by the end of August 2014 by UEFA Executive Committee members whose associations were not bidding. In the third phase, for each zone that had not been selected in the first two phases, a winner of the Standard Package was selected.</p> <p>In the fourth phase, the winners of the remaining Standard Packages were selected. The voting took place by secret ballot and Executive Committee members who were associated with the bidding associations were not allowed to vote. The announcement ceremony of the selected venues took place at the Espace Hippomène in Geneva on 19 September 2014. (UEFA, 2014d)</p>
Voting details (UEFA, 2018)	See above for details of voting phases process. Voting numbers are below. There were 16 members of the Executive Committee. (UEFA, 2015)
	In the first voting phase, England/London was selected by acclamation following Germany/Munich's withdrawal prior to the vote.
	<p>Bids were ranked by the UEFA Executive Committee members in order of preference, with the first-ranked bidder receiving four points; the second-ranked three points; the third-ranked two points; and the fourth-ranked one point.</p> <p>Voting numbers (total points) – second phase (four highest selected):</p> <p>Germany/Munich: 38 points</p> <p>Azerbaijan/Baku: 37 points</p> <p>Russia/St. Petersburg: 29 points</p> <p>Italy/Rome: 20 points</p> <p>Belgium/Brussels: 11 points</p> <p>Wales/Cardiff: 3 points</p> <p>Hungary/Budapest: 2 points</p>
	<p>The third phase of voting determined one association/city to host one round of 16 match and three group matches, in each geographical zone that had not yet been selected in the first two phases. For this ballot, the Executive Committee members had to give their vote to one of the venues from a particular geographical zone. The bidder with most votes was selected.</p> <p>The six geographical zones, as decided by the UEFA Executive members whose associations had not presented a bid, were:</p> <p>Zone 1: North-West: England, Republic of Ireland, Scotland, Wales</p> <p>Zone 2: Scandinavia: Denmark, Sweden</p> <p>Zone 3: East: Azerbaijan, Belarus, Russia</p> <p>Zone 4: Centre-East: Bulgaria, FYR Macedonia, Hungary, Romania</p> <p>Zone 5: Centre: Belgium, Germany, Netherlands</p> <p>Zone 6: South-Mediterranean: Italy, Israel, Spain</p> <p>As the candidatures of Belarus/Minsk, Bulgaria/Sofia, FYR Macedonia/Skopje and Israel/Jerusalem were adjudged not to have fulfilled the bid requirements by the UEFA administration, these candidatures did not participate at all in the selection phases for which they would otherwise have been eligible, in accordance with article 1.3 of the annex of the bid regulations.</p>

	<p>The first vote, concerning Zone 2, produced the following result: Denmark/Copenhagen: 13 votes Sweden/Stockholm: 3 votes</p> <p>The procedure was then repeated for Zone 4, and produced the following result: Romania/Bucharest: 12 votes Hungary/Budapest: 3 votes</p>
	<p>The fourth phase of voting determined the remaining six associations/cities that will each host one round of 16 match and three group matches. Here again, all remaining associations were ranked by order of preference, with the first-ranked bidder receiving 6 points, the second-ranked bidder 5 points, the third-ranked bidder 4 points, and so forth.</p> <p>Voting in this final phase produced the following result: Netherlands/Amsterdam: 58 points Republic of Ireland/Dublin: 55 points Spain/Bilbao: 50 points Hungary/Budapest: 48 points Belgium/Brussels: 43 points Scotland/Glasgow: 22 points Wales/Cardiff: 21 points Sweden/Stockholm: 18 points</p>
Conflict of interest rule(s)	<p>4.03 to 4.05 of the UEFA EURO 2020 Bid Regulations (UEFA, 2013) set out ethics requirements, requiring UEFA and each bidder to 'ensure they conduct themselves in a dignified and ethical manner'; each bidder must ensure they do not act in a way which could bring UEFA, the event, any other bidder, the bidding procedure or European football into disrepute; each bidder to comply with both the strict provisions, and the spirit of these general principles.</p>
	<p>4.07 to 4.10 of the Bid Regulations set out requirements relating to offering, making or conferring of gifts by member associations to UEFA (or employees, representatives, contractors, experts, agents or partners).</p>
	<p>2.4 of 'Annex: Executive Committee voting procedure' of the Bid Regulations requires that members of the Executive Committee are not to participate in the deliberations or voting if a conflict of interest exists.</p>
	<p>Article 26.3 of the UEFA Statutes (UEFA, 2018) states that, 'A member of the Executive Committee or the President shall not take part in the deliberation of any matter or point of issue involving the Member Association and/or a club affiliated to the Member Association with which he is associated, or in any case in which a conflict of interest exists.'</p>
	<p>Article 31.1(c) states that Members of the Organs for Administration of Justice shall 'not take any measure nor exercise any influence in relation to a matter where any conflict of interest exists or is perceived to exist. They are bound exclusively by the UEFA Statutes, rules and regulations and the law'.</p>
	<p>Article 19 of UEFA Disciplinary Regulations (UEFA, 2018) sets out conflict of interest requirements:</p> <p>'1. All persons bound by these provisions shall avoid any situations that could result in a conflict of interest. Such a conflict may arise if persons bound by these provisions have, or appear to have, private or personal interests that detract from their ability to perform their duties without any undue influence. Private or personal interests may include, but are not limited to, personal benefits, financial gain or other motives to obtain favours for oneself, family, friends or others. All persons bound by these provisions have a responsibility to disclose any such conflicts of interest to UEFA without delay.</p> <p>2. All persons bound by these provisions shall abstain from performing their duties in cases of existing or potential conflicts of interest.'</p>
	<p>Article 20 of UEFA Disciplinary Regulations: 'Persons bound by these provisions shall only offer or accept gifts or other benefits that cannot reasonably be considered as susceptible of influencing their behaviour, creating any form of obligation or resulting in any conflict of interest. Only gifts or benefits of a symbolic or traditional nature according to prevailing customs may be offered or accepted'.</p>

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
10.9.2014 2014	UEFA EURO 2020 bid evaluation report published	Rightsholder press release	(UEFA, 2014c)
18.9.2014	European football adopts code of conduct on integrity	Rightsholder press release	(UEFA, 2014a)
19.9.2014 2014	London to host UEFA EURO 2020 final	Rightsholder press release	(UEFA, 2014b)
7.12. 2017	EURO 2020 to open in Rome, more London games, venues paired	Rightsholder press release	(UEFA, 2014d)

Potential voting process good practice example(s)

- Voting numbers published for each phase

Potential conflict of interest good practice example(s)

- Conflicts of interest specific to bidding for events were referenced in the Bid Regulations
- Multiple scenarios were covered, giving clear, easy to follow examples
- Potential for perceived conflicts of interest was also covered.

Potential good practice example(s) from other stages of the bidding process

- Detailed and clear bidding process
- Bidding regulations published
- Candidate workshops held

Additional points worthy of note

- The event will be staged in 12 cities across Europe. The hosting is divided across three 'packages', with London, England, Wembley Stadium hosting the Finals, Semi-Finals, one round of 16 game three group games. Three group games and one quarter-final in Baku, Munich, Rome, St Petersburg. Three group games and one round of 16 game in Amsterdam, Bilbao, Bucharest, Budapest, Copenhagen, Dublin, Glasgow. This follows a decision of the UEFA Executive Committee in January 2013.
- In December 2017, due to delays in Belgium/Brussels stadium construction and failure to meet conditions imposed by the UEFA Executive Committee during its meeting in September 2017, the four matches (three group, one round of 16) initially scheduled to be held in Brussels were re-allocated to London's Wembley Stadium following a vote by the committee

World Rugby – 2023 Rugby World Cup

Rightholder	World Rugby
Sport	Rugby
Brief description of rightholder	International Federation governing the sport of rugby worldwide
Olympic sport?	Yes, Rugby Sevens
Major event studied	Rugby World Cup 2023 (men's tournament only)
Rationale for inclusion	Major MSE with significant commercial value and media/public interest
Type of event allocation	Competitive bidding with final selection by vote
Final stage of bidding process before vote	Rugby World Cup Ltd presents report and recommendation to World Rugby Council ("Rugby World Cup Board recommends South Africa as RWC 2023 host," 2017)
Voting body	Council (equivalent of Executive Board) (World Rugby Bye-Law 9: The Council, 2017a)
Election summary	Vote by Council of 26 individuals who between them had 39 votes (at the time of the vote – weighted voting) Secret ballot Absolute majority required Council members from the bidding countries were not permitted to vote Voting numbers published after each round
Voting details	<u>Round 1:</u> France 18 South Africa 13 Ireland 8 (Ireland eliminated) <u>Round 2:</u> France 24 South Africa 15
Conflict of interest rule(s)	Officials are required to sign a Code of Conduct (World Rugby Handbook - Regulation 20, 2016)
	There is a Conflict of Interest policy but it is not published
	"All members of the Executive Committee shall act in accordance with their fiduciary duties and in accordance with applicable laws and shall, for the avoidance of doubt, recuse themselves from any decision in which they have a conflict of interest." - Bye-Law 10.1.2 (World Rugby Bye-Law 10: The Executive Committee, 2017)

Key press release(s)/news article(s) announcing vote

Date	Milestone / news	Info type	Citation
31/10/2017	RWC Board recommends South Africa as RWC 2023 host	Rightsholder press release	("Rugby World Cup Board recommends South Africa as RWC 2023 host," 2017)
15/11/2017	World Rugby awards RWC 2023 to France	Rightsholder press release	("World Rugby Awards RWC 2023 to France," 2017)
15/11/2017	World Rugby and Bill Beaumont face backlash after France named 2023 host	News coverage	(Gerard Meagher, 2017)

Potential voting process good practice example(s)

- Voting numbers published
- Weighted voting

Potential conflict of interest good practice example(s)

- Explicit exclusion from the election of Council members from the bidding countries

Potential good practice example(s) from other stages of the bidding process

- Use of external suppliers for aspects of the assessment
- Thorough technical report openly published, including a blend of subjective and objective analysis on agreed criteria
- Opportunity for bidding countries to provide clarification after publication of the evaluation report
- World Rugby reviewed its assessment process after the vote, requesting feedback from stakeholders

Additional points worthy of note

- France was elected to host the event although the evaluation report favoured the bid from South Africa

Annex B. Selected conflict of interest definitions and responsibilities

OECD (OECD, 2003)

A conflict of interest involves a conflict between the public duty and the private interest of a public official, in which the official's private-capacity interest could improperly influence the performance of their official duties and responsibilities.

Council of Europe – Recommendation No. R (2000) 10 of the Committee of Ministers to Member states on codes of conduct for public officials (Council of Europe, 2000)

Article 8

1. The public official should not allow his or her private interest to conflict with his or her public position. It is his or her responsibility to avoid such conflicts of interest, whether real, potential or apparent.
2. The public official should never take undue advantage of his or her position for his or her private interest.

Article 13

1. Conflict of interest arises from a situation in which the public official has a private interest which is such as to influence, or appear to influence, the impartial and objective performance of his or her official duties.
2. The public official's private interest includes any advantage to himself or herself, to his or her family, close relatives, friends and persons or organisations with whom he or she has or has had business or political relations. It includes also any liability, whether financial or civil, relating thereto.
3. Since the public official is usually the only person who knows whether he or she is in that situation, the public official has a personal responsibility to:
 - be alert to any actual or potential conflict of interest;
 - take steps to avoid such conflict;
 - disclose to his or her supervisor any such conflict as soon as he or she becomes aware of it;
 - comply with any final decision to withdraw from the situation or to divest himself or herself of the advantage causing the conflict.

4. Whenever required to do so, the public official should declare whether or not he or she has a conflict of interest.

5. Any conflict of interest declared by a candidate to the public service or to a new post in the public service should be resolved before appointment.

United Nations Convention Against Corruption (UNODC, 2004):

Article 7.4) Each State Party shall, in accordance with the fundamental principles of its domestic law, endeavour to adopt, maintain and strengthen systems that promote transparency and prevent conflicts of interest.

Article 8.5) Each State Party shall endeavour, where appropriate and in accordance with the fundamental principles of its domestic law, to establish measures and systems requiring public officials to make declarations to appropriate authorities regarding, inter alia, their outside activities, employment, investments, assets and substantial gifts or benefits from which a conflict of interest may result with respect to their functions as public officials.

UN Ethics Office (UN, n.d.):

Conflicts of Interest

Risks of conflicts of interest can generally be found at two levels:

- as organizational conflicts of interest; and
- as personal conflicts of interest.

An organizational conflict of interest arises where, because of other activities or relationships, an organization is unable to render impartial services, the organization's objectivity in performing mandated work is or might be impaired, or the organization has an unfair competitive advantage. A personal conflict of interest is a situation where a person's private interests — such as outside professional relationships or personal financial assets — interfere or may be perceived to interfere with his/her performance of official duties.

...

Sometimes, the perception of a conflict of interest raises as much ethical concern as does an actual conflict of interest. Conflict of interest situations do not necessarily imply wrongdoing.

Working definitions on actual, potential and perceived definitions based on OECD Managing Conflict of Interest in the Public Sector

Actual conflict of interest

A conflict between the duty and/or responsibility of a person to act in the Interests of the ISO and the Personal-Capacity interests of that person which will improperly influence the person's duties and/or responsibilities to the ISO, when participating to decision-making.

Example:

X is a voting delegate of the General Assembly of an ISO. The General Assembly is voting to decide which of two cities in different nations should be awarded an event. X owns

shares in a company which runs a major stadium in one of the two cities. The company would benefit from the award of the MSE to that bid.

Potential conflict

It is reasonably foreseeable that a conflict between the duty and/or responsibility of a person to act in the Interests of the ISO and the Personal-Capacity interests of that person could improperly influence the proper performance of the person's duties and/or responsibilities to the ISO, such as those related to decision-making.

Example:

X is a voting delegate of the General Assembly of an ISO. X is also the parent of Y, an elite athlete in the sport. In three months, Y will compete at a qualifying event for the World Championships scheduled for the following year. Soon after the qualifying event, X will vote to decide which of two cities should be awarded the World Championships. If Y qualifies, they would have a strong preference for one of the candidate cities as the course would be better suited to their technique.

Perceived Conflict

It is possible that, although there is currently no actual or potential conflict of interest, a reasonable third party on the basis of known facts might assume that there was or could be a conflict between a duty and/or responsibility of a person to act in the Interests of the ISO and the Personal-Capacity interests of that person which could improperly influence the proper performance of the person's duties and/or responsibilities, such as those related to decision-making.

Example:

X is a voting delegate at the General Assembly of an ISO. The General Assembly is voting to decide which of two cities in different countries should be awarded hosting rights to an MSE. X, who is not a national of either bidding country, is a famous former athlete in the sport who won a gold medal some years ago in one of the candidate cities. X still has a high profile in that country and makes occasional promotional appearances. X has a perceived conflict of interest because a reasonable third party could assume there might be a conflict.

Annex C. Note on weighted voting

Among the MSEs analysed, two of the rightsholder ISOs allocated events using weighted voting systems. The voting systems adopted by Panam Sports and World Rugby are summarised below.

Panam Sports (PASO)

PASO's voting members at the General Assembly currently consist of the 41 National Olympic Committees in the Americas.

The 2010 Statutes (Article XI) explains that PASO members which have previously hosted a Pan American Games are entitled to additional votes (up to a maximum of five) when voting for the Host City of the Games during the General Assembly.

At the time of the vote at the 2013 General Assembly to choose the host of the 2019 Pan American and Parapan American Games, 16 editions of the MSE had taken place in 10 different countries ("List of Pan American Games," n.d.) and there were a total of 57 votes cast ("2019 Pan American Games," n.d.).

In the most recent version of the Constitution, this article has been amended so that PASO members which have previously hosted a Pan American Games are only entitled to one more additional vote (therefore total of two votes) when voting for the Host City, regardless of how many times the member has hosted the Games.

World Rugby

The Council of World Rugby determines the host of all Rugby World Cup tournaments: Men's, Women's and Sevens.

The composition of the Council is explained in the World Rugby Bye-Laws 9. – The Council, specifically 9.1 Composition of Council and Voting Rights. ("World Rugby Bye-Law 9: The Council," 2017b).

The Council is formed of representatives from:

- Eight Foundation Unions
- Unión Argentina de Rugby and the Federazione Italiana Rugby
- Regional (continental) associations
- The Chairman, Vice-Chairman and CEO
- Other Unions which apply to be part of the Council, fulfil the criteria and pass the assessment period

The weighted voting system is outlined in 9.1 (f) – Voting Rights. The system allocates additional votes based on a set of criteria which assess the contribution of the union/association to the sport.

At the time of the election to determine the host of Rugby World Cup 2023 in November 2017, the voting distribution was as follows (“Rugby World Cup 2023 vote - all you need to know,” 2017):

- Seven members each had three votes
- Japan and six regional associations each had two votes
- Four other members each had a single vote

Annex D. Reallocation of MSEs due to resignation by host or withdrawal of hosting rights

In the sample of MSEs analysed, there were five instances of the hosting rights having to be re-allocated at a later date:

ISO	MSE	Original decision-making body	Delegated authority for re-allocation	Process
CGF	2022 Commonwealth Games	General Assembly	Board	New bid process
UEFA	UEFA EURO 2020 – selected package of matches	Board	Board	Re-allocation to host already selected for another package of matches
OCA	2018 Asian Games	General Assembly	General Assembly	New bid process – details unknown
EOC	2019 European Games	Extraordinary General Assembly	General Assembly	New bid process
FEI	2018 FEI World Equestrian Games	Board	President	New bid process – details unknown

The reallocation of hosting rights was due either to the host itself pulling out, the ISO withdrawing the rights from the host, or in one case, to what was described as a joint decision between the ISO and host.

The withdrawal usually occurred a substantial period of time after the awarding of the rights. It is therefore presumed that, by this stage, all attempts at remedy had failed.

Once the decision had been made to reallocate hosting rights for the MSE, the authority to search for and select a new host was sometimes delegated to a smaller group within the ISO, such as to the Board if the original decision was made by the General Assembly. The selection process was expedited due to time constraints but tended to take at least several months.

In general, there was little detail published about the processes or procedures adopted to find a replacement host. In some cases, this was a new, shorter bid process, whereas other ISOs proactively identified potential hosts. As far as is known, ISOs did not have specific rules covering reallocation of MSEs in these circumstances.

References and background documents

- 2015 African Games. (n.d.). In Wikipedia. Retrieved from https://en.wikipedia.org/wiki/2015_African_Games
- 2018 FEI World Equestrian Games. (n.d.). In Wikipedia. Retrieved from https://en.wikipedia.org/wiki/2018_FEI_World_Equestrian_Games
- 2019 Pan American Games. (n.d.). In Wikipedia. Retrieved from https://en.wikipedia.org/wiki/2019_Pan_American_Games
- Anderson, G. (2013, September). Toronto to hold PASO General Assembly and 2019 Pan American Games host election. Inside the Games.
- ASOIF. (2018). Second Review of International Federation Governance. Retrieved from http://www.asoif.com/sites/default/files/download/asoif_2018_second_review_v4_interactive.pdf
- AU. (2012). EXECUTIVE COUNCIL Twentieth Ordinary Session Decisions. Retrieved from https://au.int/sites/default/files/decisions/9650-ex_cl_dec_668-695_xx_e.pdf
- AUSC. Statute of the African Union Sports Council. Retrieved from https://au.int/sites/default/files/pages/32902-file-african_union_sports_council_validated_and_clean.pdf
- BBC. (2017). Olympic Games: Paris & LA to host 2024 & 2028 respectively. Retrieved from <https://www.bbc.co.uk/sport/olympics/41259992>
- Bidding for 2018 World Equestrian Games reopened. (2013). Retrieved from <https://www.horsetalk.co.nz/2013/07/02/bidding-2018-world-equestrian-games-reopened/#axzz4Oy0IHfxW>
- Bids for the 2022 Winter Olympics. (n.d.). Retrieved August 10, 2018, from https://en.wikipedia.org/wiki/Bids_for_the_2022_Winter_Olympics
- BWF. BWF CODE OF ETHICS (2017). Retrieved from https://system.bwfbadminton.com/documents/folder_1_81/Statutes/CHAPTER-2---ETHICS/Section_2.1_-_Code_of_Ethics.pdf
- BWF. (2017b). BWF TO NAME MAJOR EVENTS' HOSTS. Retrieved from <https://corporate.bwfbadminton.com/news-single/2017/03/15/bwf-to-name-major-events-hosts/>
- BWF. Conduct of Conduct for Bidding Organisations (2017). Retrieved from https://system.bwfbadminton.com/documents/folder_1_81/Statutes/CHAPTER-2---ETHICS/Section_2.2.3_-_Bidding_Organisations_Code_of_Conduct_-_01062017.pdf
- BWF. CONSTITUTION OF THE BADMINTON WORLD FEDERATION (2018). Retrieved from https://system.bwfbadminton.com/documents/folder_1_81/Statutes/Chapter-1---GOVERNANCE/Section_1.1_BWF_Constitution_-_20052018.pdf

- BWF. (2018b). REQUEST FOR PROPOSALS BWF MAJOR EVENTS. Retrieved from [https://system.bwfbadminton.com/documents/folder_1_81/folder_1_140/folder_1_164/2. BWF Major Events - Bid Document.pdf](https://system.bwfbadminton.com/documents/folder_1_81/folder_1_140/folder_1_164/2.BWF%20Major%20Events%20-%20Bid%20Document.pdf)
- Candidature Process Olympic Games 2024 (2015). Retrieved from [https://stillmed.olympic.org/Documents/Host_city_elections/Candidature Process Olympic Games 2024.pdf](https://stillmed.olympic.org/Documents/Host_city_elections/Candidature_Process_Olympic_Games_2024.pdf)
- CGF. Constitution, Regulations, Code of Conduct (2014). Retrieved from <https://thecgf.com/sites/default/files/2018-02/constitution2014.pdf>
- CGF. (2015a). 2022 Commonwealth Games Bid Update: 10.02.15. Retrieved from <https://thecgf.com/news/2022-commonwealth-games-bid-update>
- CGF. (2015b). Durban 2022's Bid Preparations Enter Final Straight as Evaluation Report Published: 03.08.15. Retrieved August 7, 2018, from <https://thecgf.com/news/durban-2022s-bid-preparations-enter-final-straight-evaluation-report-published>
- CGF. (2015c). New Vision, New President and the first ever Commonwealth Games on African Soil announced at the 2015 CGF General Assembl: 02.09.15. Retrieved from <https://thecgf.com/news/new-vision-new-president-and-first-ever-commonwealth-games-african-soil-announced-2015-cgf>
- CGF. Constitutional Documents of the Commonwealth Games Federation (2016). Retrieved from <https://thecgf.com/sites/default/files/2018-03/constitution.pdf>
- CGF. (2017a). CGF Statement on 2022 Commonwealth Games Host City bid process. Retrieved August 7, 2018, from <https://thecgf.com/news/cgf-statement-2022-commonwealth-games-host-city-bid-process>
- CGF. (2017b). Commonwealth Games Federation selects Birmingham as Host City Partner of the 2022 Commonwealth Games. Retrieved August 7, 2018, from <https://thecgf.com/news/commonwealth-games-federation-selects-birmingham-host-city-partner-2022-commonwealth-games>
- CGF. (2017c). Statement on 2022 Commonwealth Games 13.03.17. Retrieved August 7, 2018, from <https://thecgf.com/news/statement-2022-commonwealth-games>
- CGF. (2017d). Update on 2022 Commonwealth Games Selection Process 28.04.17. Retrieved August 7, 2018, from <https://thecgf.com/news/update-2022-commonwealth-games>
- Council of Europe. (2000). Recommendation of the Committee of Ministers to Member States on Codes of Conduct for Public Officials. Retrieved October 30, 2018, from <https://rm.coe.int/16805e2e52>
- EOC. EOC Articles of Association (2014). Retrieved from [http://www.eurolympic.org/documents/EOC_STATUTES in force as of 22.11.2014 .pdf](http://www.eurolympic.org/documents/EOC_STATUTES_in_force_as_of_22.11.2014_.pdf)
- EOC. (2015a). Newsletter 2015 No. 156. Retrieved August 1, 2018, from <http://www.eurolympic.org/wp-content/uploads/2016/12/Newsletter-2015-november-eng.pdf>
- EOC. (2015b). Newsletter No 151 May 2015.
- EOC. (2015c). Statement on 2019 European Games. Retrieved August 1, 2018, from <http://www.eurolympic.org/european-olympic-committees-statement-on-the-2019-european-games/>
- EOC. (2016a). 45th EOC GA-Day One Wrap up. Retrieved August 1, 2018, from <http://www.eurolympic.org/45th-eoc-general-assembly-day-one-wrap-up/>

- EOC. (2016b). The 2019 European Games: The priority for EOC Executive Committee. Retrieved August 1, 2018, from <http://www.eurolympic.org/european-olympic-committees-statement-on-the-2019-european-games/>
- Ezah, W. D. (2011, September). Congo to host All Africa 2015 Games. Ghanaweb.Com. Retrieved from <https://www.ghanaweb.com/GhanaHomePage/NewsArchive/Congo-to-host-2015-All-Africa-Games-218838>
- FEI. (2014). FEI BUREAU ALLOCATES FEI WORLD EQUESTRIAN GAMESTM 2018 TO CANADA. Retrieved from <https://inside.fei.org/news/fei-bureau-allocates-fei-world-equestrian-gamesTM-2018-canada>
- FEI. Statutes 23rd edition, effective 29 April 2015 (2015). Retrieved from [https://inside.fei.org/sites/default/files/Statutes 29 April 2015 - clean.pdf](https://inside.fei.org/sites/default/files/Statutes%2029%20April%202015%20-%20clean.pdf)
- FEI. (2016). TRYON (USA) TO HOST FEI WORLD EQUESTRIAN GAMESTM 2018. Retrieved from <https://inside.fei.org/news/tryon-usa-host-fei-world-equestrian-gamesTM-2018>
- FEI. INTERNAL REGULATIONS OF THE FEI, NOVEMBER 2017 (2017). Retrieved from [https://inside.fei.org/sites/default/files/Internal Regulations of the FEI - 21 November 2017 - markup.pdf](https://inside.fei.org/sites/default/files/Internal%20Regulations%20of%20the%20FEI%20-%2021%20November%202017%20-%20markup.pdf)
- FIBA. FIBA Internal Regulations (2014).
- FIBA. (2017a). FIBA Basketball World Cup to be staged in multiple countries for first time in 2023. Retrieved October 15, 2018, from <http://www.fiba.basketball/news/fiba-basketball-world-cup-to-be-staged-in-multiple-countries-for-first-time-in-2023-decision-on-hosts-set-for-december-9>
- FIBA. FIBA General Statutes (2017). Retrieved from <http://www.fiba.basketball/documents/fiba-general-statutes.pdf>
- FIBA. (2017c). Philippines/Japan/Indonesia to stage first ever multiple-host Basketball World Cup in 2023. Retrieved October 15, 2018, from <http://www.fiba.basketball/en/news/philippines-japan-indonesia-to-stage-first-ever-multiple-hosts-fiba-basketball-world-cup-in-2023>
- FIFA. FIFA Code of Ethics (2012). Retrieved from https://resources.fifa.com/mm/document/affederation/administration/50/02/82/codeofethics_v211015_e_neutral.pdf
- FIFA. (2014a). Bidding process opened for eight FIFA competitions. Retrieved from <https://www.fifa.com/about-fifa/news/y=2014/m=3/news=bidding-process-opened-for-eight-fifa-competitions-2293621.html>
- FIFA. (2014b). FIFA receives bidding documents for 2019 FIFA Women's World Cup. Retrieved from <https://www.fifa.com/womens-football/news/y=2014/m=10/news=fifa-receives-bidding-documents-for-2019-fifa-women-s-world-cup-2463723.html>
- FIFA. (2015a). Agenda of meeting no.34 of the FIFA Executive Committee. Retrieved from <https://img.fifa.com/image/upload/dbw9bynv4qzwk6vim08.pdf>
- FIFA. (2015b). France to host the FIFA Women's World Cup in 2019. Retrieved October 12, 2018, from <https://www.fifa.com/womensworldcup/news/france-to-host-the-fifa-women-s-world-cup-in-2019-2567761>
- FIFA. FIFA Governance Regulations (2016). Retrieved from https://resources.fifa.com/mm/document/affederation/administration/02/11/20/75/forenweb_neutral.pdf

- FIFA. FIFA Statutes, Pub. L. No. 28.2.s (2016). Retrieved from <https://img.fifa.com/image/upload/vga5sv1yxeayptzrdudx.pdf>
- FIFA. FIFA Code of Conduct: Playing by the Rules. (2017). Retrieved from <https://resources.fifa.com/image/upload/fifa-code-of-conduct-2929214.pdf?cloudid=wformatimtwql2kogyxr>
- FIFA. FIFA regulations for the selection of the host venue for the 2026 World Cup (2017). Retrieved from <https://img.fifa.com/image/upload/stwvxqphxp3o96jxwqor.pdf>
- FIFA. (2018a). Canada, Mexico and USA selected as hosts of 2026 FIFA World Cup. Retrieved October 14, 2018, from <https://www.fifa.com/about-fifa/news/y=2018/m=6/news=canada-mexico-and-usa-selected-as-hosts-of-the-2026-fifa-world-cuptm.html>
- FIFA. (2018b). FIFA Council designates bids for final voting by Congress. Retrieved October 14, 2018, from <https://www.fifa.com/about-fifa/news/y=2018/m=6/news=2026-fifa-world-cuptm-fifa-council-designates-bids-for-final-voting-by-the-fifa-.html>
- FIFA. (2018c). Voting results for 2026 World Cup. Retrieved from <https://resources.fifa.com/image/upload/voting-results-for-the-2026-fifa-world-cup.pdf?cloudid=vpn119m2xr8zk50mnor3>
- Gerard Meagher. (2017, November 15). World Rugby and Bill Beaumont face backlash after France named 2023 host. Guardian Online. Retrieved from <https://www.theguardian.com/sport/2017/nov/15/world-rugby-bill-beaumont-backlash-france-2023-world-cup>
- IAAF. (n.d.-a). Hosting an IAAF Event. Retrieved from <https://www.iaaf.org/hosting>
- IAAF. IAAF Code of Ethics. Retrieved from <https://www.iaafethicsboard.org/Content/downloads/IAAF-Code-of-Ethics-eng.pdf>
- IAAF. IAAF Constitution adopted November 2013 (2013). Retrieved from <http://www.aswd.co.za/wp-content/uploads/2014/05/iaaf-constitution-version-november-2013-small.pdf>
- IAAF. (2014a). BARCELONA, DOHA AND EUGENE – EVALUATION OF CANDIDATES FOR 2019 IAAF WORLD CHAMPIONSHIPS: 7.10.14. Retrieved August 8, 2018, from <https://www.iaaf.org/competitions/iaaf-world-championships/news/barcelona-doha-eugene-evaluation-of-candidate>
- IAAF. (2014b). DOHA TO HOST THE 2019 IAAF WORLD CHAMPIONSHIPS: 18.11.14. Retrieved August 8, 2018, from <https://www.iaaf.org/news/iaaf-news/2019-iaaf-world-championships>
- IAAF. (2014c). IAAF EVALUATION COMMISSION CONCLUDES VISITS TO THE THREE CANDIDATES FOR 2019 IAAF WORLD CHAMPIONSHIPS: 3.11.14. Retrieved August 8, 2018, from <https://www.iaaf.org/news/press-release/iaaf-evaluation-commission-candidates-2019-ia>
- IAAF. (2014d). MAJOR MILESTONE REACHED ON ROAD TO 2019 IAAF WORLD CHAMPIONSHIPS DECISION. Retrieved from <https://www.iaaf.org/news/press-release/bidding-seminar-2019-iaaf-world-championships>
- IAAF. IAAF Constitution (2019). Retrieved from <https://www.iaaf.org/about-iaaf/documents/constitution>
- IOC. (n.d.). HOST CITY ELECTION FOR THE OLYMPIC WINTER GAMES 2022. Retrieved August 10, 2018, from <https://www.olympic.org/2022-host-city-election>
- IOC. Ethics (2012). Retrieved from https://stillmed.olympic.org/Documents/Commissions_PDFfiles/Ethics/Code-Ethics-2012.pdf

- IOC. (2013a). IOC Opens Bids for 2022 Olympic Games, YOG 2020: 6.6.13. Retrieved August 10, 2018, from <https://www.olympic.org/news/ioc-opens-bids-for-2022-olympic-winter-games-yog-2020>
- IOC. OLYMPIC CHARTER (2013). Retrieved from https://stillmed.olympic.org/media/Document_Library/OlympicOrg/Olympic-Studies-Centre/List-of-Resources/Official-Publications/Olympic-Charters/EN-2013-Olympic-Charter.pdf#_ga=2.252515465.1430372286.1539788068-1405115253.1538478198
- IOC. (2014). 2022 Working Group Report: 9.5.14. Retrieved from https://stillmed.olympic.org/media/Document_Library/OlympicOrg/Documents/Host-City-Elections/XXIV-OWG-2022/Working-Group-Report-for-the-XXIV-Olympic-Winter-Games-2022.pdf
- IOC. (2015). EVALUATION COMMISSION REPORT FOR 2022 PUBLISHED. Retrieved from <https://www.olympic.org/news/evaluation-commission-report-for-2022-published>
- IOC. Olympic Charter, Pub. L. No. 18.2.4 (2016). Retrieved from <https://www.olympic.org/olympic-studies-centre/collections/official-publications/olympic-charters>
- IOC. (2017a). IOC makes historic decision by simultaneously awarding Olympic Games 2024 to Paris and 2028 to Los Angeles. Retrieved October 14, 2018, from <https://www.olympic.org/news/ioc-makes-historic-decision-in-agreeing-to-award-2024-and-2028-olympic-games-at-the-same-time>
- IOC. (2017b). IOC makes historic decision to award 2024 and 2028 Olympic Games at same time. Retrieved October 14, 2018, from <https://www.olympic.org/news/ioc-makes-historic-decision-in-agreeing-to-award-2024-and-2028-olympic-games-at-the-same-time>
- IOC. (2017c). IOC Publishes Evaluation Commission 2024 Report. Retrieved October 14, 2018, from <https://www.olympic.org/news/ioc-publishes-evaluation-commission-2024-report>
- IOC. (2018a). IOC mapping of topics related to conflict of interest.
- IOC. (2018b). Revision of the IOC Rules Concerning Conflicts of Interest Affecting the Behaviour of the Olympic Parties.
- IOC Code of Ethics (2016). Retrieved from https://stillmed.olympic.org/media/Document_Library/OlympicOrg/IOC/What-We-Do/Leading-the-Olympic-Movement/Code-of-Ethics/EN-IOC-Code-of-Ethics-2016.pdf
- ISU. ISU Code of Ethics (2017). Retrieved from <https://www.isu.org/docman-documents-links/isu-files/documents-communications/isu-communications/600-isu-communication-2104/file>
- ISU. ISU Communication 2144 - Applications for Championships (2018). Retrieved from <https://isu.org/communications/16094-isu-communication-2144/file>
- ISU. ISU Constitution and General Regulations (2018). Retrieved from <https://isu.org/isu-statutes-constitution-regulations-technical/17913-constitution-general-regulations-2018/file>
- ISU. (2018c). Provisional allotments of ISU Championships 2021. Retrieved October 15, 2018, from <https://isu.org/news/145-news/12113-provisional-allotments-of-isu-championships-2021?highlight=WzIwMjEsInN0b2NraG9sbSJd&templateParam=15>
- IWGA. (2014). Three cities are bidding to host the World Games 2021.
- IWGA. (2015). BIRMINGHAM, AL (USA), TO BE HOST CITY OF THE WORLD GAMES 2021. Retrieved from <https://www.theworldgames.org/news/The-World-Games-17/birmingham-usa-to-be-host-city-of-the-world-games-2021-1417>
- IWGA. By-Laws of the International World Games Association (2016).

- IWGA. Constitution of the International World Games Association (2016).
- IWGA. Bidding for TWG 2025: Official Bid Application and Questionnaire for The World Games 2025 (2018).
- List of Pan American Games. (n.d.). In Wikipedia. Retrieved from https://en.wikipedia.org/wiki/Pan_American_Games#List_of_Pan_American_Games
- Mackay, D. (2013a, October). Lima awarded 2019 Pan American and Parapan Games. Inside the Games.
- Mackay, D. (2013b, October). Lima leads four-horse race to host 2019 Pan American Games. Inside the Games.
- Mackay, D. (2016). Minsk to host 2019 European Games after Belarus President confirms they will organise it. Retrieved from <https://www.insidethegames.biz/articles/1042849/minsk-to-host-2019-european-games-after-belarus-president-confirms-they-will-organise-it>
- Morgan, L. (2015, March). Rows over All-Africa Games is a “chronic disease” claims top politician. Inside the Games. Retrieved from <https://www.insidethegames.biz/articles/1026141/rows-over-all-africa-games-is-a-chronic-disease-claims-top-politician>
- Mustaqim Adamrah. (2012, November 9). RI loses Asian Games bid to Vietnam. The Jakarta Post. Retrieved from <http://www.thejakartapost.com/news/2012/11/09/ri-loses-asian-games-bid-vietnam.html>
- Netherlands secure 2019 European Games -On the Scene. (2015, May 16). Around the Rings. Retrieved from http://aroundtherings.com/site/A_51390/Title_Netherlands-Secure-2019-European-Games-Hosting-Rights/292/Articles
- Nick Butler. (2015, September 16). Jakarta and Palembang to officially co-host 2018 Asian Games. Inside the Games. Retrieved from <https://www.insidethegames.biz/articles/1030210/jakarta-and-palembang-to-officially-co-host-2018-asian-games>
- OECD. (2003). Guidelines for Managing Conflict of Interest in the Public Service. Retrieved from <http://www.oecd.org/governance/ethics/2957360.pdf>
- Olympic Charter (2016). Retrieved from <https://www.olympic.org/olympic-studies-centre/collections/official-publications/olympic-charters>
- Olympic Council of Asia. Constitution and Rules (2017). Retrieved from http://ocasia.org/AdminPanel/UploadFiles/Default/521850767_1OCA400333.pdf
- PASO. PASO Compliance Policy.
- PASO. PASO Statutes (2010).
- PASO. Rules of Conduct Applicable to all Cities Bidding To Host the 2019 Pan American Games (2013).
- PASO. (2016). PASO Code of Ethics.
- PASO. Constitution of the Pan American Sports Organization (2017). Retrieved from http://www.panamsports.org/downloads/pdf/AMENDED_CONSTITUTION_2017.pdf
- Pavitt, M. (2016). Bromont axed as 2018 World Equestrian Games host due to financial problems. Retrieved from <https://www.insidethegames.biz/articles/1039860/bromont-axed-as-2018-world-equestrian-games-host-due-to-financial-problems>

- Reuters Staff. (2014, April 17). Vietnam backs out as host of 2019 Asian Games. Reuters. Retrieved from <https://www.reuters.com/article/us-games-asia-vietnam/vietnam-backs-out-as-host-of-2019-asian-games-idUSBREA3G18H20140417>
- Rugby World Cup 2023 vote - all you need to know. (2017). Irish Times. Retrieved from <https://www.irishtimes.com/sport/rugby/international/rugby-world-cup-2023-vote-all-you-need-to-know-1.3291956>
- Rugby World Cup Board recommends South Africa as RWC 2023 host. (2017). Retrieved July 18, 2018, from <https://www.worldrugby.org/news/291551?lang=en>
- Slater, M. (2014). Olympics and World Cup are the biggest but what comes next? BBC. Retrieved from <https://www.bbc.co.uk/sport/30326825>
- Sportcal. (2017). Sportcal Global Sports Impact Report 2017. Retrieved from <https://www.sportcal.com/Impact/GSIRReport/GSIRReport2017>
- Supreme Council for Sports in Africa to be dissolved. (2010, January 31). Panapress.Com. Retrieved from <http://www.panapress.com/Supreme-Council-for-Sports-in-Africa-to-be-dissolved--13-532901-18-lang2-index.html>
- Thorpe, G. (2017). Hosts for BWF major events in 2018 and 2019 announced. Retrieved from <https://www.insidethegames.biz/articles/1048263/hosts-for-bwf-major-events-in-2018-and-2019-announced>
- TO2015. Bid City General Assembly Guidelines (2013).
- UCI. UCI Code of Ethics (2016). Retrieved from http://www.uci.org/docs/default-source/imported-library/ucicodeofethics_english.pdf?Status=Master&sfvrsn=97e4670e_6
- UCI. UCI Constitution (2016). Retrieved from http://www.uci.org/docs/default-source/imported-library/2016-10-26-constitution-standingorders_neutral.pdf?Status=Master&sfvrsn=614526e9_6
- UCI. (2017). UCI Register of Interests - Harald Tiedemann. Retrieved October 15, 2018, from http://www.uci.org/docs/default-source/imported-library/registerofinterests_hansen_signed_neutral.pdf?sfvrsn=b9dd71dc_16
- UCI. (2018a). UCI awards record number of World Championships for 2020-24. Retrieved October 15, 2018, from <http://www.uci.org/inside-uci/press-releases/the-uci-awards-a-record-number-of-world-championships-for-the-period-2020-2024>
- UCI. UCI Road World Championships - Information for Organisers (2018). Retrieved from http://www.uci.org/docs/default-source/imported-library/2018-uci-road-en-low_neutral.pdf?Status=Master&sfvrsn=b290f8fb_6
- UEFA. UEFA EURO 2020 Bid Regulations (2013). Retrieved from https://www.uefa.com/MultimediaFiles/Download/EuroExperience/competitions/General/01/94/50/19/1945019_DOWNLOAD.pdf
- UEFA. (2014a). European football adopts code of conduct on integrity. Retrieved from <https://www.uefa.com/insideuefa/stakeholders/professional-football-strategy-council/news/newsid=2149775.html>
- UEFA. (2014b). London to host UEFA EURO 2020 final. Retrieved from <https://www.uefa.com/insideuefa/mediaservices/mediareleases/newsid=2151195.html?redirectFromOrg=true>
- UEFA. (2014c). UEFA EURO 2020 Evaluation Report. Retrieved from <https://www.uefa.com/uefaeuro-2020/news/newsid=2144930.html>

- UEFA. (2014d). UEFA EURO 2020 hosts to be revealed in Geneva. Retrieved October 11, 2018, from <https://www.uefa.com/uefaeuro-2020/news/newsid=2132176.html?iv=true>
- UEFA. (2015). Report of the President and Executive Committee Report of the UEFA Administration 2013/14. Retrieved from https://www.uefa.com/MultimediaFiles/Download/uefaorg/Administration/02/22/56/91/2225691_DOWNLOAD.pdf
- UEFA. UEFA Statutes, 2018 edition (2018). Retrieved from https://www.uefa.com/MultimediaFiles/Download/uefaorg/General/02/56/20/45/2562045_DOWNLOAD.pdf
- UEFA Euro 2008 bids. (n.d.). In Wikipedia. Retrieved from https://en.wikipedia.org/wiki/UEFA_Euro_2020_bids#Voting
- UN. (n.d.). United Nations Ethics Office. Retrieved October 29, 2018, from <http://www.un.org/en/ethics/conflictinterest.shtml>
- UNODC. United Nations Convention Against Corruption (2004). Retrieved from https://www.unodc.org/documents/brussels/UN_Convention_Against_Corruption.pdf
- Varano, J. (2017). Major sports events: are they worth it? The Conversation. Retrieved from <https://theconversation.com/major-sports-events-are-they-worth-it-80691>
- World Rugby Awards RWC 2023 to France. (2017). Retrieved July 18, 2018, from <https://www.worldrugby.org/news/294487>
- World Rugby Bye-Law 10: The Executive Committee, Pub. L. No. Bye-Law 10.1.2 (2017). Retrieved from <https://www.world.rugby/handbook/bye-laws/bye-law-10>
- World Rugby Bye-Law 9: The Council, Pub. L. No. 9.3(m) (2017). Retrieved from <https://www.world.rugby/handbook/bye-laws/bye-law-9>
- World Rugby Bye-Law 9: The Council. (2017b). Retrieved from <https://www.world.rugby/handbook/bye-laws/bye-law-9>
- World Rugby Handbook - Regulation 20, Pub. L. No. Regulation 20 (2016). Retrieved from <https://www.world.rugby/handbook/regulations/reg-20>