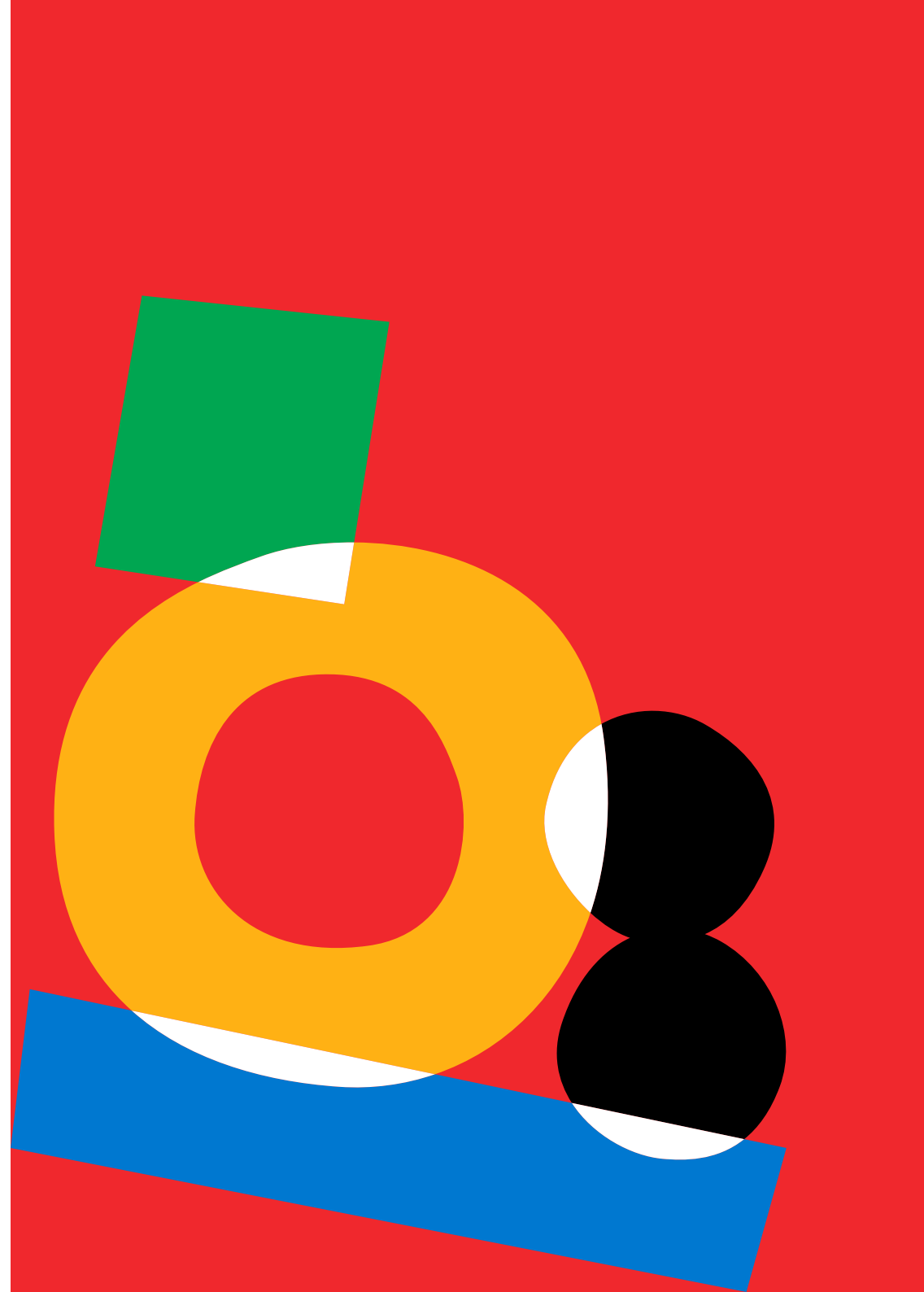


IPACS SPORT GOVERNANCE BENCHMARK & GUIDELINES **TRANSPARENCY**

In case of any discrepancy between the online version and the PDF version of the IPACS Sport Governance Benchmark and Guidelines, please refer to the [online version](#).



A TRANSPARENCY

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| <p>A1 The organisation makes public its Statutes, rules and regulations</p> | <p>A6 The organisation makes public an annual activity report, including institutional information, and main event reports</p> |
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A1

THE ORGANISATION MAKES PUBLIC ITS STATUTES, RULES AND REGULATIONS

The Statutes of the organisation (Or equivalent document such as a Constitution or Articles of Association) are its key governing document.

Rules and regulations (Other than the Statutes) which relate to the governance of the organisation, such as disciplinary regulations and specific policies.

For ease of understanding, the reader should take into consideration the following information.

Subtitles

The subtitles of each section of the Benchmark Guidelines have been shortened for visual purposes. The complete subtitles are listed below.

Introduction and significance

Introduction to this Benchmark and its significance

Commentary

Commentary on the action to be taken

Investment

Investment requirement

Guidance

Guidance according to stage of organisation

Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

Language

The French version is underway.

The publication of the organisation's Statutes and other regulations allows people within the organisation itself and stakeholders to understand how it is governed and the internal rules that have to be followed.

The document(s) can be published in a specific section of the website, such as in an “About the organisation” page, or within a document library.

The Statutes (or equivalent) may be updated from time to time and as such, the most up-to-date version should be published.

Minimal

Publication of existing documents.

1. Early stage

Publication of the most recent version of the organisation's Statutes (or equivalent).

2. Developing

Full publication of Statutes and all relevant organisational rules and regulations in a dedicated section of the website.

3. Advanced

Full publication, including changes marked from previous versions (or a summary document outlining changes), if applicable.

Provide the Statutes and other important rules in machine-readable format (plain text or other) on website pages as well as in PDF documents to facilitate research and for ease of viewing on a mobile device.

The organisation makes public its Statutes, rules and regulations

GOOD PRACTICE EXAMPLES

International Federations

World Archery — [Statutes](#) are available to view online as well as in PDF to download. There is a [marked-up version](#) of the PDF showing amendments.

ICF — [Rules archive](#) includes marked-up versions.

FIVB — [All regulations are provided](#) with a clean and marked-up version.

IBSF — [Rules are published](#) and mark-ups are shown in the Statutes.

World Darts Federation — [Summary of Constitution revisions on final page](#).

Overall standard among International Federations

All 31 members of ASOIF published their most up-to-date Statutes/Constitution in the 2019-20 review.

This topic was one of 20 covered in the 2018-19 GAISF assessment for non-Olympic sports (compared to 50 topics for Olympic sports) as it was judged to be important and feasible for small organisations to achieve.

Continental Bodies

European Triathlon Union — [Publication of existing and previous version of Articles of Association](#).

National Olympic Committees

Mexican Olympic Committee (COM) — [Publication of Statutes](#).

German Olympic Sports Confederation (DOSB) — [Publication of all rules and regulations](#).

Italian Olympic Committee (CONI) — [Publication of Statutes and legislative decrees](#).

National Federations

Chilean Tennis Federation (FETECH) — [Publication of Statutes](#).

The organisation makes public its Statutes, rules and regulations

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 2.1.

[SIGGS](#) — See SIGGS document Roadmap Principle 4, Headline 4.1: Statutes and Regulations.

European Commission Expert Group on Good Governance
— [“Principles of Good Governance in Sport”](#),
Principle 9.a: Availability of statutes, rules and regulations.

Parliamentary Assembly of the Council of Europe
— [Addendum to the report “Working towards a framework for modern sports governance”](#), Criterion 1.2 (Make public statutes, rules and regulations).

Geeraert, A. (2018). [Sports Governance Observer 2018](#).
An assessment of good governance in five international sports federations.
Principle 1: The organisation publishes its statutes/constitution, internal regulations, sports rules, and organisation chart on its website.

IOC’s [“Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs”](#):
Theme 2.2 “Clear regulations” — Principle 1 “All regulations of each organisation and governing body, including but not limited to, statutes/constitutions and other procedural regulations, should be clear, transparent, disclosed, publicised and made readily available.

ASOIF indicator 2.1 — Scoring definitions used in 2019-20 assessment

0. No.
1. At least some information available on IF website.
2. Latest version of statutes, rules and regulations published on IF website.
3. Full publication, easy to find on IF website.
4. Full publication, easy to find on IF website, latest versions available with mark-ups identifying differences between previous versions.

A2

THE ORGANISATION MAKES PUBLIC AN EXPLANATION OF ITS ORGANISATIONAL STRUCTURE INCLUDING STAFF, OFFICIALS, COMMITTEE STRUCTURES AND OTHER RELEVANT DECISION-MAKING GROUPS

Organisational structure — the organisation's internal structure is explained or depicted, showing the relationships between the various bodies/departments, including any employed staff and officials.

Explanations cover the roles, powers and responsibilities of all positions, including the limits of authority.

For ease of understanding, the reader should take into consideration the following information.

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Language

The French version is underway.

The organisation makes public an explanation of its organisational structure including staff, officials, committee structures and other relevant decision-making groups

INTRODUCTION AND SIGNIFICANCE

The publication of the organisational structure shows how the organisation is composed.

It allows stakeholders to understand the hierarchy of decision-making and how the different parts of the organisation relate to each other.

Commentary

An organisation chart is often published in an “About the organisation” section of the website.

It is useful to accompany the charts with an explanation of the roles and responsibilities of the various bodies, including the limits of authority and indicating whether any of the bodies are independent.

The charts and accompanying explanation should show the number of people on the board and in other significant structures; one of the important components of effective decision-making is having governing bodies of appropriate size.

This information could be published elsewhere, such as the Statutes or Constitution.

Investment

Minimal

Publication of information which exists within the organisation.

Guidance

1. Early stage

A basic organisational chart is published, with the roles and responsibilities of bodies only set out within the Statutes/Constitution or equivalent.

2. Developing

A detailed and up-to-date organisational chart is published which has hierarchical levels; supporting notes and details of the roles and responsibilities of the bodies are also available.

Staff functions and departments are identified with the names of at least the management team listed.

3. Advanced

A detailed and up-to-date organisational chart is published which has hierarchical levels; supporting notes and details of the roles and responsibilities of the bodies are also available, including the limits of authority.

The chart and supporting notes indicate whether any of the bodies are independent.

Staff functions and departments are identified with the names of at least the management team listed.

The structure of the organisation is consistent with efficient decision-making, taking account of factors such as the appropriate size for the board and other key bodies, the frequency of meetings (online or in person), and consultation processes.

The organisation makes public an explanation of its organisational structure including staff, officials, committee structures and other relevant decision-making groups

GOOD PRACTICE EXAMPLES

International Federations

FIE — Structure is clearly explained on the [website](#) with dedicated pages for Commissions, Council and Staff.

FIH — A detailed [organisation chart is published](#), including staff structure.

IFSC — The [organisation chart](#) is clear with hierarchical levels. The chart directly links to a dedicated page for each body.

FIL — [Organigrams](#) are published.

Overall standard among International Federations

All 31 members of ASOIF published an organisational chart.

Continental Bodies

UEFA — Organisation chart published within [annual report](#).

European Volleyball Confederation — [Organisational chart of the HQ staff](#) published.

National Olympic Committees

Japan Olympic Committee (JOC) — [Detailed organisational chart](#).

Luxembourg Olympic and Sporting Committee — [Organisational structure chart](#).

Indonesian Olympic Committee — [Organisational structure chart](#).

National Federations

Royal Moroccan Football Federation (FRMF) — [Organisational structure chart](#).

The organisation makes public an explanation of its organisational structure including staff, officials, committee structures and other relevant decision-making groups

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 2.2.

European Commission Expert Group on Good Governance,
—“[Principles of Good Governance in Sport](#)”

- Principle 3.d — Formalisation of role of stakeholders.
- Principle 4.a: Clear organisational framework.
- Principle 4.b: Identification of decision-making organs.
- Principle 4.c: Identification of procedural rules.
- Principle 4.d: Role and rights of members and stakeholders.
- Principle 4.e (4): Minimum democratic principles for appointment to decision making bodies — Clarity over the role and powers of the President or Chairperson and Board Members.
- Principle 5.b: Appointment of technical and/or expert committees.
- Principle 6.a (1): Requirements for the board — The governing documents (including committee structures) must be fit for purpose, available at all times to members and other stakeholders.
- Principle 6.a (3): Requirements for the board — Decision making powers should be clearly identified along with delegated responsibilities and authorisations granted by the board.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Principle 1 (The organisation publishes its statutes/constitution, internal regulations, sports rules, and organisation chart on its website).

IOC’s “[Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs](#)”:

Theme 2.3 “Governing bodies” — Principles 1–4:

- The size of the governing bodies should be adequate and consistent with the size of the sports organisations.
- The tasks and responsibilities of the governing bodies should be clearly defined in the applicable regulations and should be adapted and reviewed as necessary.
- Governing bodies should be entitled to create standing or ad hoc committees with specific responsibilities, in order to help them in their tasks.
- The organisation should set out and adopt reliable and appropriate criteria for the election or appointment of members of the governing bodies so as to ensure a high level of competence, quality and good governance.

ASOIF indicator 2.2 — scoring definitions used in 2019-20 assessment

0. No

1. Some basic information about organisation structure published on IF website
2. Organisation structure is published on IF website
3. Organisation structure is published on IF website with some information on how the structure works
4. An organisation chart is published on IF website, structure is clear, with several hierarchical levels

A3

THE ORGANISATION MAKES PUBLIC ITS VISION, MISSION, VALUES AND STRATEGIC OBJECTIVES

Vision — an aspirational view of the future, which may be wider than the remit of the organisation itself

Mission — the way in which the organisation will contribute to the achievement of the vision

Values — intrinsic behaviours which are intended to be characteristic to the organisation; values should be appropriate to the mission and purpose

Strategic objectives — high-level goals or aims which can be divided into measurable targets, building towards the achievement of the organisation's mission

For ease of understanding, the reader should take into consideration the following information.

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Introduction to this Benchmark and its significance

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Commentary on the action to be taken

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Investment requirement

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Guidance according to stage of organisation

Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

Language

The French version is underway.

The organisation makes public its vision, mission, values and strategic objectives

INTRODUCTION AND SIGNIFICANCE

The publication of an organisation's overall vision, mission and values explains to external audiences why the organisation exists and why it is important.

Having a clear mission provides a coherent and predictable framework for the organisation which enables stakeholders to understand why or how decisions are made to serve its purpose.

The strategy or objectives usually explain the organisation's priorities over a period of about 3-5 years with objectives divided by theme and timetable, strengthening the commitment of decision-makers and stakeholders.

Commentary

The information can be published in one or multiple places, such as an "About Us"/"What We Do" section on a website or a dedicated strategy page; there is usually summary information in the Statutes/Constitution.

If there is a full strategy this is usually published as a standalone document; there may also be updates on progress from time to time.

Investment

Management time

Some consultancy support may be helpful; there may be some costs associated with consultation.

Guidance

1. Early stage

The organisation has developed and published its overall vision, mission and values so that they are readily available on its website.

2. Developing

The organisation has developed and published a current strategy document, outlining the key priorities covering a multi-year period (often 3-5 years).

The strategy takes account of the organisation's mission, its current position and the environment in which it operates.

3. Advanced

The organisation provides update reports on the strategy (e.g. annually or at a midway point of the current strategy), measuring how the organisation is performing against its objectives/priorities; these are in narrative, numerical or graphical format.

An archive of the organisation's previous strategy documents is also published.

The organisation makes public its vision, mission, values and strategic objectives

GOOD PRACTICE EXAMPLES

International Federations

IFSC — [Strategic plan](#) includes measurable targets.

UCI — The UCI's [Agenda 2022](#) includes detailed targets.

ICF — The [2016-2020 strategic plan](#) is clearly laid out and split into objectives, strategies and task plan.

IBU — [Detailed strategic plan](#), including targets.

World Lacrosse — [Detailed strategic plan documents](#) with measurable indicators and targets.

Overall standard among International Federations

27 out of 31 members of ASOIF performed well on this topic in the 2019-20 review.

This topic was one of 20 covered in the 2018-19 GAISF assessment for non-Olympic sports (compared to 50 topics for Olympic sports) as it was judged to be important and feasible for small organisations to work on.

Continental Bodies

Oceania National Olympic Committee — [Strategic Plan](#).

Panam Sports — [Outline of vision and mission](#) and a news story announcing strategic plan.

National Olympic Committees

French National Olympic and Sport Committee (CNOSF) — [Action plan](#) to boost French sport.

Finnish Olympic Committee — [Detailed strategy and financial plan](#).

New Zealand Olympic Committee (NZOC) — [Strategic plan](#).

National Federations

British Swimming — [Strategy](#).

The organisation makes public its vision, mission, values and strategic objectives

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 2.3.

[VMOST tool and explanation](#)

[SIGGS](#) — See Roadmap Principle 3, Headline 1: Vision and mission.

[SIGGS](#) — See Roadmap Principle 3, Headline 2: Strategy.

European Commission Expert Group on Good Governance,
— [“Principles of Good Governance in Sport”](#).
Principles 1.a (Role, function and objectives) and 1.c (Vision and strategic plan).

Parliamentary Assembly of the Council of Europe,
— [Addendum to the report “Working towards a framework for modern sports governance”](#), Criterion 1.1 (Make public vision, mission, values and strategic objectives).

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations, Principle 10: The organisation publishes its strategic plan on its website (pp. 11–15).

IOC’s [“Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs”](#):

· Theme 1 “Vision, Mission and Strategy” — Principles 1–4

1. The vision and overall goals of the organisations have to be clearly defined and communicated.

2. The mission should include:

- Development and promotion of sport through non-profit organisations;
- Promotion of the values of sport;
- Organisation of competitions;
- Ensuring a fair sporting contest at all times;
- Protection of the members and particularly the athletes;
- Solidarity;
- Respect for the environment.

3. The strategy is to be aligned with the vision and regularly adapted to the environment.

4. The strategy of sporting organisations should be elaborated at the highest level of the organisation.

ASOIF indicator 2.3 — scoring definitions used in the 2019-20 assessment

0. No

1. Some information published on organisation website
2. Full publication on organisation website
3. Full publication, easy to find on organisation website
4. Full publication, easy to find on organisation website, extra data or info such as strategic plan with indicators/outcomes

A4

THE ORGANISATION MAKES PUBLIC A LIST OF ALL ITS MEMBER ORGANISATIONS, WITH APPROPRIATE INFORMATION FOR EACH

Member organisations — the organisations that are members of the larger body. For example, in the case of National Federations, the members may be sports clubs (some organisations may also have a category of membership for individuals — see commentary below).

Appropriate information — basic information about each member organisation would comprise name, location, mission/scope, contact details and website (where one exists).

For ease of understanding, the reader should take into consideration the following information.

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Commentary on the action to be taken

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Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

Language

The French version is underway.

The organisation makes public a list of all its member organisations, with appropriate information for each

INTRODUCTION AND SIGNIFICANCE

It seems reasonable for a not-for-profit membership body to list the organisations which comprise its members.

Publishing a list of members provides an indication of the scale and scope of the organisation.

Commentary

The list of member organisations can be published on a specific page/section of the website.

The information should be kept up to date, as far as possible.

Where a membership body is composed of a large number of individuals rather than organisations (as may be the case for some National Federations, for example), the list of members will generally not be published.

Investment

Limited

Publication of existing information; keeping information up to date will require some time resource from the workforce

Guidance

1. Early stage

Publication of the list of member organisations with hyperlinks, where they are available.

2. Developing

Full publication of member organisations with up-to-date information including scope of activity, contact details and available statistics, such as number of affiliated individuals.

3. Advanced

Full publication, including additional details on member organisations, such as news, events or results relating to the member organisation.

The organisation makes public a list of all its member organisations, with appropriate information for each

GOOD PRACTICE EXAMPLES

International Federations

FEI — [Detailed information is published for each national federation](#), including numbers of events, officials, horses and athletes.

World Rugby — [Information on Member Unions](#) includes contact details, news and fixtures/results.

IHF — [List of member federations](#) with additional detail including federation news and past participation at events.

International Floorball Federation — [Members are split into ordinary and provisional members](#). Extra detail published includes participation numbers, latest event participation and latest events held.

Overall standard among International Federations

All 31 members of ASOIF published at least basic information on their members

This topic was one of 20 covered in the 2018-19 GAISF assessment for non-Olympic sports (compared to 50 topics for Olympic sports) as it was judged to be important and feasible for small organisations to achieve

Continental Bodies

UEFA — [Full publication of member associations](#).

National Olympic Committees

Jamaica Olympic Association (JOA) — [List of member associations](#).

Bahamas Olympic Committee — [List of member federations](#) including contact details.

French National Olympic and Sport Committee (CNOSF) — Directory of [member federations and associate members](#) containing relevant links and contact details.

National Federations

Uruguay Equestrian Federation (FUDEURU) — [List of member clubs](#) with contact details.

The organisation makes public a list of all its member organisations, with appropriate information for each

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 2.4.

Parliamentary Assembly of the Council of Europe,
— [Addendum to the report “Working towards a framework for modern sports governance”](#), Criterion 1.3: Make public the list of the members and officials of the Organisation.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations, Principle 5: The organisation publishes information about its members (national federations) on its website.

ASOIF indicator 2.4 — scoring definitions used in the 2019-20 assessment

- 0. No
- 1. Some member information published on IF website
- 2. Full publication of latest member information on IF website
- 3. Full publication, easy to find on IF website, basic data on members
- 4. Full publication, easy to find on IF website, with extra data or explanation about members

A5

THE ORGANISATION MAKES PUBLIC DETAILS OF OFFICIALS ON ITS GOVERNING BODY WITH BIOGRAPHICAL INFORMATION

Officials — Executive Board members (including senior staff if they are on the Board) and other key individuals who are appointed or elected.

Governing body — the most significant decision-making body below the General Assembly, usually including some individuals who are elected by the General Assembly; it may be known as the Executive Board, Board, Council or by another name; when there is both a Board and a larger Council that have different powers, there may be a judgement to make about whether one or both can be regarded as the governing body.

Biographical information — details about the official's experience both within the sport and external or professional experience.

For ease of understanding, the reader should take into consideration the following information.

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Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

Language

The French version is underway.

The organisation makes public details of officials on its governing body with biographical information

INTRODUCTION AND SIGNIFICANCE

It is important that the details of the officials are available so that stakeholders can understand who the main decision-makers are in the organisation, as well as their relevant experience and competencies; this can contribute to strengthening trust in the organisation's leadership.

Commentary

A dedicated page on the website should provide information about the organisation's officials.

Typical detail about each individual should include name, photo, role within the organisation and other experience of relevance; where officials are elected, it is useful to state the years of the current mandate and any previous terms.

The priority should be the Executive Board (or equivalent) and senior staff, even if the staff are not on the Board

It is helpful to identify any differences in decision-making status such as voting/non-voting, ex officio (where the position on the Board is dependent on office or position held), honorary etc.

See also C8 (conflicts of interest).

Investment

Limited

Some workforce time will be required to keep information up to date.

Guidance

1. Early stage

A list of the names of officials is published, particularly the Executive Board and a small number of senior staff, even if the staff are not on the Board.

2. Developing

Names are accompanied by photos and basic biographies.

Contact details (e.g. a generic e-mail address for the group) are provided.

The years of any current electoral mandate are listed together with information about previous terms served.

3. Advanced

A CV/biography covering their work with the organisation and other relevant experience is published for each member of the governing body, senior staff and other key individuals.

The organisation makes public details of officials on its governing body with biographical information

GOOD PRACTICE EXAMPLES

International Federations

World Sailing — There are detailed biographies of the [Board of Directors](#), including a list of Member National Associations which nominated them.

United World Wrestling — [Biographies](#) published include CVs and a conflict-of-interest statement. The [list of terms](#) of Bureau members is also published.

World Triathlon — [Biographies of Executive Board members](#) include years of their elected mandate and their conflict-of-interest declaration, plus a signed commitment to abide by the World Triathlon Constitution and rules.

WCF — [Biographies of the Executive Board](#) with mandate years.

World Bridge Federation — [Biographies of Executive Council](#) published, which includes year elected and contact details.

Overall standard among International Federations

28 out of 31 members of ASOIF published biographical information on their senior elected officials.

This topic was one of 20 covered in the 2018-19 GAISF assessment for non-Olympic sports (compared to 50 topics for Olympic sports) as it was judged to be important and feasible for small organisations to achieve.

Continental Bodies

European Athletics — [CVs for Council members](#) published.

National Olympic Committees

US Olympic and Paralympic Committee (USOPC) — [Biographies for Board of Directors](#) published.

Polish Olympic Committee — [Biographies of the Executive Board](#) published.

National Federations

West Indies Cricket Board (WICB) — [List of Board of Directors](#) with biographies.

The organisation makes public details of officials on its governing body with biographical information

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 2.5.

[SIGGS](#) — Roadmap Principle 3, Headline 3: Availability of documents and information.

Parliamentary Assembly of the Council of Europe,
— [Addendum to the report “Working towards a framework for modern sports governance”](#), Criterion 1.3: Make public the list of the members and officials of the Organisation.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Principle 4: The organisation publishes information about its board members on its website.

Document EPAS(2018)47rev3 — “Optimising the processes of compliance with good governance principles to mitigate the risk of corruption”:

- Paragraph 3: Conflict of interest.
- Indicator 3.3: Details of elected officials with biographical information and mandate information.

ASOIF indicator 2.5 — scoring definitions used in the 2019-20 assessment

0. No
1. Some information about elected officials available on IF website
2. Biographical information about all elected officials published on IF website
3. Full publication, easy to find on IF website, with photos
4. Full publication, easy to find on IF website with extra data or explanation and mandate years

A6

THE ORGANISATION MAKES PUBLIC AN ANNUAL ACTIVITY REPORT, INCLUDING INSTITUTIONAL INFORMATION, AND MAIN EVENT REPORTS

Annual activity report — a document which describes the activities of the organisation over the course of a year in a consolidated report.

Institutional information — reports and activities related to the governance of the organisation, such as outputs and outcomes delivered (ideally linked to the strategy), key decisions and important changes.

For ease of understanding, the reader should take into consideration the following information.

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The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

Language

The French version is underway.

The organisation makes public an annual activity report, including institutional information, and main event reports

INTRODUCTION AND SIGNIFICANCE

It is important that a range of stakeholders, both inside and outside the organisation, can gain an understanding of the yearly activities in a format that is easy to digest.

Commentary

The organisation should have and publish annual reports that include institutional/governance information in addition to regular news stories about IF activities.

Typical content would include, for example: reports from the leadership and departments/committees; summary of sporting activity; outputs and outcomes (such as participation in events and training or development work, ideally linked to the organisation's strategy); key decisions taken by the General Assembly, Executive Board and/or other bodies; important changes, such as in staffing roles; audited financial accounts and financial summaries (but the accounts may be published separately if the

timing makes it impractical to include them in the annual report — see Recommendation A7).

No log-in or registration should be required to download or read the annual report.

Investment

Limited

For smaller organisations a range of information which is already probably available internally can be combined into a fairly simple PDF; larger organisations may have the design work done professionally.

Guidance

1. Early stage

The organisation produces a simple annual report which combines a set of reports on the organisation's activities throughout the year (such as a plain PDF document).

Regular news stories/press releases on the organisation's activities are also to be published.

2. Developing

Detailed annual reports are published on a dedicated section of website.

At least two annual reports are published.

3. Advanced

Detailed annual reports are published on a dedicated section of website covering at least the last three years.

Additional detail is available beyond the annual report on specific aspects of the organisation's activity, including statistical measures of performance.

The organisation makes public an annual activity report, including institutional information, and main event reports

GOOD PRACTICE EXAMPLES

International Federations

ITF — ITF [Annual Reviews](#) are available dating back several years.

World Taekwondo — Recent [annual reports](#) are published, which include a good range of institutional information.

International Cricket Council — [Annual reports](#) are published dating back a number of years.

International Floorball Federation — Multiple [annual reports](#) published.

Overall standard among International Federations

24 out of 31 members of ASOIF published at least one annual report.

This topic was one of 20 covered in the 2018-19 GAISF assessment for non-Olympic sports (compared to 50 topics for Olympic sports) as it was judged to be important and feasible for small organisations to achieve.

Continental Bodies

UEFA — Archive of [annual reports](#) published.

National Olympic Committees

Finnish Olympic Committee — Annual reports published as part of [General Meeting documents](#).

Sports Federation and Olympic Committee of Hong Kong, China — [Annual reports](#) available dating back a number of years.

Jordan Olympic Committee — [Annual Report](#).

National Federations

Rugby Canada — [Annual Reports](#).

The organisation makes public an annual activity report, including institutional information, and main event reports

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 2.6.

[SIGGS](#) — Roadmap Principle 3 Headline 3, Availability of documents.

Parliamentary Assembly of the Council of Europe,
— [Addendum to the report “Working towards a framework for modern sports governance”](#), Criterion 1.6: Make public an annual activity report.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Principle 6: The organisation publishes annual general activity reports on its website.

ASOIF indicator 2.6 — scoring definitions used in the 2019-20 assessment

0. No
1. Some news published on IF website
2. News published regularly and an annual report available on IF website
3. News published regularly and multiple years of annual reports, easy to find on IF website
4. Full publication, at least the three most recent years, easy to find on IF website, with extra data or explanation

A7

THE ORGANISATION MAKES PUBLIC ANNUAL FINANCIAL REPORTS FOLLOWING EXTERNAL AUDIT

Financial report — one or more documents setting out the financial situation of an organisation at the end of a defined period of time (such as at the end of the financial year).

The financial report includes as a minimum a balance sheet, an income statement, a statement of changes in equity, a cash flow statement, and notes listing significant accounting policies, plus any other explanation.

External audit — an examination of the organisation's financial report carried out by a qualified external party, independent of the organisation; depending on the country where the organisation is incorporated, there may be minimum thresholds below which a defined independent “review” rather than a formal audit is sufficient to meet requirements.

True and fair view — expression used in a company's accounts by its auditors to say that the accounts are accurate and complete. It is normally considered to be achieved when the report complies with accounting principles set in either international or national standards, such as IFRS or Swiss GAAP FER.

For ease of understanding, the reader should take into consideration the following information.

Subtitles

The subtitles of each section of the Benchmark Guidelines have been shortened for visual purposes. The complete subtitles are listed below.

Introduction and significance

Introduction to this Benchmark and its significance

Commentary

Commentary on the action to be taken

Investment

Investment requirement

Guidance

Guidance according to stage of organisation

Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

Language

The French version is underway.

The organisation makes public annual financial reports following external audit

INTRODUCTION AND SIGNIFICANCE

The publication of audited financial reports provides assurance that the organisation's leadership has presented a true and fair view of the financial performance and position.

Publication makes the organisation more credible and trustworthy to a wide range of stakeholders.

There may be associated legal requirements, depending on the country where the organisation is incorporated and the type of legal entity involved.

Identifying the organisation's different revenue streams helps stakeholders to understand the relative dependence on each source of funding.

Commentary

The financial reports can be published in one or multiple places.

In some cases, the financial information is included within an annual report-type publication (see Recommendation A6).

It may be helpful to have a dedicated section on the website for the publication of the financial reports and external audit reports.

The externally audited accounts should show the name and details of the auditing firm or individual (e.g. logo, company details).

Investment

Low

Publication of existing information produced in accordance with statutory requirements.

Guidance

1. Early stage

The organisation undergoes annual audits (in accordance with any required standard) and publishes at least the most recent set of financial reports and external audit reports.

The financial reports identify the main different sources of revenue, including any public funding.

The financial reports give a true and fair view of the financial situation of the organisation.

2. Developing

An archive of at least three years' worth of basic financial reports and external audits is published.

3. Advanced

The financial reports published are detailed and include extra or supporting data (e.g. a report from the Audit Committee/Finance Director to its members at the General Assembly/Congress).

The organisation makes public annual financial reports following external audit

GOOD PRACTICE EXAMPLES

International Federations

BWF — Financial statements published as part of [annual reports](#). External audit report published as separate document. All are available on a designated section of the website.

FIFA — [Annual Reports](#) contain extensive detail on finances, including personnel and committee costs.

World Archery — [Audited accounts are published](#) dating back a number of years. There is also a [Finance and Audit Board Report](#) on the accounts

ISU — [Archive of audited accounts](#) with accompanying management information.

International Orienteering Federation — Full financial reports including management letter and auditors' reports are published in biennial reports. Reports for years between biennial reports are published on the website as information for the next [General Assembly](#).

Overall standard among International Federations

25 out of 31 members of ASOIF published external audit reports in the 2019-20 review.

This topic was one of 20 covered in the 2018-19 GAISF assessment for non-Olympic sports (compared to 50 topics for Olympic sports) as it was judged to be important and feasible for small organisations to work on.

Continental Bodies

Panam Sports — [Financial reports published](#) (not clear whether these are audited).

National Olympic Committees

Costa Rica Olympic Committee (CRC) — [Audited financial accounts](#).

CNOSF — Financial report from Treasurer and audit report published within [annual reports](#).

Indian Olympic Association — [Audited accounts](#).

National Federations

Brazilian Sailing Federation (CBVela) — [Audited accounts and detailed budget information](#).

The organisation makes public annual financial reports following external audit

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 2.7.

[SIGGS](#) — Roadmap Principle 2, Headline 2.5: Financial Aspects.

[SIGGS](#) — Roadmap Principle 3, Headline 3.3: Availability of documents & information.

European Commission Expert Group on Good Governance,
— [“Principles of Good Governance in Sport”](#),
Principle 10.d (Financial information).

Parliamentary Assembly of the Council of Europe,
— [Addendum to the report “Working towards a framework for modern sports governance”](#), Criterion 1.7 (indicator 1): Make public an annual financial report following external audit.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Principle 7: The organisation publishes on its website financial statements that are externally audited according to recognised international standards.

IOC’s [“Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs”](#):

Theme 4.3 “Transparency and Communication” — Principles 1-2:

- Financial information should be disclosed gradually and in appropriate form to members, stakeholders and the public.
- Disclosure of financial information should be made on an annual basis.

ASOIF indicator 2.7 — scoring definitions used in the 2019-20 assessment

0. No

1. Some financial information published on IF website
2. Publication of externally audited financial reports on IF website
3. Publication of audited financial reports, easy to find on IF website
4. Publication of audited financial reports for at least the last three years, easy to find on IF website, extra data, management letter

A8

THE ORGANISATION MAKES PUBLIC THE ALLOWANCES AND FINANCIAL BENEFITS OF OFFICIALS ON ITS GOVERNING BODY, COMMISSIONS AND SENIOR EXECUTIVES

Allowances and financial benefits — reimbursement and remuneration that officials and senior executives receive while fulfilling their duties (e.g. travel expenses, per diems for voluntary roles, salaries for paid positions).

Officials — governing body members (including senior staff if they are on the Board) and other key individuals who are appointed or elected.

Senior executives — senior staff and/or volunteers who have an executive role.

For ease of understanding, the reader should take into consideration the following information.

Subtitles

The subtitles of each section of the Benchmark Guidelines have been shortened for visual purposes. The complete subtitles are listed below.

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Introduction to this Benchmark and its significance

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Commentary on the action to be taken

Investment

Investment requirement

Guidance

Guidance according to stage of organisation

Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

Language

The French version is underway.

The organisation makes public the allowances and financial benefits of officials on its governing body, commissions and senior executives

INTRODUCTION AND SIGNIFICANCE

Publishing information about allowances and financial benefits allows stakeholders both internally and externally to hold the organisation accountable for their expenditure in this area.

Transparent publication of allowances and financial benefits paid to officials and senior executives is a tool that aids both understanding and prevention of conflicts of interest.

Commentary

The organisation should publish the expenses policy/policies covering officials and staff.

The policy should outline the basic principles (e.g. travel regulations and procedure, per diem value and eligibility etc.).

The financial report should also include information expenditure in these areas, broken down into relevant sections.

Investment

Limited

Publication of existing information.

Guidance

1. Early stage

A line in the accounts shows the total expenditure on salaries (usually also social/pension costs).

Some information is available on total expenditure on allowances and benefits.

2. Developing

In addition to providing the overall figures, an expense policy is published clearly stating the allowances and financial benefits.

3. Advanced

The financial report breaks down allowances and benefits into several categories, such as travel, the cost of governing body and other committee meetings, General Assembly meetings, per diems and any administrative allowances; relevant context is provided, such as the number of beneficiaries and/or average remuneration.

Information is available on the salary bands for senior executives and officials.

In some countries, exact remuneration details are provided.

The organisation makes public the allowances and financial benefits of officials on its governing body, commissions and senior executives

GOOD PRACTICE EXAMPLES

International Federations

UCI — [Financial reports](#) include line items for the remuneration of the President, Management Committee and total figure for staff.

ITTF — [Travel Policy](#) explains rules for officials and [Allowance and Benefits Policy](#) include figures for allowances and per diems.

UWW — Details of per diems for Bureau members and total expenditure for 2018 listed on the [web page](#).

World Squash Federation — Administrative expenses in [Audited Accounts](#) are detailed and include line items for salaries, commission expenses, etc.

Overall standard among International Federations

23 out of 31 members of ASOIF published a basic policy in the 2019-20 review.

This topic was one of 20 covered in the 2018-19 GAISF assessment for non-Olympic sports (compared to 50 topics for Olympic sports) as it was judged to be important and feasible for small organisations to work on.

National Olympic Committees

National Olympic Committee of Portugal (COP) — Published [financial report](#) includes section on salaries.

Swedish Olympic Committee (SOK) — Information on salaries and other expenses in [annual report](#).

Korean Olympic and Sport Committee — [Detailed financial transparency](#).

National Federations

Singapore Swimming Association (SSA) — [Audited accounts](#) include information on salaries of senior management.

The organisation makes public the allowances and financial benefits of officials on its governing body, commissions and senior executives

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 2.8.

[SIGGS](#) — Principle 3 Transparency, Indicator 5 (income/expenditure statement).

[SIGGS](#) — Roadmap Principle 3 Headline 3, Availability of documents.

Parliamentary Assembly of the Council of Europe,
— [Addendum to the report “Working towards a framework for modern sports governance”](#). Criterion 1.7 (indicator 2): Make public an annual financial report following external audit — The Organisation annually publishes compensation benefits and/or salary of its president, board members, executive staff and senior officials.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Principle 8: The organisation publishes regulations and reports on the remuneration, including compensation and bonuses, of its board members and of management on its website.

IOC’s [“Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs”](#):

Theme 4.4 “Financial matters: Applicable laws, rules, procedures and standards” — Principles 5-7:

- Information about remuneration and financial arrangements of the governing bodies’ members should be part of the annual accounts
- Clear rules regarding remuneration of the members of governing bodies and managers should be enforced
- Remuneration procedures should be transparent and predictable

Document EPAS(2018)47rev3 — “Optimising the processes of compliance with good governance principles to mitigate the risk of corruption”:

Paragraph 2: Financial Transparency

- Indicator 2.2.4: Information on financial allowances and compensation benefits of the president and other elected officials (including information on representation travels and mission) is available publicly

ASOIF indicator 2.8 — scoring definitions used in the 2019-20 assessment

0. No

1. Some information on allowances and financial benefits of elected officials and senior executives, such as total salaries figure in accounts
2. Basic policy on travel, allowances, per diem and benefits of elected officials and senior executives published on IF website or total figure on allowances published in accounts
3. Full details published including total figure paid by the IF, easy to find on website
4. Full details published, easy to find on IF website, with extra data or information

A9

THE ORGANISATION MAKES PUBLIC THE AGENDA OF ITS GENERAL ASSEMBLY WITH RELEVANT DOCUMENTS (BEFORE) AND MINUTES (AFTER) WITH PROCEDURE FOR MEMBERS TO ADD ITEMS TO AGENDA

General Assembly — a meeting of the members (or shareholders) of an organisation, often held annually or biennially, which is the highest decision-making body with powers that may include voting on changes to statutes and electing individuals to the governing body; other names often used include Congress and Annual General Meeting (AGM).

Agenda — the order of business for a meeting.

Minutes — a written record of the discussion at a meeting and decisions made, which those who attended are generally asked to approve as a true record.

General Assembly documents may include the notification to members about the meeting, proposals for statute and rule changes, reports from individuals, committees and departments, financial accounts, profiles of candidates for election and a wide range of other information.

For ease of understanding, the reader should take into consideration the following information.

Subtitles

The subtitles of each section of the Benchmark Guidelines have been shortened for visual purposes. The complete subtitles are listed below.

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Introduction to this Benchmark and its significance

Commentary

Commentary on the action to be taken

Investment

Investment requirement

Guidance

Guidance according to stage of organisation

Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

Language

The French version is underway.

The organisation makes public the agenda of its General Assembly with relevant documents (before) and minutes (after) with procedure for members to add items to agenda

INTRODUCTION AND SIGNIFICANCE

As the General Assembly is the highest decision-making body, publication of the relevant documents enables stakeholders as well as the members to understand the key business of the organisation.

Members of the General Assembly need proper access to the documents in order to take informed decisions.

Publication of documents also provides a useful archive, which may be easier to access than internal filing that is available only to a small number of people.

Commentary

The most practical procedure is to publish the documents in phases: the notification of the General Assembly in the timeframe stipulated by the organisation's Statutes, followed by the full set of documents before the meeting takes place, a news article/press release about key decisions made and then minutes when they are available at a later date.

The same principles apply for an Extraordinary General Assembly.

Investment

Limited

Publication of existing information.

Guidance

1. Early stage

The notification about the General Assembly includes the date, time and location of the meeting, information for participants, and relevant procedures for submitting proposals and candidates for election (if applicable).

A news article/press release listing the key decisions made is published promptly afterwards.

2. Developing

In addition to the notification, the agenda (indicating decisions to take), minutes from the previous meeting and most or all of the General Assembly documents are published when they are available, in good time before the meeting.

A news article/press release listing the key decisions made is published promptly afterwards.

3. Advanced

A complete set of documents is published to a timetable defined by regulations, preferably in a designated area/page of the website with a news article/press release afterwards.

Minutes are published promptly and according to an agreed timetable after the meeting, if necessary in draft form as they may be awaiting ratification by the members (rather than delaying publication until after approval at a later meeting).

An archive is available including at least the minutes from previous General Assemblies.

The organisation provides ways for members to follow proceedings remotely, such as a live and recorded video stream.

The organisation makes public the agenda of its General Assembly with relevant documents (before) and minutes (after) with procedure for members to add items to agenda

GOOD PRACTICE EXAMPLES

International Federations

FISA — [Full Congress papers](#) are published with an extensive archive and links to livestreams.

ITF — Full agenda and minutes published from [Annual General Meetings](#), dating back several years.

FEI — Extensive information is available from previous [General Assemblies](#).

FIS — Document library includes [Congress documents](#).

World Flying Disc Federation — Minutes and reports from [Congresses](#) published, including archive.

Overall standard among International Federations

23 out of 31 members of ASOIF performed well on this topic in the 2019-20 review.

This topic was one of 20 covered in the 2018-19 GAISF assessment for non-Olympic sports (compared to 50 topics for Olympic sports) as it was judged to be important and feasible for small organisations to work on.

Continental Bodies

European Athletics — Full documents from [2021 Congress](#).

European Rowing Confederation — Full documents from several [General Assemblies](#).

National Olympic Committees

German Olympic Sports Confederation (DOSB) — Full publication of [General Meeting documents](#), including agenda and minutes of previous meeting.

Australian Olympic Committee (AOC) — Full publication of [AGM documents and minutes](#).

Belgian Olympic Committee — [General Assembly report](#).

National Federations

Cycling New Zealand — [Minutes](#) of Annual General Meetings.

Remote meetings

In 2020 and 2021 many organisations held their General Assembly as a remote meeting for the first time; while many people have a natural preference for meeting face to face, remote meetings have been observed to offer some benefits, including lower costs (in most cases), a smaller time commitment due to the absence of travel, and increased attendance.

The organisation makes public the agenda of its General Assembly with relevant documents (before) and minutes (after) with procedure for members to add items to agenda

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 2.9.

[SIGGS](#) — See SIGGS Roadmap Principle 3, Headline 3: Availability of documents

European Commission Expert Group on Good Governance,

— [“Principles of Good Governance in Sport”](#),

Principles 4.a (Clear organisational framework) and 4.e (9) (Minimum democratic principles for appointment to decision making bodies — Where appropriate making public the decisions reached).

Parliamentary Assembly of the Council of Europe,

— [Addendum to the report “Working towards a framework for modern sports governance”](#), Criterion 1.4 (Open the activity of legislative body to the public — The Organisation publishes the agenda and minutes of its general assembly).

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations, Principle 2: The organisation publishes the agenda and minutes of its general assembly meeting on its website (pp. 11-15).

IOC’s [“Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs”](#):

Theme 2.7 “Decision-making” — Principle 1: All members of the sports organisations shall have the right to express their opinion on the issues on the agenda through appropriate channels.

“In principle, the agenda of the meetings of the GA and the EB should be established respectively by the EB and by the President/Secretary General and circulated to all members within a reasonable deadline before the meeting (together with the notice of the meeting and relevant documentation). This is to ensure that decision-making bodies of the NOC are in a position to make informed decisions. A member should also be able to propose to add an item to the agenda within a reasonable deadline before the meeting and before the definitive version of the agenda is circulated among members.”

ASOIF indicator 2.9 — scoring definitions used in the 2019-20 assessment

0. No

1. Some information published on General Assembly
2. General Assembly agenda published in advance, minutes afterwards or live streaming which is recorded
3. General Assembly full details published with minutes, easy to find on organisation website
4. Full publication, with most recent minutes no more than a year old, easy to find on organisation website, extra data or information (such as livestreaming), minutes archive

A10

THE ORGANISATION MAKES PUBLIC A SUMMARY OF REPORTS/DECISIONS TAKEN DURING MEETINGS OF GOVERNING BODY AND COMMISSIONS, AS WELL AS ALL OTHER IMPORTANT DECISIONS OF THE ORGANISATION

Governing body — the most significant decision-making body below the General Assembly, usually including some individuals who are elected by the General Assembly; it may be known as the Executive Board, Board, Council or by another name; when there is both a Board and a larger Council that have different powers, there may be a judgement to make about whether one or both can be regarded as the governing body.

Commissions — committees and commissions with defined scope of activity/terms of reference that report to the governing body.

Summary of reports/decisions taken — meeting minutes and/or a summary of key decisions from the meetings, plus information on any other important decisions taken by the organisation.

For ease of understanding, the reader should take into consideration the following information.

Subtitles

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Commentary on the action to be taken

Investment

Investment requirement

Guidance

Guidance according to stage of organisation

Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

Language

The French version is underway.

The organisation makes public a summary of reports/decisions taken during meetings of governing body and commissions, as well as all other important decisions of the organisation

INTRODUCTION AND SIGNIFICANCE

It is important that key decisions made by the organisation are recorded and available to stakeholders, both internally and externally, with certain limited exclusions (see below); stakeholders and third parties will be directly affected by decisions in some cases.

Maintaining a transparent record of decisions taken enables the decision-makers to be accountable to stakeholders and can help build trust.

Commentary

The organisation should publish minutes and/or a summary of key decisions from meetings; this should include relevant decisions not made in meetings (e.g. agreed by the Board by e-mail).

Information should be published on a regular basis and as quickly as is practical.

Where the topic is of wider interest, a news article/press release may also be published (it is recognised that this will not always be the case).

It may sometimes be necessary to wait until minutes have been approved at the following meeting before they can be published; however, this should not prevent the prompt communication of key decisions.

Note on confidentiality: it is understood that certain items will need to remain confidential (e.g. personnel issues and commercially sensitive information); rules should define what items are confidential and specific laws may also apply; the minutes should record that a confidential item was discussed.

While it is reasonable and legitimate to exclude certain details from publication, the discussion of a confidential item should not be used as a reason to withhold information on other topics covered at the meeting.

Investment

Limited

Publication of existing information; some minor editing may be required regarding confidential items.

Guidance

1. Early stage

Brief news articles on key decisions made at governing body meetings.

2. Developing

Dedicated section on the website where minutes and/or a summary of key decisions from the governing body are published, plus some information on other commission meetings.

3. Advanced

Minutes from the governing body meetings are systematically published in a timely manner, no more two months after the meeting.

Further information on commission meetings is published, which might comprise minutes or a summary of decisions.

The organisation makes public a summary of reports/decisions taken during meetings of governing body and commissions, as well as all other important decisions of the organisation

GOOD PRACTICE EXAMPLES

International Federations

ITF — A [summary of Board meetings and decisions made is published](#), dating back several years.

UCI — Agendas are available for [Management Committee meetings](#) that have taken place and [press releases](#) are issued summarising meeting decisions.

UIPM — [Executive Board meeting schedule and a summary of decisions taken](#) are published.

Overall standard among International Federations

29 out of 31 members of ASOIF systematically publish at least some information following Board/Council meetings.

National Federations

Hungarian Swimming Association (MUSZ) — [Decisions of the Bureau](#) published.

The organisation makes public a summary of reports/decisions taken during meetings of governing body and commissions, as well as all other important decisions of the organisation

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 2.10.

[SIGGS](#) — Roadmap Principle 3 Headline 3, Availability of documents.

European Commission Expert Group on Good Governance,
— [“Principles of Good Governance in Sport”](#),
Principle 4.e (9): Minimum democratic principles for appointment to decision making bodies — Where appropriate making public the decisions reached.

Parliamentary Assembly of the Council of Europe,
— [Addendum to the report “Working towards a framework for modern sports governance”](#), Criterion 1.5: Make public reports/decisions taken by executive bodies and commissions.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations (Principle 3: The organisation publishes board and standing committee decisions on its website).

ASOIF indicator 2.10 — scoring definitions used in the 2019-20 assessment

0. No

1. Some decisions from board and commission meetings published
2. All major reports/decisions from board and commission meetings are published on IF website
3. All major decisions are published appropriately promptly, easy to find on IF website in a designated section
4. All major decisions published appropriately promptly, easy to find on IF website in a designated section, extra detail or information

For any questions, please contact IPACS
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www.ipacs.sport