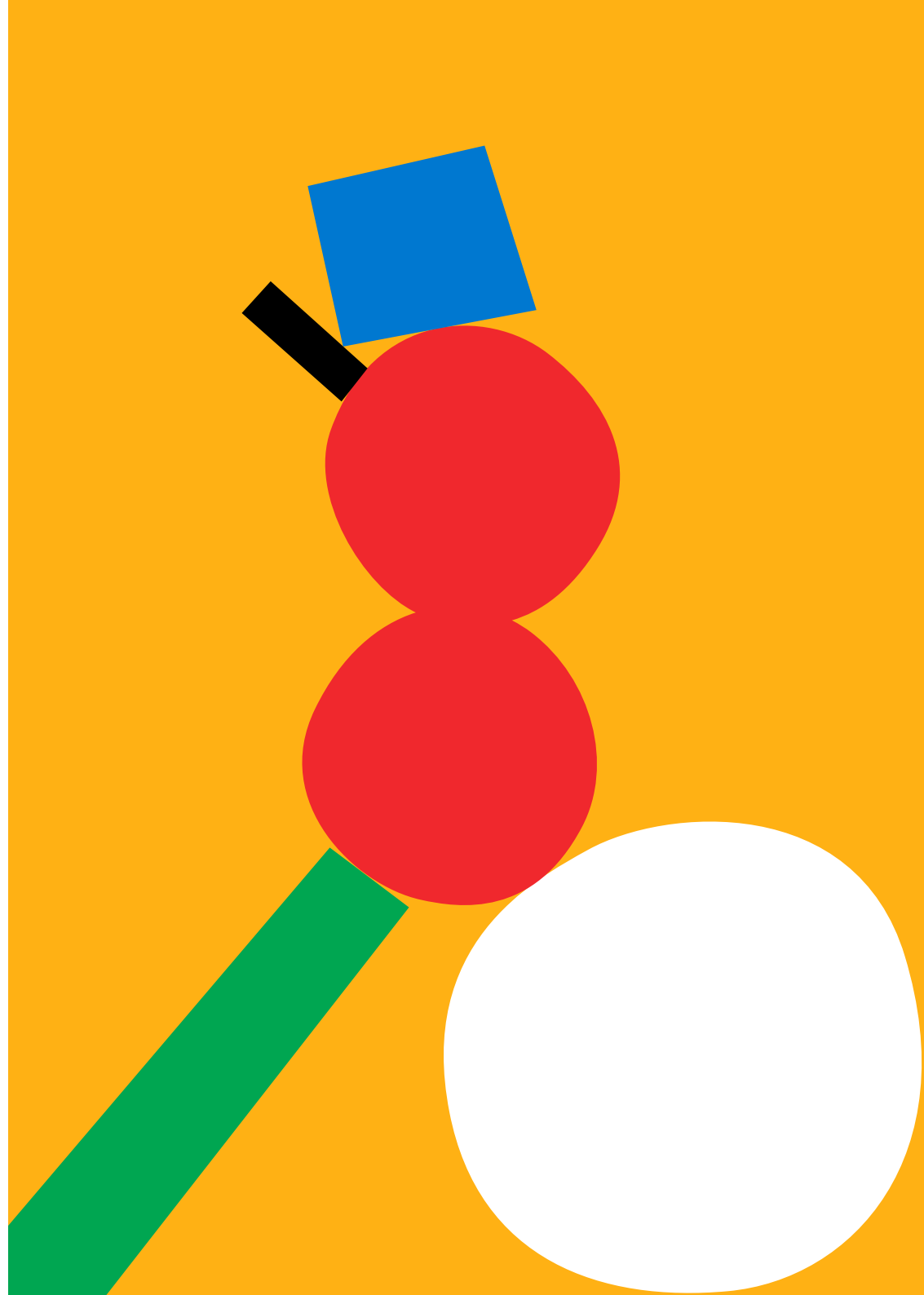


IPACS SPORT GOVERNANCE BENCHMARK & GUIDELINES DEVELOPMENT & SOLIDARITY

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](#).



D DEVELOPMENT & SOLIDARITY

D1	The organisation has a programme in place to determine transparent allocation of resources in declared development objectives	D6	The organisation has education programmes (on topics other than integrity) and provides assistance to coaches, judges, referees, athletes and others as appropriate
D2	Information is published on financial redistribution activity for main stakeholders, including figures	D7	The organisation has put in place integrity awareness/education programmes
D3	The organisation has established a monitoring/audit process for the use of distributed funds for development purposes	D8	The organisation has legacy programmes to assist communities in which events are hosted
D4	The organisation respects principles of sustainable development, in particular regard for the environment	D9	The organisation has anti-discrimination rules
D5	The organisation has social responsibility and participation programmes targeting disadvantaged areas	D10	The organisation dedicates appropriate resources to inclusive sport, including disciplines for those with a disability

D1

THE ORGANISATION HAS A PROGRAMME IN PLACE TO DETERMINE TRANSPARENT ALLOCATION OF RESOURCES IN DECLARED DEVELOPMENT OBJECTIVES

Development objectives – objectives that may cover a range of desired outcomes, such as increasing the number of participants in the organisation’s sport(s), increasing the number and quality of competitions taking place and increasing the number of people qualifying to become coaches or competition officials (referees or others).

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 has a programme in place to determine transparent allocation of resources in declared development objectives

INTRODUCTION AND SIGNIFICANCE

Most sports organisations are not-for-profit entities, often with a membership structure, so it is important that they use resources responsibly to further their overall mission.

Demonstrating that resources invested in development are allocated in an appropriate way according to transparent criteria helps build trust in the organisation among stakeholders and underscores its commitment to ethical and legal principles.

One of the important differences between a not-for-profit sports organisation and private event organisers is that not-for-profit sports organisations as part of their core function invest (funds and/or human resources) in developing the sport, particularly funds they generate through their activity; by engaging in development work, sports organisations can demonstrate to external stakeholders the role they play in achieving wider societal objectives, such as increasing physical activity, health and well-being, building social cohesion and educational benefits.

Commentary

The organisation should budget for an appropriate amount of funding and/or staff time for development work.

Members and/or other stakeholders should be consulted in the production of a policy or strategy for allocating development resources, which is aligned with the overall strategy.

The organisation should establish and implement a procedure for allocating development resources, with transparent criteria.

The organisation should provide targeted assistance to ensure applications are received from regions/ disciplines that may need support.

Information on the process should be published.

Feedback and potentially an appeal process should be available for unsuccessful applicants.

In a not-for-profit organisation, it is acknowledged that a significant proportion of overall activity can be classed as “development” and that pragmatic decisions may need to be made about allocating work in one programme or another.

See also Recommendations D2 (development investment), D3 (development monitoring) and D6 (education programmes).

Investment

Limited costs for putting in place a policy or strategy – regardless of the overall level of development investment, which may be limited only to staff time in some cases, organisations can create an appropriate strategy for it.

The organisation has a programme in place to determine transparent allocation of resources in declared development objectives

Guidance

1. Early stage

The organisation budgets for appropriate funds and/or staff time to be allocated to development work.

The organisation has a defined procedure for the allocation of development resources, such as an application process for members with a defined timetable and transparent set of criteria.

The organisation assesses applications according to the agreed criteria.

2. Developing

The organisation has a development policy/strategy which sets out the planned allocation of resources by programme or activity strand.

The organisation consults members and/or other stakeholders on development priorities.

The organisation explains the process for assessing and prioritising applications for support.

The organisation publishes all relevant documentation, such as application forms.

The organisation makes a coherent link between development activity and overall strategic objectives.

The organisation provides feedback on unsuccessful applications for development support, where applicable.

3. Advanced

The organisation provides support to members or other stakeholders that may need assistance to submit applications.

The organisation has an appeal process for unsuccessful funding applications.

The organisation has a programme in place to determine transparent allocation of resources in declared development objectives

GOOD PRACTICE EXAMPLES

International Federations

FIFA – [FIFA Forward](#) is built to provide 360-degree, tailor-made support for football development in each member association and the six confederations and is based on three principles; more investment, more impact and more oversight.

BWF – Development and Sport for All is a key result area in the BWF Strategic Plan and Implementation Plan:

- [Development activities](#) are described on a designated section of the website.
- The [annual report](#) includes a report from the Development Committee (see section 4 – Global Badminton Development) with summary statistics on programmes.

World Taekwondo – [Development guidelines](#) are published with eligibility criteria for each programme and several application forms.

ITTF – [Development work](#) is explained on the website, including a [database](#) of all activities.

ISU – Detailed information on [development activities](#).

European Triathlon – Detailed information about [development activity](#).

Panam Sports – Information about [Olympic Solidarity programmes](#).

Overall standard among International Federations

24 out of 31 members of ASOIF published had a defined, transparent process for allocating resources in development objectives and published information.

National Olympic Committees

Jamaica Olympic Association – Information on [funding for member associations](#).

Qatar Olympic Committee – Information about various [development projects](#).

Papua New Guinea Olympic Committee – [Resource allocation policy](#).

National Federations

Irish Rugby Football Union – Information about [funding available for clubs](#).

The organisation has a programme in place to determine transparent allocation of resources in declared development objectives

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) – Indicator 5.1.

European Commission Expert Group on Good Governance, [“Principles of Good Governance in Sport”](#): Principle 10.e: Distribution of funds.

Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#):

- Criterion 4.1: Distribution of resources
- Criterion 4.2: Allocation of resources in declared non-profit objectives.

IOC’s [“Consolidated Minimum requirements for Implementation of the Basic Principles of Good Governance for NOCs”](#) – Theme 5.1 “Distribution of resources”, Principles 1–4: As a principle, financial resources which are proceeds of sport should be allocated to sport and in particular to its development after covering all necessary sports-related costs.

- Financial revenues should be distributed in a fair and efficient manner.
- A fair distribution of the financial revenues contributes to having balanced and attractive competitions.
- A clear and transparent policy for the allocation of the financial revenues is essential.

UNODC-IOC-INTERPOL Policy Paper: [“Ensuring that integrity is at the core of sport’s response to the pandemic.”](#)

UN – [Recovering Better: Sport for Development and Peace.](#)

ASOIF indicator 5.1 – Scoring definitions used in 2019-20 assessment

0. No.
1. Some information about allocation of resources in development objectives.
2. Defined, transparent process to determine allocation of resources in development objectives.
3. Defined, transparent process for allocating resources in development objectives, all info published.
4. State of the art process for allocating resources in development objectives, all info published.

D2

INFORMATION IS PUBLISHED ON FINANCIAL REDISTRIBUTION ACTIVITY FOR MAIN STAKEHOLDERS, INCLUDING FIGURES

Financial redistribution activity/use of distributed funds for development – allocation of a proportion of the organisation’s financial resources to funding provided to members and/or other stakeholders who play a role in helping the organisation achieve its mission (often known as “solidarity” within the Olympic Movement); in some cases, the organisation may pay directly for goods and services for stakeholders rather than awarding grants; for many organisations, investment in development activity may be limited to staff time and expertise rather than funding.

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

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Language

The French version is underway.

Information is published on financial redistribution activity for main stakeholders, including figures

INTRODUCTION AND SIGNIFICANCE

Demonstrating that resources invested in development are allocated in an appropriate way according to transparent criteria helps build trust in the organisation among stakeholders and underscores its commitment to ethical and legal principles; trust is also enhanced by publishing actual outcomes compared to planned outcomes.

One of the important differences between a not-for-profit sports organisation and private event organisers is that not-for-profit sports organisations as part of their core function invest (funds and/or human resources) in developing the sport, particularly funds they generate through their activity; by engaging in development work, and by making publicly available information on redistributed funds for such work, sports organisations can demonstrate to external stakeholders the role they play in and the importance they attribute to achieving wider societal objectives, such as increasing physical activity, building social cohesion and educational benefits.

Commentary

The organisation should publish its budget for development work.

The organisation should publish figures for the actual investment in development work, divided into appropriate categories (by continent/region/country, sporting discipline, gender etc.), with historic comparisons (by year or four-year cycle etc.)

In addition to financial figures, the organisation should publish information on outputs and the impact of development work, comparing it with targets.

Information on development work should be incorporated when the organisation provides an update on progress towards strategic targets.

Recipient organisations should also publish details of the development funds they have received.

See also Recommendations D1 (development strategy), D3 (development monitoring) and D6 (education programmes).

Investment

Limited – publication of existing information; as mentioned in the definition, development activity may take the form of any combination of financial redistribution to members/stakeholders, paying directly for goods and services, and the provision of staff time and expertise.

Information is published on financial redistribution activity for main stakeholders, including figures

Guidance

1. Early stage

The organisation budgets for appropriate funds and/or staff time to be allocated to development work.

The organisation publishes figures for the actual investment in development work, divided into appropriate categories.

2. Developing

The organisation provides historic comparisons for investment in development work.

The organisation publishes information on outputs of development work (e.g. number of clubs/athletes/supporter organisations assisted)

When reporting on delivery of strategic plan targets, the organisation incorporates figures from development work.

3. Advanced

The organisation publishes information on the impact/outcomes of development work (e.g. increase in number of active members).

The organisation develops and publishes indicators to assess development activity with a view to continuously improving the efficiency and effectiveness of this work.

Information is published on financial redistribution activity for main stakeholders, including figures

GOOD PRACTICE EXAMPLES

International Sports Organisations (from 2020)

World Triathlon – [Contracts with Continental Confederations](#) for development funding are published, which include allocated budgets for programmes.

FIFA – The [Annual Report](#) outlines all of FIFA's investments, including total figures by country – see section '2023 Budget', pages 180–183 and FIFA Forward funds overview to members associations, pages 250–259.

[FIFA Forward Programme impact map](#) – global overview of allocated funds and a breakdown of usage:

FIE – The [audited accounts](#) show in development investment and subsidies – See page 3.

FIA – Information can be found in [Annual Reports](#).

Tennis Europe – Information on [development activity](#), including financial figures and beneficiaries.

Overall standard among International Federations

16 out of 31 members of ASOIF had a formal redistribution programme for stakeholders and published financial figures.

National Olympic Committees

Norwegian Sports Confederation – Information on [development activity](#) with detailed breakdown of investments.

Chilean Olympic Committee (COCH) – Detailed [audited accounts](#) listing expenditure on development activities.

[Estonian Sports Portal](#) – Details of funding for sport from different sources.

National Federations

Spanish Tennis Federation (RFET) – [Detailed breakdown of expenditure](#), including development work.

Information is published on financial redistribution activity for main stakeholders, including figures

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20, Indicator 5.2](#)

European Commission Expert Group on Good Governance, [“Principles of Good Governance in Sport”](#): Principle 10.e: Distribution of funds

Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#):

Criterion 4.1: Distribution of resources

Criterion 4.2: Allocation of resources in declared non-profit objectives.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Aarhus: Play the Game/ Danish Institute for Sports Studies, pp. 11-15:
Principle 11: The organisation publishes details on allocated funds on its website.

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

Theme 5.1 “Distribution of resources”, Principles 1–4:

- As a principle, financial resources which are proceeds of sport should be allocated to sport and in particular to its development after covering all necessary sports-related costs.
- Financial revenues should be distributed in a fair and efficient manner.
- A fair distribution of the financial revenues contributes to having balanced and attractive competitions.
- A clear and transparent policy for the allocation of the financial revenues is essential.

Document EPAS(2018)47rev3 – “Optimising the processes of compliance with good governance principles to mitigate the risk of corruption”: Paragraph 2: Financial Transparency.

ASOIF indicator 5.2 – scoring definitions used in the 2019-20 assessment

0. No.

1. Some redistribution among main stakeholders.
2. Formal redistribution policy or programme for main stakeholders, which may involve providing services directly.
3. Formal redistribution policy or programme for main stakeholders, which may involve providing services directly, with financial figures published.
4. State of the art redistribution programme for stakeholders, declared criteria and financial figures published.

D3

THE ORGANISATION HAS ESTABLISHED A MONITORING/AUDIT PROCESS FOR THE USE OF DISTRIBUTED FUNDS FOR DEVELOPMENT PURPOSES

Audit/monitoring process for the use of distributed funds for development purposes – a process ensuring systematic and continuous collection and analysis of information about the progress of the organisation's development objectives/activities. Such information analysis includes the assessment of the performance, of the financial expenditures and of the impact of development activities. The outcome of the process is the provision of useful elements for the decision-making of the organisation in relation to the evolution of those development activities before identified problems threaten the achievement of desired outcomes.

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Language

The French version is underway.

The organisation has established a monitoring/audit process for the use of distributed funds for development purposes

INTRODUCTION AND SIGNIFICANCE

Monitoring is done to help organisations achieve their financial and operational objectives by measuring the overall performance of the development work.

Monitoring is essential to ensure that the development programme continues to serve the initial objectives, while providing valuable feedback on potential needs for adjustment (information that enables approaches and strategies to be changed in response to evolving situations).

By monitoring expenditure and outcomes of development work, the organisation can make its investments more effective in future.

Timely auditing of development initiatives not only benefits the organisation's financial effectiveness, but also facilitates the achievement of integrity goals by increasing transparency towards the stakeholders.

In particular, it ensures that all the people who need to know about a development initiative are properly informed in a timely way.

Finding and identifying potential and actual risks to the administration of development programmes helps ensure consistent delivery.

The establishment of internal control systems provides a necessary mechanism to deal with organisational compliance and non-compliance.

Commentary

The organisation should put in place a reporting process for the use of distributed funds and direct investment in development.

The organisation should have a formal monitoring/audit process to check the use of development funding provided.

Independent audit may be used as an important means to increase transparency and accountability.

See also Recommendations D1 (development strategy), D2 (development investment) and D6 (education programmes).

Investment

The level of investment in monitoring should be proportionate to the specific nature of the organisation and the sport(s).

The organisation has established a monitoring/audit process for the use of distributed funds for development purposes

Guidance

1. Early stage

The organisation requires funding recipients to provide a report on how resources have been spent in a standard format so that the members and stakeholders of the recipient organisations can carefully examine expenditure.

The organisation checks reports received for compliance with funding regulations and submits queries to funding recipients, where necessary.

2. Developing

The organisation releases funding in stages with a proportion withheld until reporting requirements are met, where applicable.

The organisation has a formal monitoring/audit process for the use of distributed funds and/or directly funded development work
The organisation has the right to audit member bodies in receipt of development funds, on request.

3. Advanced

The organisation has an independent monitoring/audit process for the use of distributed funds and/or directly funded development work, which includes assessment of the impact of distributed funds and the efficiency of their use for achieving development objectives; independent monitoring may be conducted by an existing independent committee or by a specialist external supplier, for example.

The organisation conducts risk assessments to target monitoring where it is most needed, considering factors such as the capacity of the recipient organisations, the type of support provided and risks of corruption
The organisation publishes outcomes of monitoring and audit activity and adapts its funding strategy accordingly.

The organisation has established a monitoring/audit process for the use of distributed funds for development purposes

GOOD PRACTICE EXAMPLES

International Sports Organisations (from 2020)

FIFA – The provision of financial reporting and audits is covered in [FIFA Forward Regulations](#) (see articles 5, 14–17). This includes a central audit review of all FIFA Forward funds distributed. Globally recognised auditors are engaged to ensure FIFA has a more comprehensive picture of the financial management capacities, strengths, weaknesses, opportunities and threats relating to all beneficiaries of FIFA Forward funds.

World Triathlon – The [Payment Procedures Policy](#) sets out some financial controls related to payment of funds to support Continental Confederations for development programmes:

[Development Agreements](#) are published, which include some monitoring requirements. The Audit Committee reviews reports from one Continent at random.

IBSF – [Development programme report](#) shows evidence of monitoring activity with suggestions for future reforms to the development scheme

Asian Football Confederation – [Development Regulations](#) allow for member associations that receive funding to be audited at the request of the AFC.

Overall standard among International Federations:

8 out of 31 members of ASOIF had an independent monitoring/audit process in place for use of distributed funds.

National Federations

Australian Institute of Sport – Reporting requirements for recipients of [educational development grants](#).

Spanish Higher Council for Sport (CSD) – [Funding programme application](#) collects information to be used for evaluation and monitoring.

[Football Foundation](#) (UK) – Funding for football projects with a [monitoring and evaluation system](#).

The organisation has established a monitoring/audit process for the use of distributed funds for development purposes

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20, Indicator 5.3](#)

European Commission Expert Group on Good Governance, [“Principles of Good Governance in Sport”](#): Principle 10.e: Distribution of funds.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Aarhus: Play the Game/ Danish Institute for Sports Studies, p.11-15.

Principle 57: The organisation requires entities that receive funding to implement anti-corruption controls.

ASOIF indicator 5.3 – scoring definitions used in the 2019-20 assessment

0. No.
1. Funding recipients provide a report on how money is spent.
2. Monitoring/audit process in place for use of distributed funds and/or directly funded development work.
3. Independent monitoring/audit process in place for use of distributed funds and/or directly funded development work.
4. Independent monitoring/audit process in place for use of distributed funds and/or directly funded development work, results published.

D4

THE ORGANISATION RESPECTS PRINCIPLES OF SUSTAINABLE DEVELOPMENT, IN PARTICULAR REGARD FOR THE ENVIRONMENT

Sustainable development within the UN Sustainable Development Goals framework – (here) taking full account of environmental issues in decision-making; incorporating environmental sustainability in business strategy in all areas, including operations, events, procurement, infrastructure and communications; the United Nations Brundtland Commission (1987) defined sustainable development as: “meeting the needs of the present without compromising the ability of the future generations to meet their own needs”.

See also the forthcoming IPACS sections on sustainability and human rights in relation to the Benchmark.

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Language

The French version is underway.

The organisation respects principles of sustainable development, in particular regard for the environment

INTRODUCTION AND SIGNIFICANCE

There is inter-dependency between healthy people and a healthy planet.

The practice of sport depends on natural resources, including clean air, clean water, available land, and healthy eco-systems ranging from oceans to green urban areas, mountains, lakes and rivers; climate change is already impacting on sport.

Climate change places the planet and future generations at risk; meeting the scale of the challenge requires action by all sectors, including sport, to achieve the goals of the Paris Climate Change Agreement.

Commentary

The organisation should take full account of environmental issues in decision-making.

The organisation should ensure that its activities do not have harmful environmental impacts, in particular sports events should not contribute to environmental degradation and pollution.

The organisation should incorporate environmental sustainability in all aspects of its business strategy, including operations, events, procurement, infrastructure and communications.

The governing body should have overall responsibility for sustainability.

The organisation should sign up to appropriate international initiatives.

The organisation should monitor and report on work towards environmental sustainability targets.

See also Recommendations C7 (stakeholder representation), C9 (equality and diversity), D5 (social responsibility), D8 (legacy programmes), D9 (anti-discrimination) and D10 (inclusive sport).

Investment

The level of investment should be proportionate to the specific nature of the organisation and the sport(s).

The organisation respects principles of sustainable development, in particular regard for the environment

Guidance

1. Early stage

The organisation has a specific reference to environmental sustainability among its objectives, which incorporate the principle of “do no harm”.

The organisation has ad hoc environmental initiatives.

2. Developing

The organisation has a policy or guidance on environmental sustainability covering its own activities and events.

The organisation includes specific environmental sustainability targets in its overall strategy.

The organisation’s governing body takes responsibility for environmental sustainability, in a clear and visible way.

The organisation is a signatory of appropriate international initiatives, such as the UN Sports for Climate Action Framework.

The organisation communicates with stakeholders on environmental sustainability issues.

3. Advanced

The organisation has a designated environmental sustainability strategy covering its full range of activity, influence and impacts.

The organisation monitors and reports publicly on environmental sustainability targets using recognised standards, such as the Global Reporting Initiative (GRI).

The organisation links its work on sustainability to the UN Sustainable Development Goals and/or other recognised frameworks.

The organisation ensures that members and partners respect principles of sustainable development and regard for the environment, by conducting due diligence checks and providing appropriate incentives, such as funding or public recognition.

The organisation respects principles of sustainable development, in particular regard for the environment

GOOD PRACTICE EXAMPLES

International Sports Organisations (from 2020)

IGF – Sustainability features prominently in the [IGF Strategic Plan](#).

[Details of activity](#) published on website.

World Sailing – [Sustainability Agenda 2030](#) provides detailed information with six key areas of focus.

BWF – There is a [sustainability policy](#) within the Statutes. Environmental and sustainability initiatives form part of the [2020-24 Strategic Plan/Implementation Plan](#) – see for example strategy 4.2 (Strategic Plan).

FIS – [Environmental manifesto](#) and wide range of related activity. Signatory of [UN Sports for Climate Action Framework](#).

IIHF – [Environment and Social Responsibility Guidelines](#) plus other relevant activity, including an event manual and an annual sustainability award for national associations.

FIFA – The online [FIFA World Cup 2022 Sustainability Progress Report](#) describes how FIFA and Qatar are delivering against the initiatives of the sustainability strategy and highlights the key achievements.

Overall standard among International Federations

16 out of 31 members of ASOIF implemented a policy and measures on environmental responsibility with details published.

National Olympic Committees

Spanish Olympic Committee (COE) – [Action on sustainability](#) in a number of areas.

French National Olympic and Sports Committee (CNOSF) – The Label “[Sustainable Development, Sport is Committed](#)”, managed by the CNOSF, certifies and promotes sports events that respect environmental, social, economic, ethical and governance criteria.

Netherlands Olympic Committee (NOC*NSF) – [Range of activity](#) on sustainability.

National Federations

German Sailing Association (DSV) – [Wide range](#) of environmental activity.

The organisation respects principles of sustainable development,
in particular regard for the environment

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20, Indicator 5.4](#)

Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#): Criterion 4.3: Environmental and social responsibility

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Aarhus: Play the Game/ Danish Institute for Sports Studies, p.11-15: Principle 52: The organisation implements a policy for the promotion of environmental sustainability.

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

Theme 1 “Vision, Mission, Strategy”, Principle 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.

[IOC Agenda 2020+5](#), particularly Recommendations 2: “Foster sustainable Olympic Games”, 10: “Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals,” 13: “Continue to lead by example in corporate citizenship”

[UN 2030 Agenda for Sustainable Development](#)

[UN Climate Change \(UNFCCC\) – Sports for Climate Action](#)

ASOIF indicator 5.4 – scoring definitions used in the 2019-20 assessment

0. No.

1. At least some reference to environmental responsibility in official documents.
2. Official guidance on respecting principles of sustainable development and environment in Statutes and/or event hosting rules.
3. Policy and measures on environmental responsibility, evidence of implementation, details published.
4. State of the art policy on environmental responsibility, monitoring in place, details published.

D5

THE ORGANISATION HAS SOCIAL RESPONSIBILITY AND PARTICIPATION PROGRAMMES TARGETING DISADVANTAGED AREAS

Social responsibility programme within the UN Sustainable Development Goals framework – activity designed to bring benefit to a part of society which would not otherwise have the opportunity to be involved in sport; through social responsibility activity, wider ethical considerations are taken into account as well as financial or performance-related objectives; the organisation may partner with public sector or civil society organisations.

See also the forthcoming IPACS sections on sustainability and human rights in relation to the Benchmark.

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Language

The French version is underway.

The organisation has social responsibility and participation programmes targeting disadvantaged areas

INTRODUCTION AND SIGNIFICANCE

Involvement in sport can generate benefits for the whole of society and bring people together but access to sport is often restricted due to factors such as economic disadvantage, geographic location and discrimination.

By investing in social responsibility activity, sports organisations can demonstrate to stakeholders the positive role that they play in achieving wider social objectives, such as increasing physical activity, health and well-being, community cohesion and educational benefits.

Commentary

The organisation should seek to provide opportunities for sports participation – as athletes or as spectators – to those who might otherwise not have the opportunity, such as those excluded by geography, economic disadvantage or discrimination.

The organisation should incorporate social responsibility in its overall strategy and decision-making and report on progress towards achieving targets.

The organisation should partner with one or more relevant public sector or civil society organisations that can assist in reaching social responsibility goals.

See also Recommendations C7 (stakeholder representation), C9 (promoting gender equality and diversity), D9 (anti-discrimination) and D10 (inclusive sport).

Investment

The level of investment should be proportionate to the specific nature of the organisation, the domestic/ regional context and the sport(s).

The organisation has social responsibility and participation programmes targeting disadvantaged areas

Guidance

1. Early stage

The organisation has a reference to social responsibility (or equivalent language) among its objectives.

The organisation has ad hoc social responsibility initiatives.

2. Developing

The organisation includes specific social responsibility targets in its overall strategy.

The organisation has one or more partnerships with relevant public sector or civil society organisations that can assist in reaching social responsibility goals.

The organisation's governing body takes responsibility for social inclusion in a clear and visible way.

The organisation communicates with stakeholders on social responsibility goals.

3. Advanced

The organisation has a designated social responsibility strategy covering its full range of activity, influence and impacts.

The organisation monitors and publicly reports on social responsibility targets.

The organisation links its work on social responsibility to the UN Sustainable Development Goals and/or other recognised frameworks.

The organisation ensures that members and partners respect principles of social responsibility, by conducting.

The organisation has social responsibility and participation programmes targeting disadvantaged areas

GOOD PRACTICE EXAMPLES

International Sports Organisations (from 2020)

World Taekwondo – [Annual Report](#) describes Sport for Social Development activity – see pages 84–90.

FIBA – Social responsibility work is covered in the [Activity Report](#) – See pages 82-3.

There is also information about the [Basketball Without Borders](#) project.

Overall standard among International Federations:

21 out of 31 members of ASOIF had a social responsibility programme in place with details published.

National Olympic Committees

French National Olympic and Sports Committee (CNOSF) – An [online platform](#) is dedicated to the social responsibility of sports organisations.

Dutch Olympic Committee and Sports Federation (NOC*NSF) – [Inclusive sport policy](#).

Australian Olympic Committee – [Objective 6](#) – “To recognise the heritage, culture and contribution of our nation’s first people, and to give practical support to the issue of indigenous reconciliation through sport”.

Update on community activity in the [Annual Report](#).

National Federations

Italian Rugby Federation (FIR) – [Solidarity programme for migrants](#).

The organisation has social responsibility and participation programmes targeting disadvantaged areas

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20, Indicator 5.5](#)

Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#): Criterion 4.3: Environmental and social responsibility.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Aarhus: Play the Game/ Danish Institute for Sports Studies, p.11-15. Principle 48: The organisation implements a policy on social inclusion through sport.

[Olympic Charter](#), Fundamental Principle of Olympism 4:

“The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.”

IOC [Agenda 2020+5](#), particularly Recommendations 10: “Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals” and 13: “Continue to lead by example in corporate citizenship.”

[UN 2030 Agenda for Sustainable Development](#),

[Council of Europe Convention on an Integrated Safety, Security and Service Approach at Football Matches and Other Sports Events \(CETS No. 218\)](#).

[UNODC – An Anti-Corruption Ethics and Compliance Programme for Business: A Practical Guide](#).

ASOIF indicator 5.5 – scoring definitions used in the 2019-20 assessment

0. No.

1. At least some reference to social responsibility in official documents.
2. Social responsibility policy and programmes in place.
3. Social responsibility policy and programmes in place, evidence of implementation, details published.
4. State of the art social responsibility policy, monitoring in place, details published.

D6

THE ORGANISATION HAS EDUCATION PROGRAMMES (ON TOPICS OTHER THAN INTEGRITY) AND PROVIDES ASSISTANCE TO COACHES, JUDGES, REFEREES, ATHLETES AND OTHERS AS APPROPRIATE

Education programme – (here) educational information/ courses offered that are designed to raise the level of knowledge of people involved in the activity of the organisation; in some cases educational work may lead to recognition and/or qualifications which are required at a particular level (e.g. qualifying as a judge for international competition); education programmes for athletes may include subjects that could help them in post-competition careers; and multi-agency social, educational, crime prevention and other community preventative social-educational projects designed to foster respect for fundamental rights and civil liberties, especially among supporters, sports associations, leagues and clubs as well as agencies responsible for safety, security and service at sports events.

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Language

The French version is underway.

The organisation has education programmes (on topics other than integrity) and provides assistance to coaches, judges, referees, athletes and others as appropriate

INTRODUCTION AND SIGNIFICANCE

Educational work makes an important contribution to delivering overall sport development objectives by raising standards, training the next generation of athletes, coaches, competition officials (referees or others), administrative officials, staff and supporters, and maintaining consistency.

Delivery of education programmes is a key differentiator between not-for-profit sports organisations focused on the development of their sport(s) and private bodies with a narrow focus on commercial activity.

It is important that athletes who wish to do so have an opportunity to continue their education at school, university and/or in other settings during their competitive careers in preparation for later life (sometimes known as “dual-career”).

Commentary

The organisation should provide education programmes for people who play a key role in the activity of the organisation, including athletes, coaches, competition officials (referees or others), paid and volunteer administrative officials, staff, supporters and others as appropriate.

Education programmes may be delivered by a combination of methods, including online, in-person, self-study using written materials etc.

Criteria for participation in education programmes should be transparent.

Education programmes may be accredited by official educational bodies such as professional institutes or universities.

The organisation should report on the outcome of education programmes.

The organisation may provide education and training opportunities for its member organisations.

See also Recommendation D7 (integrity education).

Investment

The level of investment should be proportionate to the specific nature of the organisation and the sport(s); some educational activity may be self-financing through fees payable but it is important that fees are set at a fair level which does not exclude a large proportion of the potential audience.

The organisation has education programmes (on topics other than integrity) and provides assistance to coaches, judges, referees, athletes and others as appropriate

Guidance

1. Early stage

The organisation conducts some educational activity for athletes, coaches, competition officials (referees or others), administrative officials, staff and supporters (terminology may vary).

2. Developing

The organisation has education programmes for people involved in different roles, leading to official recognition/qualifications (e.g. becoming a judge qualified for international competition).

The organisation has and implements transparent criteria for determining eligibility for education programmes.

Educational objectives are incorporated in the overall organisation strategy.

The organisation reports on the outcomes of education programmes (e.g. number of people qualified).

3. Advanced

The organisation provides or facilitates education programmes for members as well as for people in different roles, tailored to the specific needs of different groups of stakeholders.

The organisation has or provides access to education programmes which are accredited by official educational bodies such as professional institutes or universities.

The organisation has education programmes (on topics other than integrity) and provides assistance to coaches, judges, referees, athletes and others as appropriate

GOOD PRACTICE EXAMPLES

International Sports Organisations (from 2020)

[IOC Athlete365 Dual Career programme](#)

FIBA – There are a wide range of education programmes for coaches, officials and players, including [workshops for players](#)
More information on education programmes is in the [Activity Report](#), pages 96-7

BWF – Information is published on the [development website](#) with educational resources for coaches, players, technical officials and on para-Badminton

World Sailing – wide range of [training courses](#) for instructors, coaches and sailors

World Curling Federation – Online [World Curling Academy](#)

Overall standard among International Federations

29 out of 31 members of ASOIF published had an education programme for coaches, judges referees and athletes and published details

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

National Olympic Committees

Morocco Olympic Committee (CNOM) – [Coach development programme](#)

Danish Sports Confederation – Wide range of [educational activity](#) offered

National Federations

Portuguese Athletics Federation (FPA) – Range of [training courses and materials](#) available

French Cycling Federation (FFC) – the National Training Institute of Cycling (INF) offers a [variety of training courses](#) to different groups of stakeholders involved in cycling, including people with disabilities

The organisation has education programmes (on topics other than integrity) and provides assistance to coaches, judges, referees, athletes and others as appropriate

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20, Indicator 5.6](#)

European Commission Expert Group on Good Governance, [“Principles of Good Governance in Sport”](#): Principles 10.i: Professional development of staff and volunteers.

Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#): Criterion 4.4: Athletes’ involvement, education and care – Education programmes and assistance to athletes during and after career.

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

- Theme 4.6 “Education and training”, Principles 1–3:
- There should be an induction programme for all new members of staff, volunteers, officers and all Board members.
- Ongoing education and training of executives, volunteers and employees should be integral to operations.
- The promotion of self-education and regular training within the sport organisations should be encouraged.
- Theme 6.7 “Athletes’ education and career management”, Principles 1–3:
- Educational programmes, developing in particular “Sports and Studies” Programmes should be encouraged.
- Career management programmes should be promoted.
- Training professional athletes for new professional opportunities after their sports careers should be encouraged.

[Council of Europe Convention on an Integrated Safety, Security and Service Approach at Football Matches and Other Sports Events \(CETS No. 218\)](#)

ASOIF indicator 5.6 – scoring definitions used in the 2019-20 assessment

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

D7

THE ORGANISATION HAS PUT IN PLACE INTEGRITY AWARENESS/ EDUCATION PROGRAMMES

Sport integrity – sport integrity encompasses the components of personal, organisational and competition integrity.

Personal integrity – adherence to ethical principles, including honesty, openness, objectivity and acting as an example to others.

Sport organisational integrity – ethics within sport organisations; it is promoted through good governance, accountability, transparency and measures to protect against corruption and misuse of power.

Sport integrity in competition – the fight against doping, manipulation of competitions, harassment and abuse, hate speech, misconduct, and other forms of wrongdoing, based on principles such as fairness and respect.

Integrity education – activity designed to raise the level of knowledge, understanding and judgement among participants on topics including anti-doping, match manipulation, anti-corruption, other forms of cheating, and safeguarding; having integrity “awareness” implies having relevant knowledge and understanding; the aim of integrity “education” is broader, enabling participants to reason and make decisions based on their knowledge.

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The organisation has put in place integrity awareness/education programmes

INTRODUCTION AND SIGNIFICANCE

It is vital that all stakeholders in sport, ranging from athletes to officials, coaches, parents, supporters, funders and others have confidence that sporting competition involves a fair contest between the participants; attempts to subvert fair competition, such as doping, match manipulation and other forms of cheating pose a serious threat to the integrity of sport.

Taking proactive steps to protect the integrity of sport is a core function for sports organisations and part of their work to manage risk.

An effective integrity education programme regarding sports competition can protect against the risks of doping and the manipulation of competitions.

An effective integrity education programme within sports organisations can be a powerful vehicle for embedding values and a culture of integrity, as it promotes broad dissemination of the governing body's commitment to fight corruption (see Recommendation B9 – zero

tolerance) and ownership of this commitment by the staff/members concerned.

Commentary

Integrity education/awareness programmes should be provided on topics appropriate to the nature of the organisation and the level of risk.

Integrity education programmes should inform relevant stakeholders of both the vigilance required of them in the course of their activities and the conduct to be adopted in high-risk situations.

Successful completion of integrity education courses should be mandatory for participation in specific functions, such as for competition officials (referees or others), athletes, coaches, managers, agents, medical staff and others assisting athletes in their competition.

Integrity awareness/education programmes should be coordinated with other anti-corruption and integrity

measures; for example training courses can be provided on the content of the anti-corruption code of conduct, on the prevention of manipulation of competitions or on whistleblowing; priority training should be delivered for individuals identified as being at risk by the corruption risk assessment; and multi-agency social, educational, crime prevention and other community preventative social-educational projects designed to foster respect for fundamental rights and civil liberties, especially among supporters, sports associations, leagues and clubs as well as agencies responsible for safety, security and service at sports events.

See also Recommendation D6 (education programmes), B2 (anti-doping rules), B3 (competition manipulation rules), B4 (whistleblower reporting), B7 (safeguarding), B9 (zero tolerance), B10 (anti-corruption code), C8 (conflicts of interest) and E4 (risk assessment).

Investment

The level of investment should be proportionate to the specific nature of the organisation and the sport(s).

The organisation has put in place integrity awareness/education programmes

Guidance

1. Early stage

The organisation provides integrity education/awareness activity for people involved in different roles on themes appropriate to the nature of the sports body, which may include anti-doping, match manipulation, anti-corruption, safeguarding, ethics, wrongdoing and others.

2. Developing

The organisation provides formal integrity education programmes in themes relevant to the nature of the sports body, which are illustrated by concrete examples and tailored to different groups of stakeholders in accordance with their exposure to specific risks; particular attention is given to real-life scenarios.

The governing body allocates appropriate resources to the implementation of integrity education measures, proportionate to the organisation's risk profile.

The organisation has a mandatory requirement for completion of integrity education courses in order to participate in specific functions, including as athletes and officials; for functions most exposed to risks, integrity education courses are provided during the onboarding process and throughout the exercise of the functions.

The organisation invites its members or other relevant stakeholders to share their experiences with integrity risks and promotes discussions on challenges and best practices in this area.

3. Advanced

The organisation conducts regular risk assessments related to integrity and acts on the findings (see also Recommendation E4 – risk assessment); in particular it designs, reviews and updates integrity awareness/education programmes based on these findings (for instance, integrity training courses should teach stakeholders how to mitigate specific risks identified in the organisation's risk assessments).

The organisation, through tests or other tools, checks if participants have properly understood the integrity courses; these tests can be carried out as part of the course or after a certain time to ensure that the knowledge has been absorbed.

The organisation develops indicators to monitor the quality and effectiveness of integrity awareness/education programmes, including in the case of outsourced programmes; these indicators could include the percentage of target audience trained and the number of training hours on integrity issues, and should be used to regularly improve integrity awareness/education programmes.

The organisation has a defined policy or strategy for integrity education.

The organisation has put in place integrity awareness/education programmes

GOOD PRACTICE EXAMPLES

International Sports Organisations (from 2020)

FIBA – Dedicated [integrity information](#) for athletes.

FIE – There are four integrity education programmes, each with a dedicated page on the FIE website, including [anti-doping](#) and [safeguarding](#).

[Educational work](#) has been done on safeguarding at major events.

FIFA – extensive information on protecting against match manipulation, including [educational materials](#); [Global Integrity Programme \(GIP\)](#) implemented in cooperation with UNODC .

European Athletics – [I Run Clean](#) anti-doping education programme.

Overall standard among International Federations

16 out of 31 members of ASOIF had a formal, diversified integrity education/awareness programme with evidence of implementation.

National Federations

French Basketball Federation (FFBB) – [Information on gambling regulations](#).

The organisation has put in place integrity awareness/education programmes

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20, Indicator 5.7](#)

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Aarhus: Play the Game/ Danish Institute for Sports Studies, p.11-15: Principle 44: The organisation offers consulting to its member federations in the areas of management or governance.

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 3.7: All members of decision-making bodies must undergo training on integrity matters, including the management of conflict of interest at the earliest possible time upon taking up their functions

Council of Europe – Guidelines on sport integrity

— [Action 3 of the Kazan Action Plan](#)

[Council of Europe Convention on the Manipulation of Sports Competitions \(CETS No. 215\)](#)

[Council of Europe Convention on an Integrated Safety, Security and Service Approach at Football Matches and Other Sports Events \(CETS No. 218\)](#)

ASOIF indicator 5.7 – scoring definitions used in the 2019-20 assessment

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

D8

THE ORGANISATION HAS LEGACY PROGRAMMES TO ASSIST COMMUNITIES IN WHICH EVENTS ARE HOSTED

Legacy programmes – activity designed to bring lasting benefits for a local area after a sports event has come to an end, which may involve social, environmental, economic, crime-prevention and/or infrastructure development; examples may include new opportunities to participate in sport, increasing skills and capacity-building, studying towards qualifications that could increase employability, progress in anti-corruption and human rights standards, as well as better understanding among people from different backgrounds; developing multi-agency projects aimed at fostering mutual respect and dialogue between safety and security agencies/sports authorities, supporters and local communities; for some of the largest sports events, there may also be a legacy of physical infrastructure, such as sports facilities, in which case the future needs of the local area should take priority over the temporary demands of the sports event.

Please also refer to the work done by [IPACS Task Force 2](#) on integrity in the selection of major sporting events.

See also the forthcoming IPACS sections on sustainability and human rights in relation to the Benchmark.

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The organisation has legacy programmes to assist communities in which events are hosted

INTRODUCTION AND SIGNIFICANCE

In order for sports organisations to encourage cities/regions/countries to agree to host sports events, it is important to demonstrate that the event can have a positive impact after it has ended.

Providing an appropriate legacy for the regions where events are hosted is an important component of a sustainability and social responsibility strategy.

Putting in place legacy programmes in relation to events helps to tackle one of the regular criticisms of major sports events.

Sports events have potential to contribute to better understanding among people from different backgrounds and to changes in attitudes and behaviours.

Commentary

The organisation should set legacy requirements for the hosts of their major events.

The organisation should create and operate a knowledge management system to benefit future event hosts, covering a range of topics such as project planning and resourcing, service specification, template materials and good practice examples.

The organisation should invest resources in legacy programmes.

Organisations that are rightsholders of major events should commission or support research work on the impact of their events.

See also Recommendations D4 (environmental sustainability) and D5 (social responsibility).

Investment

There are limited costs for establishing appropriate rules (e.g. legacy guidelines for event hosts); legacy programmes delivered by the organisation itself will require some investment; in some cases legacy work may be delivered mainly by stakeholders, such as event hosts or government agencies.

The organisation has legacy programmes to assist communities in which events are hosted

Guidance

1. Early stage

The organisation provides guidance for events hosts on appropriate legacy programmes (e.g. pathways for volunteers to continue to develop their skills, youth event alongside a major championship).

2. Developing

The organisation includes legacy programme requirements among event host selection criteria for larger events.

The organisation operates a knowledge management system to support future event hosts, potential candidates and other relevant stakeholders.

3. Advanced

The organisation monitors and publicly reports on legacy programme delivery.

The organisation imposes sanctions if event hosts fail to comply with legacy programme commitments.

The organisation commits staff time and financial resources to legacy programmes.

The organisation commissions or otherwise supports independent research work into the impact of events, which is published.

The organisation includes forecasted impact assessment requirements among event host selection criteria for larger events.

The organisation has legacy programmes to assist communities in which events are hosted

GOOD PRACTICE EXAMPLES

International Sports Organisations (from 2020)

World Rugby – Economic Impact Study of [Rugby World Cup 2019](#)

UCI – The UCI [Bike City Label](#) rewards cities/region which invest in cycling infrastructure and long-terms strategies to promote everyday cycling

BWF – Legacy criteria are considered as part of the [assessment for event bids](#)
Legacy objectives are among the KPIs in the [Strategic Implementation Plan](#) (see examples of AirBadminton and Major Events KPIs)

FIFA – The [2014 FIFA World Cup Brazil Legacy Fund](#)

IOC – [Olympic legacy](#)

Panam Sports/Peruvian Olympic Committee – [Information about legacy of Lima 2018 Pan American and Parapan American Games](#)

Overall standard among International Federations:

9 out of 31 members of ASOIF had a formal legacy programme and resources for communities in which events are hosted

National Federations

Danish Sailing Association – [Study of impact](#) of 2018 Sailing World Championships in Aarhus

The organisation has legacy programmes to assist communities in which events are hosted

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20, Indicator 5.8](#)

Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#): Criterion 4.3: Environmental and social responsibility – The Organisation has legacy requirements for communities in which its events are hosted.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Aarhus: Play the Game/ Danish Institute for Sports Studies, p.11-15: Principle 52: The organisation implements a policy for the promotion of environmental sustainability.

[Council of Europe Convention on an Integrated Safety, Security and Service Approach at Football Matches and Other Sports Events \(CETS No. 218\)](#).

[Recommendation Rec \(2021\)1](#) on recommended good practices on safety, security and service at football matches and other sports events, of the Saint-Denis Committee (Council of Europe).

ASOIF indicator 5.8 – scoring definitions used in the 2019-20 assessment

0. No.
1. Some support for communities which host events in their legacy planning.
2. Legacy programmes to assist communities in which events are hosted.
3. Formal legacy programme and resources to assist communities in which events are hosted.
4. State of the art programme and resources to assist event host communities, monitoring, details published.

D9

THE ORGANISATION HAS ANTI-DISCRIMINATION RULES

Anti-discrimination rules – rules that prohibit discriminatory treatment of persons or a group of persons based on certain protected characteristics.

See also the forthcoming IPACS sections on sustainability and human rights in relation to the Benchmark.

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The organisation has anti-discrimination rules

INTRODUCTION AND SIGNIFICANCE

In its nature, sport seeks to create a fair contest between individuals that operates within agreed rules and thus promote and exemplify the idea of equality between people, regardless of their characteristics.

Anti-discrimination is a human rights principle, enshrined in the Universal Declaration of Human Rights and in National Legislation.

The practice of sport is a human right; human rights include the right to access to sport without any discrimination.

Taking steps to prevent and tackle discrimination contributes to enhancing social cohesion.

Commonly recognised grounds of discrimination include but are not limited to race, colour, ethnicity, sex, sexual orientation, gender identity, age, disability, language, religion, political or other opinion, national or social origin, property, birth or other status.

Commentary

The organisation should put in place rules or a policy establishing a principle of anti-discrimination and identifying a range of protected characteristics; examples of characteristics to consider include but are not limited to: race, colour, ethnicity, sex, sexual orientation, gender identity, age, disability, language, religion, political or other opinion, national or social origin, property, birth or other status.

The organisation should pursue a disciplinary case in the event of allegations of discrimination.

The organisation should conduct proactive, educational anti-discrimination work, including internal training for staff, coaches and athletes.

Where appropriate, organisations should conduct anti-discrimination campaigns also targeting supporters and the general public.

The organisation should make public its work on anti-discrimination.

See also Recommendations B6 (publication of sanctions), C9 (gender equality and diversity) and D10 (inclusive sport).

Investment

Limited costs for putting in place appropriate rules; there may be costs associated with proactive educational work and/or disciplinary cases in the event of an allegation of discrimination.

The organisation has anti-discrimination rules

Guidance

1. Early stage

The organisation has an appropriate anti-discrimination clause in its official documents, such as the Statutes and Code of Ethics, identifying a range of characteristics.

The wording used in different documents is consistent.

2. Developing

The organisation has an anti-discrimination policy, which allows for timely reporting and disciplinary action in the event of an alleged case.

The organisation's leadership makes a public commitment to anti-discrimination.

The organisation has rules ensuring athletes, sporting delegations and supporters are able to participate without discrimination.

3. Advanced

The organisation has a designated staff member responsible for anti-discrimination matters.

The organisation regularly conducts proactive, educational anti-discrimination work both internally and with regard to supporters and the public.

The organisation pursues investigations and disciplinary action in response to allegations of discrimination, including reporting to public authorities when needed.

The organisation has a public-facing anti-discrimination campaign, appropriate to its specific circumstances.

The organisation makes public its work on anti-discrimination, including disciplinary action taken, in compliance with applicable privacy rules.

The organisation has anti-discrimination rules

GOOD PRACTICE EXAMPLES

International Sports Organisations (from 2020)

FIE – Anti-discrimination rules are covered in the [Statutes](#), Code of Ethics and Safeguarding Policy (although there are slight differences in the wording used in each case):

The [handbook of regulations](#) for championships and the bid questionnaire specify that a commitment must be made by the organising committee to grant visas to all participants – see pages 5 and 94.

World Rugby – Anti-discrimination rules are covered in in [Bye-Law 3.f](#), [Regulation 18.4.c](#) and Regulation 18 Appendix 1 article 1.12

World Rugby has published [transgender guidelines](#).

FIFA – A [Diversity and Discrimination guide](#) is published, which includes information on the FIFA Diversity Award and a three-step procedure for dealing with discriminatory incidents at events.

FIS – Anti-discrimination is covered in the Statutes, [Code of Ethics](#) and [Snow Safe Policy](#).

There is also a specific reference in [World Championship hosting rules](#) (5.2.2).

International Cricket Council – Detailed [anti-discrimination policy](#) with implementation guidelines.

Olympic Council of Asia – [Constitution 2 – non-discrimination](#).

Overall standard among International Federations

16 out of 31 members of ASOIF had an anti-discrimination policy covering all characteristics with evidence of implementation.

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.

National Olympic Committees

Brazilian Olympic Committee – [Anti-racism course](#).

South Africa Sports Confederation and Olympic Committee – Commitment to non-discrimination in [Statutes 2.4.6 and 3.1](#).

Dutch Olympic Committee and Sports Federation (NOC*NSF)

Feel at home in sports – [guidance on a positive sports culture](#)

Blog about [International Day against Racism and Discrimination](#).

National Federations

USA Swimming – [Code of Conduct 2 – non-discrimination](#).

[Athlete inclusion, competitive equity and eligibility policy](#).

[Commitment to improving diversity, equality and inclusion](#).

The organisation has anti-discrimination rules

SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20, Indicator 5.9](#)

SIGGS: [Principle 4 – Democracy, Participation and Inclusivity, indicator 10 and Roadmap Principle 4, Headline 4.5](#)

“How does your organisation approach diversity, inclusion and non-discrimination?”

European Commission Expert Group on Good Governance, [“Principles of Good Governance in Sport”](#): Principle 1.b: Goals and principles.

- Principle 4.e (6): Minimum democratic principles for appointment to decision making bodies – Ensuring that the appropriate level of inclusivity, diversity and sports representation is achieved and maintained across decision making bodies.
- Principle 8.b: Adoption and implementation of an inclusivity strategy.

Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#):

- Criterion 2.2: Representation of members and stakeholders – Protection and representation of minority groups.
- Criterion 4.4: Athletes’ involvement, participation and care – The Organisation has clear anti-discrimination regulation and policy.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Aarhus: Play the Game/ Danish Institute for Sports Studies, p.11-15: Principle 49: The organisation implements a policy combating discrimination in sport.”

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

- Theme 6.1 “Right to participate and involvement of the athletes in the Olympic and Sports Movement and governing bodies”, Principle 2: Sports organisations must refrain from any discrimination.

[Olympic Charter](#), Fundamental Principle of Olympism 4:

“The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.”

[Olympic Charter](#), Fundamental Principle of Olympism 6:

“The enjoyment of the rights and freedoms set forth in this Olympic Charter shall be secured without discrimination of any kind, such as race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.”

[IOC Code of Ethics](#), Article 1, paragraph 1.4

[IOC Statement](#) on the Participation of Sporting Delegations and Athletes in International Sports Events – Principle of Autonomy and Non-Discrimination:

ASOIF Governance Support and Monitoring Unit: [Notes on anti-discrimination regulations for International Federations](#)

ASOIF indicator 5.9 – scoring definitions used in the 2019-20 assessment

0. No.

1. Recognition of antidiscrimination issues in official documents.
2. Official antidiscrimination policy or policies in place.
3. Anti-discrimination policy/policies covering all characteristics, evidence of implementation (e.g. education activity or sanctioning).
4. State of the art antidiscrimination policies, evidence of implementation, results published.

D10

THE ORGANISATION DEDICATES APPROPRIATE RESOURCES TO INCLUSIVE SPORT, INCLUDING DISCIPLINES FOR THOSE WITH A DISABILITY

Inclusive sport – sport activity that is proactively designed through the organisation’s behaviour, actions and decision-making to enable people with different backgrounds, characteristics and identities to participate and feel valued; in some cases there may be different organisations responsible specifically for one or more disability disciplines in a sport.

See also the forthcoming IPACS sections on sustainability and human rights in relation to the Benchmark.

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Language

The French version is underway.

The organisation dedicates appropriate resources to inclusive sport, including disciplines for those with a disability

INTRODUCTION AND SIGNIFICANCE

Involvement in sport can generate benefits for the whole of society and bring people together; it is unjust if certain people are excluded through no fault of their own.

Sport organisations that succeed in being inclusive have a larger potential market because they can reach a wider audience; they are also more likely to be successful in attracting and retaining good people in voluntary and employed roles.

For sports organisations that have a mission to develop community sport, dedicating resources to inclusive sport is essential to achieving their objectives.

Commentary

In its behaviours, actions and decision-making, the organisation should seek to enable people with different backgrounds, characteristics and identities to participate and feel valued.

The organisation should make a public commitment to inclusive sport.

The organisation should consider the potential impact on different groups in making decisions.

If it has the authority to do so, the organisation should allocate appropriate resources to the disability discipline(s) in the sport, or else co-operate formally with the body that is responsible.

The organisation should set targets and monitor progress towards becoming more inclusive, including in sports participation, employment, coaching and its leadership.

The organisation should seek any appropriate accreditations that are available (e.g. national programmes regarding inclusion of people with a disability).

See also Recommendations C9 (equality and diversity), D5 (social responsibility) and D9 (anti-discrimination).

Investment

There are limited costs associated with the initial strategic commitment to inclusive sport and in the implementation of measures to make sports more inclusive.

The organisation dedicates appropriate resources to inclusive sport, including disciplines for those with a disability

Guidance

1. Early stage

The organisation's leadership makes a public commitment to inclusive sport.

In its behaviours, actions and decision-making, the organisation seeks to enable people, with different backgrounds, characteristics and identities to participate and feel valued.

The organisation considers the potential impact on different groups in society in making decisions; such "groups" to consider might include lower-income participants in the sport, residents in a local area, elite female athletes and so on.

If it has the authority to do so, the organisation allocates appropriate resources to the disability discipline(s), or the organisation co-operates actively with the body responsible for the disability discipline(s) in the sport(s).

2. Developing

The organisation explains its approach to inclusive sport in its strategy.

The organisation monitors involvement and participation by different groups in society, including in sports participation, employment, coaching and its leadership.

The organisation has a committee and executive support to govern the disability discipline(s), or the organisation has a formal agreement in place with the responsible body.

3. Advanced

The organisation has an action plan for becoming more inclusive and reports on progress towards objectives, seeking to improve.

The organisation achieves appropriate accreditations that may be available (e.g. national programmes regarding inclusion of people with a disability).

The organisation integrates the governance of the disability discipline(s) through multiple departments, or the organisation provides resources to the responsible body.

The organisation dedicates appropriate resources to inclusive sport, including disciplines for those with a disability

GOOD PRACTICE EXAMPLES

International Sports Organisations (from 2020) – disability sport specifically

ITF – Wheelchair tennis is fully integrated within the ITF structure and there is a [professional tour](#)

ITTF – There is a full-time employee working on [Para Table Tennis](#) and development work is led by the High Performance and Development department

World Triathlon – There is a department dedicated to [Paratriathlon](#) and a Paratriathlon Committee. Activity is extensive

WCF – Annual World Wheelchair Curling Championships and other events take place – the disability sport is integrated throughout the organisation. Wheelchair Curling is incorporated in [the rules of the sport](#)

International Paralympic Committee – [Diversity and Inclusion Policy](#)

Overall standard among International Federations:

19 out of 31 members of ASOIF provided integrated support for the Paralympic/ disability discipline(s) through multiple departments, or provided resources to the organisation responsible.

National Olympic and Paralympic Committees

German Olympic Sports Confederation (DOSB) – [Conference on sexual and gender diversity in sport](#)

Canadian Paralympic Committee – [Detailed information on diversity and inclusion](#)

National Federations

Finnish Ice Hockey Association – [Special Hockey for players with a disability](#)

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SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20, Indicator 5.10](#)

[SIGGS: Principle 4 – Democracy, Participation and Inclusivity, indicator 10 and Roadmap Principle 4, Headline 4.5](#)

“How does your organisation approach diversity, inclusion and non-discrimination?”

[Olympic Charter](#), Fundamental Principle of Olympism 4:

“The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.”

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Aarhus: Play the Game/ Danish Institute for Sports Studies, p.11-15: Principle 48: The organisation implements a policy on social inclusion through sport.

ASOIF indicator 5.10 – scoring definitions used in the 2019-20 assessment

0. No.

1. IF provides some limited support to the organisation responsible for the Paralympic/disability discipline(s) in the sport.
2. IF has a committee and some staff support to oversee the Paralympic/disability discipline(s), or IF has a formal agreement in place with the responsible organisation.
3. IF support for Paralympic/disability discipline(s) integrated through multiple departments (or support for another organisation) with appropriate resources.
4. IF provides state of the art support for Paralympic/disability discipline(s) integrated through all relevant departments with appropriate resources.

For any questions, please contact IPACS
at the following address:

to-contact-us@ipacs.sport

www.ipacs.sport