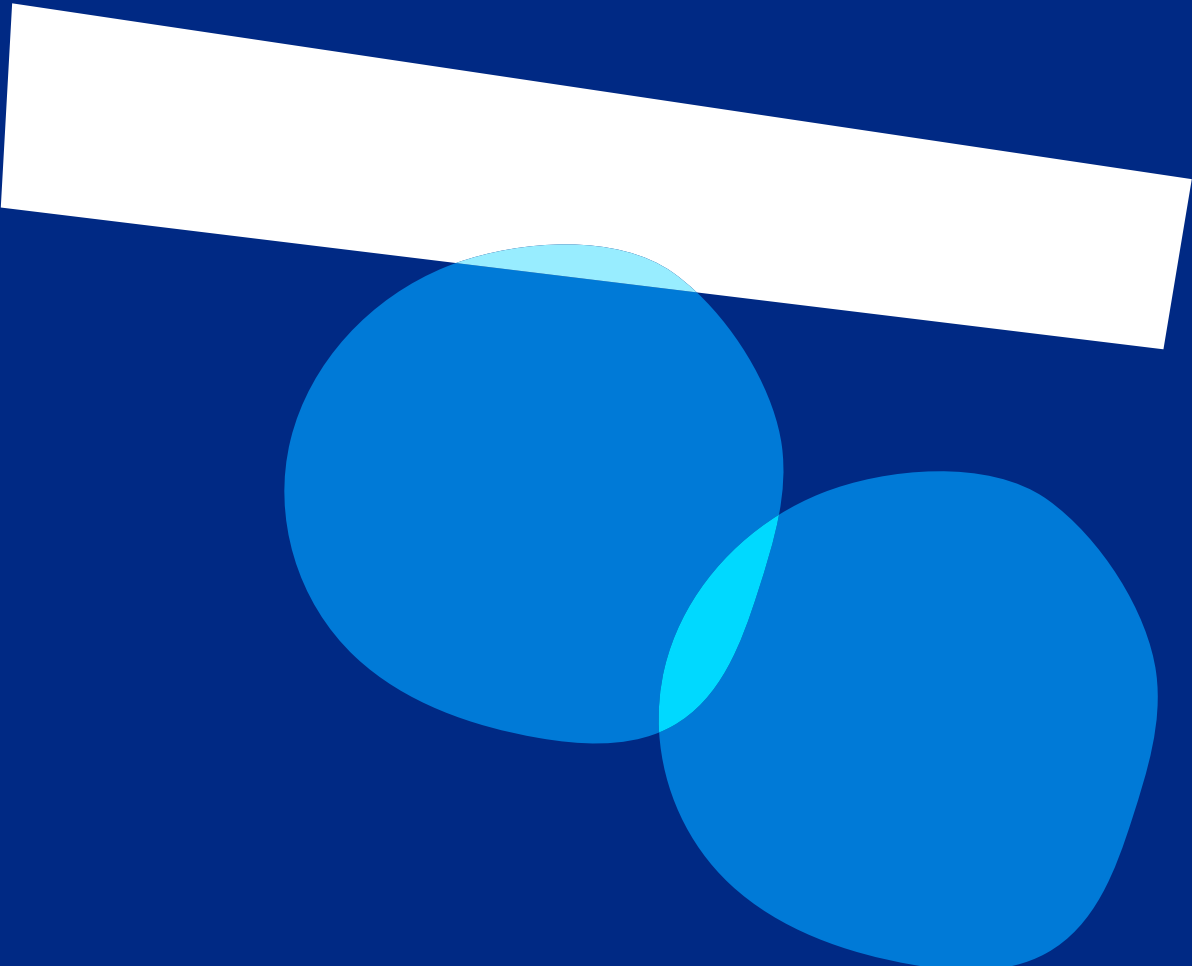




SPORT GOVERNANCE BENCHMARK AND GUIDELINES HANDBOOK

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“KNOW YOUR HANDBOOK”

Why is Good Governance of sports organisations important?

Good governance is crucial for sports organisations’ ability to serve their members and for their credibility. The principles of good governance, such as

What is governance?

Governance can be defined as “the structures and processes whereby a social organisation – from a family to corporate business to international institution – steers itself, ranging from centralised control to self-regulation”.

United Nations, 2016, p. iv.

transparency, integrity, democracy, development and solidarity, and checks and balances, help mitigate the risks of corruption and other forms of wrongdoing in sport. This protects individuals and sports organisations from corruption’s negative consequences.

Corruption undermines the positive impact that sport can have in our societies. Its consequences include loss of integrity, reputational damage and loss of trust, economic loss, legal and regulatory sanctions, and both direct and indirect harm to athletes and other individuals. Good governance is not only a matter of organisational effectiveness, but also a critical safeguard for the values and credibility of sport¹.

¹ It should be noted that there is no end point to improving governance, but rather a continuous process of making incremental improvements through ongoing assessments.

What is the aim of this handbook and how should it be used?

This handbook is designed to support sports organisations in the implementation of the IPACS Sport Governance Benchmark by offering a simplified and practical approach. Its aim is to help organisations set up a blueprint for good governance, ultimately also contributing to the prevention of corruption in sport.

To use the handbook effectively:

- i. Understand the principles of good governance and why they matter for your organisation.
- ii. Familiarise yourself with the six stages of the blueprint for good governance in the handbook¹ and the IPACS Governance Benchmark glossary.
- iii. Make the tools and resources your own, in particular the self-assessment questionnaires, to identify your organisation's current strengths and areas for improvement. Adapt them to your organisation's specific context and needs.
- iv. Refer to the IPACS Sport Governance Benchmark & Guidelines for complementary insights, or contact the IPACS Support Office for further support or guidance².

In implementing these recommendations, sports organisations also need to ensure compliance with their respective national legal frameworks.

¹ It should be noted that there is no end point to improving governance, but rather a continuous process of making incremental improvements through ongoing assessments.

² Contact IPACS at to-contact-us@ipacs.sport.

Who is the handbook for?

This handbook is meant to be used by individuals and teams working in sports organisations at any level (international, regional, national and/or local), who are contributing to promoting good governance within sport. It can be particularly helpful for people that are starting to implement good governance measures within their sports organisation.

Good governance is an ongoing journey, and all individuals within a sports organisation, not just those responsible for the implementation, have a role and responsibility in promoting it!

What is good governance?

Good governance is commonly thought to include topics such as “respect of human rights, the rule of law, effective participation, multi-actor partnerships, transparent and accountable processes and institutions, [...] access to knowledge, information and education, political empowerment of people, equity, sustainability”.

Office of the High Commissioner of Human Rights “[About good governance](#)”.



OVERVIEW OF IPACS SPORT GOVERNANCE BENCHMARK AND ITS 50 RECOMMENDATIONS

The IPACS Sport Governance Benchmark provides a common reference for governments and the sports movement on good governance in sport. The 50 recommendations constitute the backbone of the Benchmark. They are based on good practices in sports and international governance, including specific anti-corruption requirements.

These recommendations are based on the following principles: transparency, integrity, democracy, development and solidarity, and checks and balances/control mechanisms.

For each recommendation in the Benchmark, guidelines have been presented as follows:

- Definition(s);
- Introduction to the respective benchmark and its significance;
- Commentary on the action to be taken;
- Commentary on the investment required;
- Explanation of the various stages of implementation (“early stage”, “developing” and “advanced”);
- Example(s) of good practice;
- Reference(s).

TRANSPARENCY

- A1 The organisation makes public its Statutes, rules and regulations.
- A2 The organisation makes public an explanation of its organisational structure including staff, officials, committee structures and other relevant decision-making groups.
- A3 The organisation makes public its vision, mission, values and strategic objectives.
- A4 The organisation makes public a list of all its member organisations, with appropriate information for each.
- A5 The organisation makes public details of officials on its governing body with biographical information.

- A6 The organisation makes public an annual activity report, including institutional information, and main events reports.
- A7 The organisation makes public annual financial reports following external audit.
- A8 The organisation makes public the allowances and financial benefits of officials on its governing body, commissions and senior executives.
- 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.
- 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.

INTEGRITY

- B1** The organisation recognises the IOC Code of Ethics and/or has its own Code of Ethics with designated responsibility for ensuring implementation.
- B2** The organisation has anti-doping rules which comply with the World Anti-Doping Code and designated responsibility for ensuring implementation.
- B3** The organisation complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions (and/or national regulations where applicable).
- B4** The organisation has confidential reporting mechanisms, including for “whistle-blowers” with a protection scheme for individuals coming forward.
- B5** The organisation provides for appropriate investigation of incidents affecting sports integrity.
- B6** The organisation makes public all decisions regarding breaches of rules or codes including sanctions, as well as pending cases where permitted.
- B7** The organisation has programmes in place regarding safeguarding all persons in, or dealing with the organisation, from harassment and abuse.
- B8** The organisation is compliant with applicable laws regarding data protection and takes measures to ensure IT security.
- B9** The governing body of the organisation has committed to a policy of zero tolerance for unethical behaviour.
- B10** The organisation has adopted an anti-corruption Code of Conduct or policy.

DEMOCRACY

- C1** The organisation elects the President and a majority of members of the governing body.
- C2** The organisation has rules on campaigning to ensure election candidates can campaign on a balanced footing including opportunity for candidates to present their vision/programmes.
- C3** Election process takes place with secret ballot under a clear procedure/regulation and independent supervision.
- C4** The organisation makes public all open positions for elections and non-staff appointments, including the process for candidates and full details of the roles, job descriptions, required skills and experience, application deadlines and assessment.
- C5** The organisation has established and makes public eligibility rules for candidates for election/appointment together with due diligence assessment.
- C6** The organisation has term limits for elected officials.
- C7** The organisation provides for the representation of all key stakeholders (including “active” athletes as defined in the Olympic Charter) in its committee structures and other relevant decision-making groups.
- C8** The organisation has conflict-of-interest rules identifying actual, potential and perceived conflicts, with exclusion of members with an actual conflict from decision-making.
- C9** The organisation has a programme for promoting gender equality and diversity in and through sports.
- C10** The organisation has programmes designed to ensure that the members function in accordance with all Codes of Ethics recognised by the organisation.

DEVELOPMENT & SOLIDARITY

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

CHECKS & BALANCES/ CONTROL MECHANISMS

- E1** The organisation has established an ethics committee with independent representation.
- E2** The organisation has an audit committee that is independent from its governing body.
- E3** The organisation has control mechanisms and external financial audit including some anti-corruption specific measures.
- E4** The organisation conducts risk assessment including corruption-related risks.
- E5** The organisation has adopted rules which comply with competition law/anti-trust legislation in eligibility of athletes and sanctioning of events.
- E6** The organisation observes open tenders for major commercial and procurement contracts (other than event bidding).
- E7** Decisions can be challenged through internal appeal mechanisms with final recourse to an appropriate independent body ensuring the right to a fair trial.
- E8** The organisation exercises due diligence and effective risk management in bidding requirements, presentation, assessment and allocation of main events.
- E9** Awarding of main events follows an open and transparent process.
- E10** The organisation has procedures for assessing third parties (protection against external risks), such as clients, service providers, intermediaries, subcontractors, etc.

A BLUEPRINT FOR GOOD GOVERNANCE

This section of the handbook provides a practical framework to support sports organisations in implementing the IPACS Sport Governance Benchmark. It begins with a set of four preparatory steps designed to help organisations establish a strong foundation for action. These steps are followed by six implementation stages, as indicated below. These stages group together recommendations drawn from across the five dimensions of the IPACS Sport Governance Benchmark. They are rearranged in a sequential way to make them easier to implement.

The preparatory steps to ensure a strong foundation for success before you embark on your good governance journey are as follows.

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Preparatory Step 1

Values alignment and Tone from the top

Align your sports organisation's values with the principles of good governance. These values are not abstract ideals. They should be reflected in the organisation's mission, strategy, policies, leadership behaviours and day-to-day operations. Aligning values means ensuring that the organisation's actions and culture consistently uphold these principles.

Effective good governance begins with a commitment by your organisation's leaders. This also includes a shared commitment to zero tolerance for wrongdoing, and a clear tone from the top. Leadership has to lead by example, adhering to the good governance principles at all times and addressing every instance of wrongdoing.

Why is leadership buy-in important? Among other things, because it sets the tone for the organisation. Having committed leaders leads to committed employees, the appropriate allocation of resources, proactive efforts to identify and mitigate risks and address issues, and accountability at all levels.

Examples of how to align values and get leadership buy-in:

- Organise focus groups and townhall meetings where individuals working in the organisation are asked about its direction. Topics that could be covered include important values, key issues and the culture of the organisation.
- Organise workshops for the leadership during which you communicate the benefits of strengthening governance and provide training on how to effectively leverage and navigate governance reforms.

Preparatory Step 2

Stakeholders' engagement and support

The effective adoption of good governance measures requires support from key stakeholders at an early stage. This can assist in building consensus around the adoption of these measures. The expectations of internal and external stakeholders are also important, as is assessing organisational culture, risk exposure and other considerations.

As part of these initial two steps, consider conducting a comprehensive analysis of the organisation's current situation. This includes reviewing applicable legal requirements and internal regulations.

This assessment will help ensure that the governance measures adopted are relevant, targeted and effective. For this purpose, feel free to use the "blueprint for good governance tracker template" shared in Chapter 6: Additional Tools and Resources.

Examples of how to achieve engagement and support:

- Establish a Good Governance Steering Committee, comprising representatives from all relevant departments. This committee can develop a roadmap detailing the current situation, priority areas for improvement, and targeted implementation dates, among other information. The roadmap can be endorsed by the organisation's board and then presented to the members during the general assembly for consideration and approval.
- Conduct surveys or set up focus groups with external stakeholders to gather insights and understand expectations. This can include asking them about their priorities and concerns. Use this feedback to align the organisation's roadmap and actions.

Preparatory Step 3

Investment in Good Governance

The actions and measures needed to strengthen good governance within your sports organisation will require investment of financial, human, technical and other resources. The level of investment can change over time. More upfront investment may be needed initially, but the cost of maintaining good governance will decrease over time as the measures are implemented and your organisation effectively derisks itself from the potential impact of poor governance.

To assess the investment that might be initially required, we invite you to review the [IPACS Sport Governance Benchmark](#). Each recommendation has a comment on any investment needed.

Remember, acts of wrongdoing and integrity violations come at a cost. They can lead to financial loss, damage reputation and credibility, and even harm human rights, among other impacts. **Preventing these risks is therefore a smart investment.**

Preparatory Step 4

Decide on an approach

Before deciding on and implementing good governance measures, the team/individual responsible for leading this task in the sports organisation should consider adopting an approach that aligns with the specificities of the organisation. The chosen approach should aim to have the greatest impact, while remaining realistic and sustainable.

There is no one-size-fits-all approach. Each sports organisation must determine the approach that best aligns with its bandwidth and capacity to strengthen its governance.

Taking these preparatory steps will help you, and your sports organisation, be better prepared when starting your good governance journey. Any governance reform should be driven as a collaborative effort that takes the views of your key stakeholders into consideration and ultimately aligns with the values underpinning good governance. To effectively embrace good governance principles within the organisation, key stakeholders must take ownership along the journey and believe in the outcome.

The next sections are intended to support the implementation of the IPACS Benchmark and Guidelines.

Here are some key areas to consider and examples of approaches that can be considered.

Some key areas for consideration when deciding on which approach to take:

- Members' willingness to embrace change;
- Members' capability to absorb and enact change;
- Organisation structure;
- Organisation priority areas;
- Critical issues to be prioritised; and
- Available resources.

Examples of approaches that can be considered:

- Sequential approach: implementing governance measures step by step, starting from the most urgent or foundational areas and gradually expanding; or
- Comprehensive reform: implementing a broad reform process that addresses multiple governance dimensions simultaneously.

Stage 1

Setting the Basis: Statutes, Rules and Regulations

Just as every sport requires a clear set of rules to define its structure, and ensure fair play, consistency and integrity, sports organisations must develop and adopt clear and robust statutes, rules and regulations, including a Code of Ethics covering key topics and relevant procedures, to set the foundation of good governance.

How to get started

Review existing statutes, rules and regulations and identify the existing gaps in the governance framework.

Identify all relevant stakeholders that need to be engaged in the reforms and create a sense of ownership in the process.

Prioritise key areas for improvement and designate a responsible individual/team to lead the reform.

Implement reforms — including the adoption of new code, rules and regulations when relevant.

Monitor progress, evaluate effectiveness and practical implementation — corrective measures might be needed along the way.

Here are the key integrity-related codes, rules and regulations that sports governance should adopt to complement the organisation's statutes:¹

- Code of Ethics;
- World Anti-Doping Code;
- Olympic Movement Code on the Prevention of the Manipulation of Competitions;
- Anti-Corruption Policy;²
- Conflict of Interest Policy;
- Safeguarding Policy;³
- Data protection regulations and IT security measures;
- Anti-discrimination rules;
- Policy on compliance with competition law/anti-trust legislation, athlete eligibility, and sanctioning events (in the sense of approving or certifying).

To learn more about each of these rules and regulations, for example why are they relevant, what topics each should cover, the various stages of implementation and good practices, remember to consult the [IPACS Sport Governance Benchmark](#).

Remember that, just as in sport, rules alone are not enough. Implementation and effective enforcement, including through independent oversight bodies⁴, are essential. So is top management leading by example to promote a culture of good governance within the organisation.

¹ Other policies, including internal control mechanisms, procurement policies, bidding rules and election rules, are addressed in greater detail later on in stages 1, 3, and 4.

² It is recommended that the anti-corruption policy include clear provisions on gifts and hospitality.

³ It is recommended considering that the Safeguarding Policy adopts a trauma-informed approach.

⁴ A strong governance culture is reinforced by the presence of independent oversight bodies, such as audit and finance committees and ethics commissions. For more information on checks and balances/control mechanisms go to stage 3, or Dimension E of the IPACS Sport Governance Benchmark.

Democratic procedures in the statutes/rules

As explained in the introduction, democracy is a fundamental dimension of good governance in sport. Election rules and procedures that allow for fair, representative and transparent decision-making processes are essential. They help to ensure that decisions serve the best interests of the organisation, the athletes and the sport, rather than private interests.

The promotion of democratic principles in governance structures must also support gender equality and diversity at all levels of the organisation. Ensuring inclusive and non-discriminatory policies and commitments helps address inequalities and underrepresentation.

Key democracy principles for sports governance are:

- Regular elections;
- Campaign regulations;
- Transparent election process;
- Eligibility rules;
- Term limits;
- Age limits (may also be considered);
- Stakeholder representation;
- Gender equality and diversity.

Self-assess and understand where your organisation stands with respect to implementation of the democracy principles. In Chapter 6, Additional Tools and Resources, you can find some questions that will guide you in this task.

After conducting the self-assessment, the next task is to identify those areas that need to be added and/or strengthened. Review the recommendations on the [IPACS Sport Governance Benchmark Democracy dimension](#) for further guidance on how to guarantee the highest standards of democracy in your organisation. You can find some examples below.

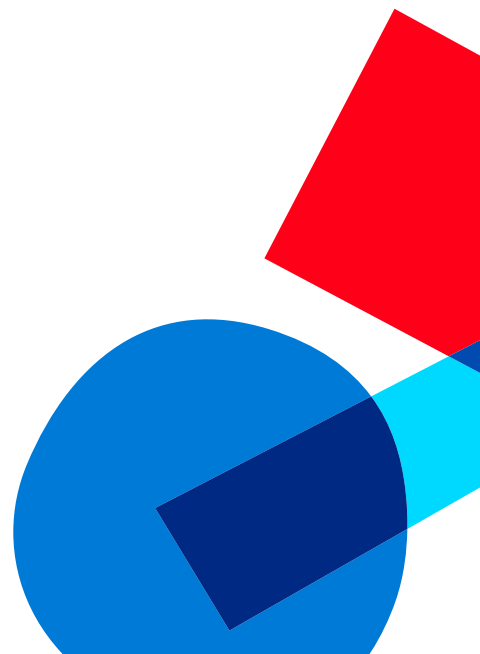
The organisation elects the President and a majority of members of the governing body

Objective

Strengthen the legitimacy of the organisation's leadership with open and fair elections.

Key elements

- Voting members of the general assembly (or the governing body) of the organisation elect the president for a defined term of office.
- Voting members of the general assembly (or the governing body) of the organisation elect members of the governing body for a defined term of office.
- Any other members of the governing body are nominated by stakeholders/ member organisations or recruited as independent members based on predefined rules.



Organisation provides for the representation of all key stakeholders

Objective

Strengthen inclusivity and representation in decision making.

Key elements

- Representatives from all key stakeholders, including athletes, in governing bodies.
- Policies for ensuring diverse representation in governing bodies.
- Overall strategy covering stakeholder engagement.

The organisation has clear rules and regulations for election campaigns

Objective

Ensure a fair and transparent election process where all candidates have equal opportunities.

Key elements

- Establish rules governing campaign conduct and financing.
- Allow candidates to announce their candidacy in advance.
- Provide equal opportunities for candidates to present their programmes with equal treatment.
- Set clear regulations to prevent conflicts of interest.

Promoting gender equality and diversity in and through sport

Objective

To overcome inequalities in sport and within sports organisations based on gender, ethnicity, disability, age, socio-economic group and other characteristics.

Key elements

- An equitable proportion of women and men in a sports organisation's activities and a balance in media coverage and resource allocation.
- Acting without discrimination, and action to address inequality of opportunity.
- Prevention of gender-based violence and efforts to ensure the safety and wellbeing of all participants and their right to participate without fear of violence, abuse or harassment.
- Targets that are monitored and reported on, which can include quotas and/or action to be taken towards being more balanced and diverse.

Sports organisations have a responsibility to adhere to, and fully implement, their rules and regulations. The next sections will guide you through the next stages of the good governance journey.

Remember that periodic review of the rules is needed. Reviewing the implementation of the current statutes, rules and regulations on a periodic basis allows you to identify provisions that might need to be amended to ensure they remain relevant and effective.

2

Stage 2

Ensuring that all relevant information is made available to key stakeholders

Once the statutes, rules and regulations have been established and/or reviewed, the next stage is publication.

Strengthening the level of transparency in an organisation entails making available to the stakeholders and the general public all relevant information on why and how decisions are made, where the organisation is going, and how it is getting there, for example. In this regard, there are two levels of transparency that need to be considered: information that needs to be shared with the public in general through the organisation's website; and information that needs to be shared internally (e.g. board meeting minutes to the members of the corresponding governing body) based on their materiality, confidentiality and relevance.

For instance, publication of the organisation's statutes and other regulations allows people within the organisation, other stakeholders and the general public to understand how the organisation is governed and the

internal rules to be followed. By fostering transparency, organisations allow for scrutiny and demonstrate a willingness to be open about their operations.

While transparency is a central dimension of good governance, it is not the same as accountability. Accountability requires more than being transparent; it entails explaining decisions and actions, and accepting the consequences of those decisions and actions, whether positive or negative. Transparency is therefore a means to accountability, but not the only factor.

The following checklist is intended to be used to assess whether all the relevant information on the sports organisation is available on the official website.¹

¹ While ensuring the highest level of transparency, sports organisations should ensure that publication of the information included in the list, and other details, complies with the applicable regulations, including those on data protection and privacy.

A checklist for assessing if all relevant information on the sports organisation is available on the official website.

- | | |
|--|---|
| ☐ Statutes, rules and regulations | ☐ Expenses policy/policies covering officials and staff |
| ☐ Organisational structure | ☐ Annual General Assembly documents |
| ☐ Vision, mission, values and strategic objectives | ☐ Summary of the governing bodies' decisions |
| ☐ List of members | ☐ Decisions on breaches of rules and regulations |
| ☐ Governing body | ☐ Financial redistribution activities — when applicable |
| ☐ Annual activity report | ☐ Disciplinary decisions |
| ☐ Audited annual financial report | |

Stage 3

Protecting the integrity of the organisation

Once your sports organisation has established the foundational building blocks of good governance, it needs to ensure that the principles and provisions outlined in the organisation's statutes, rules and regulations are effectively implemented. Good governance does not just involve setting up rules and regulations on paper. Sports organisations have a responsibility to take concrete action to protect individuals from harm, prevent wrongdoing, and uphold the credibility of their sports.

Upholding good governance frameworks is not automatic, even in small organisations, and requires the construction of multiple “lines of defence” in order to fully consolidate them. This section outlines the key structures that make up these “lines of defence” including ethics and audit committees/commissions, reporting mechanisms, investigation procedures, disciplinary actions, financial control mechanisms, and risk management programmes.

Establishing an Ethics Committee/Commission and an Audit Committee/Commission

Establishing oversight bodies helps sports organisations maintain independent supervision over the enforcement of their rules and regulations, prevent misconduct, consider sanctions, and uphold integrity. Establishing a risk management programme and assessment of third parties

An additional “line of defence” is to establish a risk management programme. Proactively identifying, assessing and mitigating risks also contributes to protecting integrity, as it helps prevent the negative impacts of risks, while assessment of third parties such as suppliers and sponsors ensures that all external engagements align with the organisation's ethical and governance standards. By incorporating these measures, the organisation can enhance its resilience, minimise wrongdoing and protect its own integrity and that of individuals.

How to get started

Establish key independent oversight bodies, including an ethics committee/commission and an audit committee/commission (define roles and responsibilities and composition).

Establish a risk management programme and third-party assessment to mitigate vulnerabilities.

Set up a reporting mechanism with whistleblower and witness protections.

Define clear investigation and disciplinary procedures.

Periodically review the level of effective implementation — implement corrective measures when and where needed.

Ethics Committee/ Commission

Key considerations

Independent and separate from governing body.

Depending on the size of the sports organisation, it can be composed of one individual (preferably free of any connection to the sports organisation at a national and/or international level) or a group of individuals (with relevant expertise, and with the majority of members being independent).

Functions should include one or more of the following:

- i. Periodically reviewing the Code of Ethics, with final approval by the governing body or general assembly;
- ii. Advising on ethical matters;
- iii. Investigating alleged breaches of the Code of Ethics, and recommending sanctions; and
- iv. Disciplinary/passing judgment on alleged breaches of the Code of Ethics and determining disciplinary sanctions after due process.

Audit Committee/ Commission

Key considerations

Independent.

Depending on the size of the sports organisation, it can be composed of one individual (preferably free of any connection to the sports organisation at a national and/or international level) or a group of individuals (with relevant expertise, and with the majority of members being independent).

Functions should include:

- i. Providing support and oversight to staff, including internal auditor and governing body;
- ii. Identifying and mitigating financial, operational and compliance risks to the organisation; and
- iii. Providing additional expertise and scrutiny on financial matt.

Key elements of a risk assessment:

- Risk identification: identifying and evaluating opportunities and actual and potential risks that could impact the achievement of the organisation's objectives.
- Risk categorisation: financial, political, legal, reputational, human rights, security, sustainability, operational, etc.
- Mitigation strategies: developing and implementing a plan for minimising the occurrence of the risks identified.

Key elements of an assessment of third parties:

- Due diligence: establishing a defined process for carrying out due diligence on third parties, such as sponsors, service providers, intermediaries and contractors.
- Including contractual obligations for third parties to comply with key rules and regulations, e.g., Code of Ethics, anti-corruption policy, procurement policy and human rights.

For further guidance and practical tools to support your organisation's governance journey, explore Chapter 6, Additional Tools and Resources, of this handbook, and the IPACS Governance Benchmark, which offer a range of resources, good practices and implementation guidelines.

Establishing a reporting mechanism that includes protection for whistleblowers and victims, clear investigation procedures, and disciplinary actions

The previous “lines of defence” are focused mainly on prevention; however, wrongdoing can still happen, and it is important for the organisation to be ready to address such breaches in a timely, effective and fair manner. Establishing a strong reporting mechanism with protections for whistleblowers and other people concerned, especially victims, clearly defined investigation procedures, and disciplinary actions ensures that the rules are enforced, misconduct is

addressed, individuals are protected, and the integrity of the organisation is upheld. In some circumstances, sports organisations will establish the reporting mechanism themselves. In other situations, it may be possible or desirable to outsource such a service to another organisation and/or a specialist external supplier at national or international level.

Key considerations for the reporting mechanism and the whistleblower protections include:

- Confidential mechanism: establishing (a) secure channel(s) for reporting any wrongdoing/breaches of the rules, ensuring confidentiality and allowing for anonymous reporting.
- Whistleblower protection: implementing policies that ensure protection from retaliation for the reporting person/whistleblower and witnesses.
- Awareness and training: promote a speak-up culture, and educate on how to report, what to report and the protection available.

Examples of types of reporting channels:

- Dedicated platform linked to the sports organisation's webpage;
- Dedicated email address;
- Postal service;
- Dedicated smartphone app;
- In person to a specific individual, for example at an event.

For further guidance and practical tools to support your organisation's governance journey, explore Chapter 6, Additional Tools and Resources, of this handbook, and the IPACS Governance Benchmark, which offer a range of resources, good practices and implementation guidelines.¹

¹ The joint UNODC and IOC publication, “Reporting Mechanism in Sport: A Practical Guide for Development and Implementation”, which provides further insights and practical examples for establishing effective reporting mechanisms, can also be consulted for further guidance.

Key considerations for investigation and disciplinary procedures include:

- Designated individual/team: responsible for conducting the independent and unbiased investigations.
- Allocation of appropriate resources for investigating.
- Clear investigatory procedure: include considerations for determining when to investigate and how to allow victims to seek remedy.
- Disciplinary framework: establish fair and enforceable sanctions for wrongdoing.
- Appeal mechanisms: guarantee the right to be heard and to challenge decisions through appeal mechanisms (internal mechanisms with final recourse to an appropriate body) ensuring the right to due process.

Self-assess and understand where your organisation stands with respect to the implementation of measures aimed at protecting integrity. In Chapter 6, Additional Tools and Resources, you can find some questions to guide you in this task.

After conducting the self-assessment, the next task is to identify the areas that need to be added or strengthened. Use the [IPACS Sport Governance Benchmark](#) recommendations to support you in your good governance journey.

By establishing strong integrity mechanisms, sports organisations not only protect individuals and uphold the credibility of sport, they also reinforce trust in their governance structures. Good governance extends to financial management, ensuring transparency, accountability, sustainable resource allocation, and funding diversification. The next section explains how financial governance is an integral part of good governance, and how it strengthens the long-term credibility of the organisation.

How to get started (example)

Receiving a report via the reporting mechanism

Report can be submitted via the reporting channels available based on the organisation's policy.

Preliminary investigation

Understanding what happened, who was involved and when it happened, to assess whether the matter reported related to a breach of the ethical principles and the organisation's codes, rules and regulations.

Investigation (if applicable)

The person/team assigned to investigating the matter should have no interest in the outcome of the case. The investigator should determine, by reviewing all relevant documents, the facts of the case and interviews with the person concerned and witnesses, if any, among other evidence, if a breach of the code/rule/regulation took place.

Investigation final report.

Should include details of the investigatory steps taken and findings, conclusions and/or recommendations regarding the disciplinary sanctions and remedies.

Review and decision by an independent body.

An independent body/relevant authority reviews the investigation report and determines whether to proceed with disciplinary action.

Communication of the final decision, implementation of sanctions, if applicable, and right to appeal.

4

Stage 4

Financial governance

Financial governance¹ ensures that your sports organisation operates transparently, allocates resources effectively and maintains integrity in financial decision making. In turn, putting in place robust financial governance practices enhances trust among stakeholders and minimises risks of mismanagement and corruption.

In the previous stage on protecting integrity, we described establishing an Audit Committee/ Commission and the importance of implementing risk management and assessment of third parties. On top of these measures, additional control mechanisms are essential for ensuring financial sustainability and, in turn, strengthening your organisation's governance.

How to get started



Ensure transparent allocation of resources



Implement control mechanisms and external audit processes



Implement anti-corruption policies and effective oversight

including conflict of interest management and mitigation, and due diligence procedures



Establish an open tenders process and a transparent awarding of events process



Periodically review financial policies and implement corrective measures when and where needed

¹ Building on Principle 4: Financial governance, of the Basic Universal Principles of Good Governance within the Olympic Movement (BUPGG), this stage consolidates most of the recommendations related to financial governance across the various dimensions of the IPACS Sport Governance Benchmark.

These additional measures include establishing and implementing a transparent budgeting process that allows for tracking/monitoring of financial planning and expenditures. They also include implementing control mechanisms and an external financial audit¹. These additional control mechanisms include:

- Accounting control mechanism (e.g. travel and expense policy, segregation of duties, reserves policy and dual signature).
- Production of financial statements in accordance with recognised accounting standards.
- Budgeting process.
- An external audit conducted by (an) independent financial expert(s).
- Annual publication of audited financial reports.

Another key aspect is the establishment of open tender processes for major commercial and procurement contracts. This might begin with defining a delegation of authority, identifying who is responsible for approvals, and implementing a procurement policy that defines how purchasing decisions are made based on budget thresholds and roles. Developing a comprehensive procurement policy that covers the full lifecycle of contracts promotes fairness and competitiveness in vendor selection, helping to mitigate against corruption risks.

Open tenders for major commercial and procurement contracts (other than event bidding)

Key elements

- Internal financial rules requiring a competitive tender for goods or services above a reasonable threshold;
- Ensure open, transparent and competitive procurement processes;
- Conflict of interest management;
- Procurement policy covering the full cycle (from planning to execution of the contract);
- Responsible sourcing.

More information

- [IPACS Sport Governance Benchmark Checks and Balances/Control Mechanisms.](#)

Further guidance on the procurement of infrastructure and services at major sports events, and conflict of interest management, can be found in:

- [Procurement of Major International Sport-Events-Related Infrastructure and Services;](#)
- [Guidelines on the Effective Delivery of Infrastructure and Associated Services for the Olympic Games;](#)
- [Good Practice Examples for Managing Conflicts of Interest in Sport Organisations.](#)

¹ The complexity and scope of these measures should be proportionate to the size, structure and resources of the organisation. For example, while a large federation may require formal audits and comprehensive procurement procedures, a small local club may adopt a simpler but still transparent and accountable policy and practices that reflect its scale.

For organisations involved in staging sports events, it is important that the awarding process is fair and that the risks of corruption are mitigated. Implementing transparent bidding processes, clear evaluation criteria and a robust conflict of interest policy are essential steps in this regard.

Self-assess and understand where your organisation stands. In Chapter 6, Additional Tools and Resources, you can find some questions to guide you in this task.

After conducting the self-assessment, the next task is to identify the areas that need to be added or strengthened. By integrating financial governance practices, sports organisations can enhance their integrity, ensure sustainable operations, and maintain the trust of their stakeholders.

Open and transparent process for awarding main events

Key elements

- Defined process and designated responsibility for awarding main events;
- Public disclosure of key hosting criteria, and details of the bidding/application process;
- Rules covering conduct for the bidding campaign;
- Management of conflict of interests;
- Decision-making body/independent evaluators for candidates;
- Public disclosure of the awarded event results.

More information

- [IPACS Sport Governance Benchmark Checks and Balances/Control Mechanisms.](#)

Further guidance on the processes for awarding major sports events:

- [Reallocation of Sport Events;](#)
- [Mitigating the Risks of Corruption in the Candidature Process of Major Sport Events.](#)

Stage 5

Integrity training

Good governance starts with a strong base of understanding and appreciation of its fundamental components. As explained so far in this handbook, the first stage is establishing clear and robust statutes, rules and regulations. The second stage is making all relevant information available to the key stakeholders, including the general public, when applicable. The third stage is protecting the integrity of your organisation. This involves setting up a framework to minimise the risks of wrongdoing and establishing appropriate investigation and sanctioning procedures. The fourth stage on financial governance allows for the organisation's sustainable development, good management and accountability.

The next stage of the blueprint for good governance is integrity training. Education and awareness raising are fundamental for promoting good governance and a culture of integrity. Another benefit of integrity training is that it equips those who need it with the knowledge of how to identify and address unethical behaviour.

Key benefits of integrity training include:

- Awareness Raising: explaining to stakeholders what standards of ethical behaviour are expected from them and the importance of adopting such standards.
- Prevention: increasing the likelihood of proper conduct in accordance with standards.
- Speak-up Culture: creating an environment in which people will feel and be safe to raise their voice and report wrongdoing.

Comprehensive integrity training does not just deal with the applicable rules and regulations. It also helps individuals understand their roles in promoting a culture of integrity, including addressing and reporting wrongdoing and what to expect from the mechanisms in place. This includes raising awareness about the roles, responsibilities and limitations of bodies such as ethics and audit committees. Clarifying these aspects can help manage expectations. When planning your integrity training programme, it is important to consider the three different components of sports integrity: personal, organisational and competition.¹

¹ IPACS Governance Benchmark Recommendation D7 on putting in place integrity awareness/education programmes.

While some organisations may have the capacity to develop and deliver in-house training, others may benefit from leveraging existing resources. A range of integrity education materials and training programmes are offered by international organisations, higher-level sports organisations, and sport-specific initiatives and programmes. These can be adapted to suit the needs and context of your organisation.

For further guidance and practical tools to support your organisation’s governance journey, explore Chapter 6, Additional Tools and Resources, in this handbook, as well as the IPACS Governance Benchmark, which offer a range of resources, good practices and implementation guidelines.

Personal integrity	Organisational integrity	Competition integrity
Key Audience All relevant stakeholders, including members of governing bodies, employees and athletes.	Key Audience All relevant stakeholders, including members of governing bodies, employees and athletes.	Key Audience Athletes, coaches, technical officials, volunteers and members of governing bodies.
Training Programme Focus on ethical principles, including honesty, openness, objectivity and respect, as well as integrity issues such as harassment and abuse, hate speech and misconduct.	Training Programme Focus on good governance, including accountability, transparency, compliance with rules and regulations, and measures to protect against corruption and misuse of power.	Training Programme Focus on the integrity of the competition, e.g. anti-doping, manipulation of competitions, and other forms of wrongdoing.

Stage 6

Development and solidarity

The final stage of this handbook, development and solidarity goes beyond strengthening your organisation's good governance. It also aims to benefit your athletes, your officials and your sport, to help ensure the viability of your sport in the long term. It pre-emptively criticises your sport's impact and ensures that sport continues to be a force for positive change for athletes, host communities and, more broadly, the general public.

Remember, it would be impossible for sport to function without the athletes who practise sport; the volunteers who commit their valuable time and effort to successful competitions; the diverse body of fans that follow sport; the host communities willing to welcome events on their doorstep; and, in particular, the land, water and air that planet Earth provides.

What do we mean by development and solidarity when it comes to good governance measures?

- Efforts to promote inclusive sport are undertaken.
- The reallocation of resources and redistribution of development funds should follow a transparent process that includes monitoring and auditing.
- Principles of sustainable development and social responsibility are respected, particularly with regard to: (a) the environment, (b) disadvantaged areas and (c) host communities.
- Education programmes are offered (on topics other than integrity) and assistance is provided to coaches, judges, referees, athletes and others as appropriate.

Regardless of your sports organisation's size, it is important to consider what you can do within the remit of your own activities, budget and the scale and impact of your organisation's activities.

Promote inclusive sport

Ensuring the inclusivity of your sport for individuals from different backgrounds is a good starting point for development and solidarity. Sports organisations that are inclusive have a larger audience and the potential to have a greater positive impact in society. At the

Appropriate resources are allocated for promoting inclusive sport (including disciplines for people with a disability)

Objective

To enable people with different backgrounds, characteristics and identities to participate in sport, thereby reaching a wider audience.

Key elements

- A public commitment to inclusive sport.
- Considering the potential impact of decisions on different groups.
- Appropriate resources for disability discipline(s) in the sport or formal cooperation with the body responsible.
- Targets with monitored progress on inclusivity including in sports participation, employment, coaching and leadership.
- Accreditations such as national programmes for the inclusion of people with a disability.

More information

- [IPACS Sport Governance Benchmark Development and Solidarity.](#)

same time, by fostering inclusivity sports organisations can ensure that their sport remains accessible and representative of diverse populations.

There is no one-size-fits-all approach. Each sports organisation must engage with various groups and communities to understand barriers to participation and work collaboratively to address them.

Reallocation of resources and redistribution of development funds

It is important to show that resources invested in development are allocated in a fair way using transparent and objective criteria. This helps build trust in your organisation and underscores its commitment to ethical and legal principles. Using a strategy for allocating development resources which aligns with your organisation's overall strategy contributes not only to a higher level of governance of the organisation, but also to the positive impact that the development programmes will potentially have.

In line with the above, once the development resources have been allocated, a report on financial redistribution should be published on your organisation's website. This contributes to the objectives of stage two of this good governance

Information that should/could be featured in the report includes:

- Figures for the actual investment in development work;
- Information breakdown by:
 - + continent,
 - + country,
 - + sports discipline,
 - + programme,
 - + gender, etc.
- Historical comparison by year, or overall strategy cycle;
- Progress made towards strategic targets.

journey (transparent organisation), and to the level of your organisation's accountability and credibility.

Sustainable development and social responsibility

Sports organisations should consider the impact of their activities on the environment and societies. It is crucial to implement measures aimed at respecting the environment and promoting sustainable development, supporting disadvantaged areas, and leaving a positive and lasting impact in host cities.

Examples of international sustainability initiatives

IOC Climate Action Awards

Launched in 2022, the annual IOC Climate Action Awards recognise athletes, International Federations (IFs) and National Olympic Committees (NOCs) taking proactive action to tackle climate change.

Sports for Nature

Sports for Nature is a joint initiative of the International Union for Conservation of Nature (IUCN), the IOC, the United Nations Environmental Programme (UNEP) and other bodies. It seeks to enable sports to champion nature and contribute to its protection and restoration.

Sports for Climate Action

An initiative of UN Climate Change, the Sports for Climate Action framework aims to support sports actors in their climate neutrality journeys. Signatories commit to reducing greenhouse gas emissions by 50 per cent by 2030 and reaching net zero by 2040.

Respect for the environment and sustainable development

Assess and mitigate the environmental and development impact of your activities.

Key elements

- Activities should have the smallest possible number of harmful environmental impacts.
- Environmental sustainability should be incorporated into all aspects of business strategy and decision making.
- The governing body should have overall responsibility for sustainability.
- Adhere to appropriate international initiatives.
- Monitor and report on environmental sustainability targets.

Example

Implement measures such as reducing carbon footprint and minimising waste.

Social responsibility and participation mainly targeting disadvantaged areas

Engage in initiatives that provide access to sport in disadvantaged areas, demonstrating the positive role sport can play.

Key elements

- Provide opportunities for sports participation for those excluded by geography, economic disadvantage or discrimination.
- Incorporate social responsibility into strategy and decision making, and report on progress towards targets.
- Enter into partnerships with public sector or civil society organisations.

Example

Implement measures to foster inclusivity and equal opportunities.

Impact and legacy

Work with host communities to ensure that your events leave a long-lasting positive impact after they have ended.

Key elements

- Note the potential positive impact on local society, the environment, the economy, crime prevention, and/or infrastructure development.
- Create a knowledge management system to benefit future event hosts.
- Invest resources in legacy programmes.
- Do research on the impact of events.

Example

Implement legacy requirements for the hosts of major events.

For example, you could assess whether your sports organisation's activities align with international standards such as the UN Sustainable Development Goals and the Paris Climate Change Agreement. Other measures could include implementing impact and legacy programmes which ensure that sports competitions have a positive influence on host communities in the long term. They could also include social responsibility and participation programmes that meet wider objectives such as improving health and community cohesion. A more detailed explanation of these activities can be found in the table on the previous page.

Education programmes (on topics other than integrity)

Providing education is one of the most significant ways in which a sports organisation can contribute to development. Athletes, coaches, technical officials, volunteers and others invest their time and energy into their sport and should be supported to the best of an organisation's ability when they want to progress in their careers or pursue new careers after retiring from sport.

Depending on your sports organisation's resources, consider implementing:

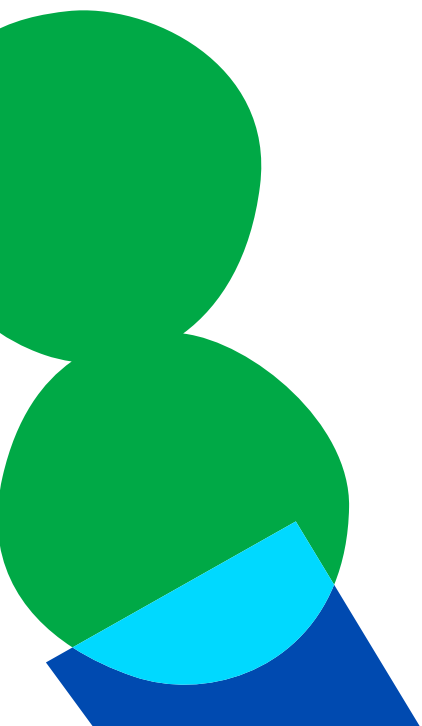
- Career transition programmes; and/or
- Skills development training.

Key elements:

- Education programmes for people who play a key role in the work of the organisation;
- Transparent criteria for participation in educational programmes;
- Accreditation by official educational bodies;
- Reporting on the outcome of educational programmes;
- Education and training opportunities for member organisations.

By integrating the blueprint six stages into your governance journey your sports organisation will strengthen its good governance, while meaningfully contributing to the broader role of sport in promoting development in society. As explained throughout the handbook, strengthening good governance is an ongoing effort that requires dedication and adaptability to address current and emerging challenges.

To further support your organisation's good governance journey, the following chapters offer good practice examples and additional tools and resources. These materials, together with the examples and tools shared throughout the handbook, are designed to complement the IPACS Sport Governance Benchmark.



CASE STUDIES

It is almost certain that the questions or challenges that you might be facing have already been encountered by other organisations similar to yours. This chapter presents just a few examples of how organisations from across the sports movement have implemented the measures outlined in this handbook's six stages. The full IPACS Sport Governance Benchmark includes more good practice examples under each of its 50 recommendations.

Stage 1

Setting the Basis: Statutes, Rules and Regulations

Code of ethics

The “Swiss Olympic Statutes on Ethics in Swiss Sport”, in effect from 1 January 2025, explain cases and actions that could constitute ethics violations and the appropriate procedures when such violations occur. The Statutes complement Swiss Olympic’s “nine principles of the Charter for Ethics in sport”. To supplement the Charter and the Statutes, Swiss Olympic has also developed an “Ethics Compass”, a tool that raises awareness, provides guidance and promotes ethical practices among athletes, coaches and all those involved in sport.

Data protection policy

The British Olympic Association (BOA) maintains a privacy policy in compliance with the General Data Protection Regulation (GDPR). A Data Protection Officer oversees the organisation’s compliance with data protection laws and has overall responsibility for data protection compliance at the BOA.

Gender equality

The International Hockey Federation (FIH) introduced a gender equality policy in November 2017 which aimed to encourage gender balance within the FIH and to prevent unlawful discrimination or unfair treatment on gender grounds. It introduced a number of measures, including an amendment to the FIH Statutes requiring that, of the eight elected ordinary FIH Executive Board members, four must be men and four must be women. In July 2024, the FIH also introduced portrayal guidelines for a gender-equal, diverse and inclusive representation of hockey.

Stage 2

Ensuring that all relevant information is made available to key stakeholders

Publication of organisational structure

World Rowing has published a [page](#) on its website that explains the organisation's internal governance structure. The information provided includes the roles, powers and responsibilities of the Congress, the World Rowing Executive Committee, the World Rowing Council, the World Rowing Specialist Commissions, the Executive Director and World Rowing staff.

Publication of strategic plan and annual reports

The [website](#) of the New Zealand Olympic Committee (NZOC) includes the organisation's strategic plan and annual reports dating back to 2007. The annual reports include externally audited financial statements.

Publication of general assembly documents

The Germany Olympic Sports Confederation (DOSB) publishes [General Meeting documents](#) in full, including the agenda, minutes and decisions of previous meetings.

Stage 3

Protecting the integrity of the organisation

Independent ethics body

The [Biathlon Integrity Unit](#) is an operationally independent unit of the International Biathlon Union. Established in 2019, it handles all integrity-related matters in biathlon, including the investigation and prosecution of violations.

Reporting mechanisms

The Athletics Integrity Unit (AIU) is the independent integrity arm of World Athletics, managed by its own board. Anonymous reports can be submitted to the AIU on its [website](#). The AIU has five departments: Testing and Compliance; Investigations and Intelligence; Case Management; Education; and Communications.

Reporting mechanisms

The Gymnastics Ethics Foundation hosts a [confidential reporting mechanism](#) on its website for cases of violence, harassment, abuse and/or neglect, as well as cases of competition manipulation, bribery and corruption.

Investigations

There is a dedicated [Equestrian Community Integrity Unit](#), which investigates cases and reports to the General Assembly of the International Equestrian Federation (FEI). The unit has issued [evidence-gathering guidelines](#) that FEI officials can refer to during events.

Stage 4

Financial governance

External financial audit

The Botswana National Olympic Committee publishes externally audited financial statements dating back several years. The financial statements are prepared in compliance with the International Financial Reporting Standards (IFRS).

Audit Committee

World Sailing has an independent audit committee which oversees World Sailing's financial reporting process. This includes leading the process of appointing an external auditor, reviewing World Sailing's draft annual financial reports, reviewing internal controls, and reviewing the risk management plan of the organisation.

Awarding events

The International Basketball Federation (FIBA) outlines rules for bidding, including main responsibilities for the hosting of major events. See Book 2, Chapters 2 and 3 of the FIBA Internal Regulations. FIBA also briefly lists evaluation criteria for event hosts on its website, publishes general timelines of the bidding process of main events and issues press releases announcing the allocation of events. The detailed rules, rights and requirements of each bid process are clearly communicated to all national federations concerned in the official respective documentation.

Stage 5

Integrity training

Integrity education

FIFA has published a wide range of educational material on integrity, including flyers on match manipulation, a compliance handbook for sporting bodies, and pocket guides for FIFA employees and committee members on compliance and integrity topics. In collaboration with UNODC, FIFA is implementing the Global Integrity Programme, which aims to provide FIFA's member associations with the knowledge and tools to protect the integrity of football.

Integrity education

"Education and Awareness" is one of the four pillars of the Badminton World Federation's (BWF) integrity framework. Integrity awareness activations promote "clean" and "honest" badminton with athletes and their entourage, and highlight the threats of doping and match-manipulation in sport.

Stage 6

Development and solidarity

Inclusive sport

The International Table Tennis Federation (ITTF) has staff and a committee overseeing the sport of Para table tennis, including the organisation of the ITTF World Para Circuit. The circuit was overhauled in late 2024 with a three-tier event structure and an expanded global reach, boasting more than 20 events across the world. The ITTF also launched a modernised ranking system, the ITTF World Para Ranking, to accompany the new circuit.

Redistribution of development funds

The International Volleyball Federation (FIVB) maintains an empowerment and development programme dashboard which transparently reveals all the investments made by FIVB since 2017. It shows the total investment and a breakdown of support by national federation, zonal association and continent.

Environmental sustainability

The International Ski and Snowboard Federation (FIS) is a signatory of the UNFCCC Sports for Climate Action Framework and the Sports for Nature Framework. It has also published a sustainability strategy and an annual report to share its achievements, along with a free CO2 calculator to help FIS member associations and event organisers reduce their carbon footprint. Other environmental measures the FIS has taken include organising a specific training course on environmental sustainability for the entire FIS family, reducing international flights required by teams, and supporting indigenous communities against climate change. In 2024, the FIS signed a Memorandum of Understanding with the World Meteorological Organisation to address the impact of climate change on winter sports, and a Memorandum of Intent with the European Space Agency on using space applications to support sustainability in snow sports.

Social responsibility

The French National Olympic and Sports Committee (CNOSF) hosts an online platform dedicated to the social responsibility of sports organisations. It offers sports organisations a diagnostic tool to calculate their social responsibility score, a 90-minute interactive module to help them strengthen their social responsibility strategies, and a toolbox of good practices, example documents, guides and publications.

ADDITIONAL TOOLS AND RESOURCES

There are a wide variety of additional tools available online for sports organisations seeking to improve their governance¹. This chapter includes a few examples that can help get you started.

¹ For example, the [ASOIF Governance Task Force](#) has published various guidance notes for International Federations. The [Sports Governance Academy](#) in the United Kingdom also provides guidance and templates for national federations.

Blueprint for good governance tracker template		This serves as a practical tool to monitor progress, identify gaps and support consistent implementation of governance standards across the organisation.			
Goal	Action needed	Individual/ team responsible	Timeline/ targeted date	Status	Comments
Clear and robust Statutes, Rules and Regulations					
Enhance Democracy					
Improve Transparency					
Protect Integrity					
Financial Governance					
Development and Solidarity					

Democracy Self-Assessment Guiding questions

Electing leaders

- 1 Your organisation should elect its President. Is the President elected?
☐ Yes ☐ No ☐ Partially
- 2 Your organisation should elect a majority of the members of its governing bodies. Are the majority of the members of the governing bodies elected?
☐ Yes ☐ No ☐ Partially

Election Campaigns

- 3 Your organisation should have clear and communicated rules on campaigning. Are such rules in place and communicated to stakeholders?
☐ Yes ☐ No ☐ Partially

Election Process

- 4 Your organisation should have predefined election rules. Are these rules in place and followed?
☐ Yes ☐ No ☐ Partially

- 5 Your organisation should define eligibility criteria for candidates. Are eligibility rules in place and published?
☐ Yes ☐ No ☐ Partially

If yes, are these rules published? Do they include due diligence assessments such as integrity checks and setting?

.....

- 6 Your organisation should conduct elections by secret ballot. Is the currently the case?
☐ Yes ☐ No ☐ Partially
- 7 Your organisation should allow for independent supervision of the election process. Is independent supervision in place?
☐ Yes ☐ No ☐ Partially

- 8 Your organisation should make public all open positions for elections and non-staff appointments. Are these positions publicly announced?
☐ Yes ☐ No ☐ Partially

If yes, what information is published?

.....

Representation

- 9 Your organisation should ensure representation of all key stakeholders in all relevant decision-making

groups. Is such representation provided?

☐ Yes ☐ No ☐ Partially

- 10 Your organisation should establish age and/or term limits for elected officials. Are such limits in place?
☐ Yes ☐ No ☐ Partially

- 11 Your organisation should promote gender equality and diversity in its leadership. Has a programme/policy been implemented to support this?
☐ Yes ☐ No ☐ Partially

Ethics and Integrity

- 12 Your organisation should have a conflict of interest policy. Has such a policy been adopted?
☐ Yes ☐ No ☐ Partially

If yes, which types of conflict does the policy cover (actual, potential and perceived)? Are resolution mechanisms defined?

.....

- 13 Your organisation should ensure member organisations act in accordance with a Code of Ethics, and applicable rules and regulations. Are programmes/policies in place to support this?
☐ Yes ☐ No ☐ Partially

Sample Risk Rating template

Risk	Impact	Probability	Action Plan and Deadline

Elements to consider for promoting a speak-up culture within the organisation¹

¹ The Complete Compliance and Ethics Manual (2022), pp. 3.223 – 3.230

Factors negatively impacting the speak-up culture (examples)

- Cultural entrenchment: negative connotation of being a “whistleblower”.
- Conformity bias: going with the group.
- Bystander effect: wrongdoing is widespread and becomes “normalised”.
- Respect for hierarchy makes it difficult for lower ranks to challenge those in authority.
- “Shooting the messenger”: Not wanting to be the one delivering the bad news.
- Fear of retaliation.
- Belief that nothing will happen/change even if the wrongdoing is reported.
- No incentives for speaking up.
- No tone from the top: leadership/managers not promoting a speak-up culture.

Factors negatively impacting the speak-up culture (examples)

- Organisational culture that values open, two-way communication.
- Effective communication channels.
- Effective standards on raising concerns, and dealing with them in a serious manner.
- Dedicated training for managers on “listening up”.
- Dedicated training for all employees on raising concerns and non-retaliation policy.
- Problem-focused processes for investigating and resolving concerns in place and maintained.
- An effective ongoing communications strategy in place.

Protecting Integrity Self-Assessment Guiding questions

Oversight bodies

- 1 Are independent Ethics and Audit Committees established and functioning effectively?
☐ Yes ☐ No
 - 2 Does the Ethics Committee/Commission take disciplinary measures on cases?
☐ Yes ☐ No
-

Reporting mechanism

- 3 Is reporting confidential?
☐ Yes ☐ No
 - 4 Is anonymous reporting possible?
☐ Yes ☐ No
 - 5 Are appropriate protections in place for whistleblowers, victims and other persons concerned?
☐ Yes ☐ No ☐ Partially
-

Investigation procedures

- 6 Are there clear procedures for investigations, and are those procedures appropriately communicated?
☐ Yes ☐ No
- 7 Are sanctions for non-compliance in place?
☐ Yes ☐ No
- 8 Can the individual or entity concerned appeal the decision?
☐ Yes ☐ No

Financial Governance Self-Assessment Guiding questions

- 1 Does the organisation have a budgeting process that allows for tracking/monitoring of financial planning and expenditures?
☐ Yes ☐ No
- 2 Are regular financial audits conducted internally and/or externally?
☐ Yes ☐ No
- 3 Are there clear anti-corruption policies and effective oversight on their implementation?
☐ Yes ☐ No
- 4 Are procurement processes in place and communicated?
☐ Yes ☐ No
- 5 Are event bidding and awarding processes open and fair?
☐ Yes ☐ No
- 6 Do stakeholders have access to financial and audit reports?
☐ Yes ☐ No
- 7 Does the organisation have a programme in place to determine transparent allocation of resources in declared development objectives?
☐ Yes ☐ No

Possible components of an integrity training programme

Based on the evaluation results, consider adjusting the programme or having an additional session.

Main goal

- Define the main goal of the training programme based on the desired outcome, e.g. raise general awareness on sport integrity; explain/clarify specific areas of concern/risk; share case studies for a practical demonstration of how to identify wrongdoing and what to do if you are a victim or witness of wrongdoing; educate newcomers; etc.

Targeted audience

- Identify the targeted audience based on the defined main goal of the training programme, e.g. athletes, coaches, technical officials, all employees, directors, members of governing bodies, etc.

Activities

- Create various activities to engage the participants and ensure that they understand the information/knowledge being provided.
- Consider alternative methods for better presenting the information, e.g. passive or active participation of the attendees, group activities, multiple choice questions, etc.

Structure and Curriculum

- Identify key topics that need to be covered based on the defined main goal.
- Develop tailored content based on the audience to facilitate understanding.
- Consider the use of real-life case scenarios from the past to address the importance of integrity.
- Consider the length of each training session.

Delivery

- Consider the format, e.g. in person or online; live or recorded.
- Consider who will be delivering the training and if external experts should be contacted.

Evaluation

- Short term: Assess the understanding of the attendees after the training, e.g. with a quiz or practical exercise.
- Mid term: Assess the overall behaviour of the individuals who took part in the training and identify positive changes in their attitudes.
- Long term: Evaluate the organisational culture.

Monitoring and evaluation of the programme

- Evaluate how often the programme needs to be held.
- Request feedback on the overall structure, content and methodology.
- Report back to the governing body (e.g. the executive committee) on the progress and effectiveness of your integrity training.