



FOURTH REVIEW OF INTERNATIONAL FEDERATION GOVERNANCE

ASOIF GOVERNANCE TASKFORCE | June 2022





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1. Executive summary

1.1 Background

This document is a report on the Fourth Review of International Federation (IF) Governance led by the Governance Taskforce (GTF), established by the Association of Summer Olympic International Federations (ASOIF).

Mandated by the ASOIF General Assembly in 2016, the GTF aims to assist the summer IFs to promote a better culture of governance to help ensure they are fit for purpose.

Building on previous reviews published in 2017, 2018 and 2020, the evaluation for 2021-22 took the form of a self-assessment questionnaire with independent moderation of the responses. The questionnaire, slightly revised from the 2019-20 edition, again consisted of 50 measurable indicators covering five principles or sections: Transparency, Integrity, Democracy, Development and Control Mechanisms.

Questionnaires were distributed to 33 IFs on 22 November 2021 with a deadline for response of 19 January 2022. All questionnaires were completed and returned. Scores were independently moderated for accuracy between mid-January and the end of February.

1.2 Targets set

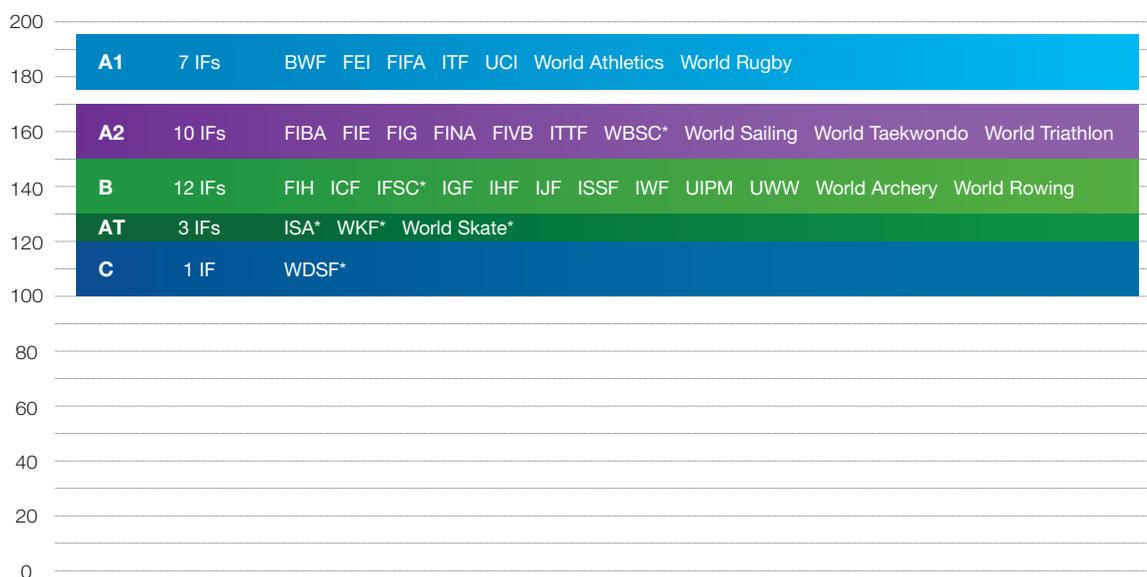
Ahead of the fourth assessment, the GTF established a target moderated score of 130 (out of a theoretical maximum of 200, based on 50 indicators each scored out of 4) to be achieved by the 27 Full Members of ASOIF recognised by the IOC and a target score of 120 for the six Associate Members. These include the World Baseball Softball Confederation (WBSC) and World Karate Federation (WKF) who were ASOIF Associate Members until the end of 2021.

The targets accounted for the fact that in 2019-20, three of 27 Full Members scored under the threshold set for that assessment of 120, with five more scoring between 120 and 130. Three of four participating Associate Members scored under 120 with one of those three exceeding the target for Associates of 100.



1.3 Headline findings

Total moderated scores among the 33 IFs included in the analysis varied from under 120 to 189. IFs were divided into groups based on their total score, as follows:



* Associate Member when the questionnaire was distributed. WBSC and WKF ceased to be ASOIF Associate Members at the end of 2021. AT (Achieved Target) – Associate Members which achieved or exceeded the target of 120 but under the score of 130 for group B. Note: IFs are listed in alphabetical order within groups, not in score order.

The top group, A1, comprised seven IFs which stood out from the rest, scoring 175 or more. Ten IFs made up A2, with scores between 150 and 170. Group B comprised 12 IFs scoring between 130 and 149. Five Associate Members achieved or exceeded the target of 120; one did not, but had mitigating circumstances. IFs were closely packed in the middle, with 15 scoring between 140 and 155, meaning several were very close on either side of the A2/B group boundary. The group divisions were determined by the GTF based on the spread of scores without knowing which IFs fell into which group.

1.4 Increases since previous studies

Since the most recent assessment, in 2019-20, the median increase was 14. Nine of 31 IFs increased their score by at least 20. Two IFs increased their score by 40 and two had a very small decrease. As each indicator was scored out of a maximum of 4, it was harder for IFs close to the top of the rankings to improve their totals significantly. Scores in the Development section collectively improved more than the others, reflecting work by IFs in the areas of sustainability and social responsibility, among others.

1.5 Impact of the IF size on scores

Two multiple choice indicators were included to help categorise IFs by number of staff and annual revenue. Thirteen IFs had fewer than 20 staff and, at the other end of the scale, four had 120 or more. Grouped by revenue, there were two IFs with less than 2m CHF average annual income from 2016-21. In the top category, five IFs earned more than 50m CHF per year.

Analysis of average scores by revenue group showed an apparent correlation between IFs with more revenue and a higher overall moderated score. For example, the mean score for IFs with 4m to 8m CHF in annual revenue was about 148, compared to 153 for the next grouping, covering 8m to 20m CHF. Meanwhile, the five IFs with more than 50m CHF in revenue averaged a score of 171.

Staff numbers also seemed to impact on scores. IFs with nine or fewer staff had a mean score of 126 compared to the 144 for IFs with 10-19 staff, with scores for IFs with at least 50 staff increasing to over 170.

Some caution is needed in these comparisons, however, as sample sizes were relatively small.

It was nevertheless possible for smaller IFs to perform well. One of the seven IFs in group A1 had between 20 and 49 staff and there were examples of IFs in the A2 group which had average revenues no higher than the 4m to 8m CHF bracket. Meanwhile, there were instances of IFs with substantial revenues and relatively large numbers of staff which did not reach the highest level.



1.6 Key findings on specific governance issues

- ▼ Almost all IFs now publish audited accounts. The number of IFs which had not published a single set of annual, audited accounts declined from six of 31 in 2019-20 to just one of 33 this time. However, the level of information included in the accounts varied substantially among IFs and some were one financial year out of date.
- ▼ The information published about allowances and financial benefits also improved. Twenty-three of 33 IFs provided a policy (for *per diems* and/or travel expenses, for example), plus financial information, up from 16 of 31 in 2019-20.
- ▼ Seven mostly larger IFs had accounts audited using International Financial Reporting Standards (IFRS) accounting rules (up from five in 2019-20) and a further four used Generally Accepted Accounting Principles (GAAP) for the country in which they are based (no change). The majority of IFs which take the form of voluntary associations based in Switzerland continued to use one of several other standards and some should consider moving to a higher level, which would involve closer scrutiny of internal controls.
- ▼ There was some progress towards gender balance at Executive Board level, but it continues to be slow. Only three IFs had at least 40 per cent female representation on their boards but this was up from one in 2019-20. A further 15 IFs had women comprising at least 25 per cent of their board members with rules and/or policies to encourage gender balance, an increase on 12 previously. At the other end of the scale, five IFs had fewer than 15 per cent of their boards composed of women, a drop from eight last time. The remaining 10 IFs had men filling 75-85 per cent of positions on their boards.
- ▼ A new indicator tested to what extent IFs considered the range of skills and personal characteristics needed on their boards, beyond a straightforward election process. Fourteen of 33 IFs had continental representation but no other requirements to ensure diversity. Nine IFs went a stage further, establishing Diversity and Inclusion Committees, for example. The nine IFs which performed best had designated processes for considering skills and diversity requirements. A small number of IFs now have board positions for independent directors who are openly recruited and a growing number recruit openly for independent committee roles (ethics and internal audit, for example).
- ▼ Twenty of the 33 IFs showed evidence of implementation of programmes/policies to protect against harassment and abuse, an increase from 15 of 31 IFs at the same level in 2019-20. It is understood that the Covid-19 pandemic impacted heavily on competition schedules and related activity.
- ▼ Twenty-seven of 33 IFs had some type of term limit in place for elected officials. This was a notable increase from the 22 of 31 IFs assessed at the same level in 2019-20. The most common rule was a limit of three terms of four years for the president and other elected officials. On average, the 27 IFs with some type of term limit in place achieved a total score of about 156. By contrast, the average score for six IFs without term limits of any description was 137.5. The differential in average scores was broadly consistent with the three previous studies.
- ▼ In 2020, in response to the pandemic, IFs started holding General Assemblies online. Twenty-four IFs held online or hybrid General Assemblies and provided rehearsals/training for participants.
- ▼ Some IFs needed to change statutes to allow for electronic voting and took the opportunity to overhaul electoral rules, impacting positively on several topics in the questionnaire. Twenty-two IFs had reasonably detailed rules for campaigning, including five with specific requirements regarding financing of campaigns, up from 20 and three respectively in 2019-20. Eighteen of 33 IFs had a nominations committee or equivalent to check that candidates for election met eligibility requirements.
- ▼ Twelve IFs took action to raise the standard of national federation governance tailored to the needs of their members (for example, grouping members by stage of development). A further 12 had support programmes in place with guidance materials available.

- ▼ Twenty-four IFs demonstrated they had rules or programmes to monitor the compliance of members and had implemented them. Several IFs had suspended national federations for rule breaches, ranging from major governance failures to non-payment of membership fees.
- ▼ Almost all IFs offered education programmes for coaches, judges, referees and athletes, with many switching successfully to online, on-demand delivery due to travel restrictions, a trend that was evident pre-pandemic.
- ▼ Evidence of IF sustainability activity grew. A total of 13 IFs demonstrated state-of-the-art policies linked to United Nations Sustainable Development Goals with associated monitoring. Only three IFs showed little relevant activity, down from six in 2019-20. Most of the rest had policies or guidance for event hosts with differing levels of implementation. Further work by IFs on sustainability is likely in the future, in line with expectations set out in Olympic Agenda 2020+5.
- ▼ Nine of 33 IFs had an internal audit committee with an independent majority which had published a report. Almost half the IFs had either no audit committee or one composed of people who are not independent (such as Executive Board members).
- ▼ Seventeen IFs had formal risk registers or similar processes considered systematically by the Executive Boards, often with delegated responsibilities for specialist sub-committees. Eleven IFs discussed strategic risks at Executive Board level at least annually, while five IFs appeared to have only occasional discussions among their boards.
- ▼ The disruption caused by the pandemic, with so many events being cancelled or postponed, appears to have accelerated a shift away from IFs running competitive event-bidding processes and towards a more collaborative approach. This should be considered in future assessments.
- ▼ IFs increasingly outsourced most or all functions of their anti-doping programmes to the International Testing Agency (ITA) in the last two years with a handful of IFs using independent foundations instead.



1.7 Conclusion

Considering the huge disruption to international sport resulting from the pandemic, the GTF is greatly reassured to see the positive progress IFs continued to make with their governance in the last two years. The high level of commitment was evident in the generally very thorough responses to the questionnaire, for which the GTF is grateful.

The minimum target of 130 set by the GTF for Full Members of ASOIF was achieved and only one of the six Associate Members fell short of the target score of 120. Almost all IFs made good progress since 2019-20, which is ultimately much more significant than allocation into subjective groupings.

While improvements were in evidence across the full range of governance topics covered in the study, some of the most notable work was on sustainability commitments, perhaps spurred on by Olympic Agenda 2020+5, and on updating electoral rules and processes, partly as a result of having to stage General Assemblies online.

Once again, the study showed there was a correlation between larger organisations with higher revenues and more staff achieving higher scores. In fact, the correlation was stronger than it was in 2019-20. Yet there were still examples of smaller IFs (both in size and terms of finances) proving that it was possible to perform very well with limited resources.

The assessment period of January and February 2022 concluded just before the Russian invasion of Ukraine. At the time of writing, in March 2022, the invasion was causing great suffering and anxiety, impacting considerably on sport as on other sectors. IFs need to continue navigating amid considerable uncertainty and complexity and a high level of public scrutiny. Only well-governed organisations are likely to be able to meet the challenge. It is hoped that this assessment assists (and inspires) IFs in that regard.



1.8 Next steps

The ASOIF GTF plans to continue with the governance assessment project.

The next steps include:

- ▼ Distribution of full results to each IF.
- ▼ Production of good practice examples for publication.
- ▼ Follow-up meetings to be offered to IFs.
- ▼ GTF to discuss plans for next assessment exercise.

2. Background and objectives

This document is a report on the Fourth Review of International Federation (IF) Governance led by the Governance Taskforce (GTF), established by the Association of Summer Olympic International Federations (ASOIF) in November 2015.

In the context of evidence of cases of mismanagement of major sporting bodies, the ASOIF General Assembly in 2016 mandated the GTF to assist the summer IFs to promote a better culture of governance to help ensure they are fit for purpose, or rapidly achieve that status.

The GTF conducted the first evaluation of the governance of 28 IFs between November 2016 and March 2017 using a self-assessment questionnaire¹ with independent moderation of the responses. The questionnaire consisted of 50 measurable indicators covering five principles or sections: Transparency, Integrity, Democracy, Development and Control Mechanisms. There was also an accompanying background section, which was not scored.

A report on the results² was presented and published at the ASOIF General Assembly. The exercise was repeated in 2017-18 with an updated questionnaire, culminating in a second report³ at the 2018 General Assembly.

With the aim of maintaining impetus, before launching a third assessment exercise for 2019-20, the GTF agreed target scores of 120 (out of a theoretical maximum of 200) to be achieved by at least 26 of the 28 Full Members of ASOIF and a target score of 100 for the five Associate Members. Achieving the targets would require substantial improvements considering that in the 2018 assessment, the scores of 19 IFs were under the specified levels.

In the third review of IF governance⁴, the objective of 26 of 28 Full Members reaching an overall score of 120 was almost met, with 24 of 27 which took part above the threshold, two very close to that level and one under it. The four Associate Members which participated in the study had also advanced from 2018, with two scoring well above 100, one close to that level and one under it.

For the 2021-22 study the GTF set targets of 130 for Full Members and 120 for Associate Members. Achieving these targets would require a fair degree of improvement. In addition to three of 27 participating Full Members scoring under 120 in 2019-20 (although narrowly so), a further five scored between 120 and 130. Meanwhile, three of four Associate Members had achieved scores under 120 in 2019-20.

Importantly, the assessment for 2021-22 took place in the context of the ongoing global pandemic, which has severely affected sport and all other sectors.

The scoring moderation process in January and February took place before the Russian invasion of Ukraine, and the resultant government sanctioning of individuals and the IOC-recommended ban of Russian and Belarussian athletes.





¹ ASOIF Governance Taskforce – International Federation Self-Assessment Questionnaire (2016):
https://www.asoif.com/sites/default/files/download/if_governance_questionnaire.pdf

² ASOIF Governance Taskforce – First Review of International Federation Governance (2017):
https://www.asoif.com/sites/default/files/download/first_review_of_if_governance_2017.pdf

³ ASOIF Governance Taskforce – Second Review of International Federation Governance (2018):
http://www.asoif.com/sites/default/files/download/asoif_2018_second_review_v4_interactive.pdf

⁴ ASOIF Governance Taskforce – Third Review of International Federation Governance (2020):
https://www.asoif.com/sites/default/files/download/asoif_third_review_of_if_governance_fv-0616.pdf

3. Methodology

As for the previous reviews, the governance assessment took the form of a self-assessment questionnaire to be completed by each International Federation (IF). The questionnaires were distributed by the Association of Summer Olympic International Federations (ASOIF) by email on 22 November 2021 with a deadline for responses of 19 January 2022. IFs were asked to determine a score for each question and to provide explanatory evidence, such as hyperlinks to relevant pages or documents on their websites. In some cases, supplementary documents were provided to ASOIF on a confidential basis. Continuing a trend from 2019-20, a number of IFs supplied additional documents. To aid IFs and to avoid unnecessary duplication of work, the questionnaires incorporated both the responses of the respective IFs to the indicators in the 2019-20 study and the moderated scores and comments.

All 33 submitted completed questionnaires, of which 19 were received by the deadline with the remainder arriving in the following days (see Section 23 for more information).

Sixteen of the 33 IFs identified their most senior staff members as the lead respondents (CEO, Director General, Secretary General or officers with equivalent titles). Seventeen IFs named senior managers or directors with responsibility for legal affairs or governance (Director of Governance/Legal or officers with equivalent titles). The senior levels of respondents suggest the IFs took the project seriously.

Once received, the responses were independently moderated.

An important priority for the GTF was to be fair and consistent in assessing all IFs. Given the tight timetable, which allowed for about one working day to review each questionnaire, a decision was made not to hold meetings or make calls for IFs to provide extra information. However, follow-up queries were sent to some IFs, mostly when they stated more information was available on request.





3.1 Scoring system

The scoring system implemented was the same used for the previous projects. Each of the 50 indicators in the questionnaire incorporated a separate definition for scores on a scale of 0 to 4. The scores in each case were designed to assess the level of fulfilment of the indicator by the IF, as follows:

0 – Not fulfilled at all

1 – Partially fulfilled

2 – Fulfilled

3 – Well-fulfilled according to published rules/procedures

4 – Totally fulfilled in a state-of-the-art way

IFs were asked to provide evidence to justify their scores.

The intention of the scoring was that 3 or 4 on any indicator equated to a ‘good’ performance. A score of 2 signified that the IF reached an adequate level. The implication of a score of 0 or 1 was that there was more work to be done, although decisions on which areas of governance to prioritise varied from one IF to another.

3.2 Changes to questionnaire since 2019-20

For each edition of the assessment exercise that has followed the first in 2016-17, the GTF has taken the opportunity to amend the questionnaire, incorporating priority governance topics and learning from experience to improve the study and quality of results. Just as IFs are expected to improve over time, so should the survey and assessment process.

An important objective with each iteration has been to limit the number of substantive changes to ensure that a degree of comparison is possible between years, and to reduce the need for IFs to repeat work.

For 2021-22, one of the 50 questions was replaced and others were substantially amended, resulting in three essentially new indicators. There was slight re-numbering as a consequence. Elsewhere, the wording of some indicators and of scoring definitions was edited in response to feedback and circumstances. It is believed that the net outcome of the amendments to the questionnaire was neutral – neither more stringent nor more lenient overall.

Small adjustments were also made to questions in the background section, but these had no impact on the scoring.

Details of the changes to the questionnaire are explained in Section 22.



3.3 Independent moderation

As for the previous editions, ASOIF appointed sports governance consultancy I Trust Sport to support the project. I Trust Sport's task was to:

- ▼ review the questionnaire responses;
- ▼ moderate the scores to ensure as much consistency as possible; and
- ▼ produce analysis for this report.

Scores were checked against the defined criteria in the questionnaire for each indicator for all 33 responses between mid-January and the end of February. Evidence provided by IFs was also checked (such as references to clauses in Constitutions or links to web pages) and, where evidence was absent or incomplete, additional information was researched from IF websites. With rare exceptions, no information was taken from third-party sources, such as online news. Supplementary documents provided on a confidential basis were considered where appropriate.

When necessary, scores were adjusted up or down to reflect the independent assessment of the moderator, based on the evidence available. The aim was to be consistent and fair.

For this fourth edition of the questionnaire, the trend of increasing quality and detail in the responses for each assessment continued. As one example of the efforts put into responding, the volume of supplementary documents provided by IFs with the questionnaires grew further from 2019-20 and there was also an increase in materials available from IF websites, such as policies in specific areas and information on sustainability work.

Further details of the moderation process are outlined in Section 24.

3.4 Outcomes of moderation

Table 1: Change in scores after moderation

All 33 IFs	Self-assessed	Moderated
Mean total*	163.7	152.6
Median total*	165	151
Mean for indicator (out of 4)	3.27	3.05

	2016-17 (28 IFs)	2017-18 (33 IFs)	2019-20 (31 IFs)	2021-22 (33 IFs)
Maximum increase	23	3	2	5
Maximum decrease	-81	-44	-46	-44
Mean change	-18	-15	-13	-11
Median change	-12.5	-13	-9	-9

(*) Note on mean and median: The mean is the sum of the figures divided by the number of figures (so divided by 33 to calculate a mean score for each IF). The median is the mid-point when a set of numbers are listed from smallest to largest (so the 17th if 33 IF scores are being considered). The median is less impacted than the mean by an unusually high or low number in the series. Both mean and median are used in this report.

The total moderated scores of all but three of the IFs were lower than the self-assessed scores. With 33 IFs in the study, and multiple staff likely completing different sections of the questionnaire, it was understandable that there was variation in the approach to writing answers, which the moderation process attempted to address. The fact a number of scores were moderated down should not be interpreted as criticism of the work of the IFs in completing the questionnaire. As ASOIF acknowledges, scoring is not a scientific process.

Nevertheless, the quality of the responses improved in 2021-22 from the already high level in 2019-20. The fact IF answers and moderation comments from the previous edition were also provided likely contributed to this improvement.

The mean change to scores in the moderation process of -11 was smaller than the corresponding figure of -13 in 2019-20. The median change score remained at -9 from 2019-20. As shown in the table above, there has been a steady reduction in the mean and median changes between self-assessed and moderated scores over the four assessments. This suggests greater IF engagement and understanding of the process.

In quite a few cases in the latest assessment the self-assessed and moderated scores were very similar – for 11 IFs the overall difference was no more than five points. At the other extreme, six IFs were marked down by more than 20 points.

On average, the highest-scoring IFs tended to have smaller mark-downs. Of the top group the largest mark-down among the seven IFs was nine points, while the others finished within plus or minus four of their self-assessed score.

Considering the IFs collectively, it appears the responses to the assessment questionnaire have become progressively more thorough and increasingly accurate from 2017 to 2022, perhaps indicating increased attention to governance.

Due to the scoring method adopted for the questionnaire, percentage calculations are potentially misleading and should not be used.

Note that all analysis that follows from Section 4 onwards is based on moderated scores, not self-assessed scores.

3.5 Allowing a margin of error

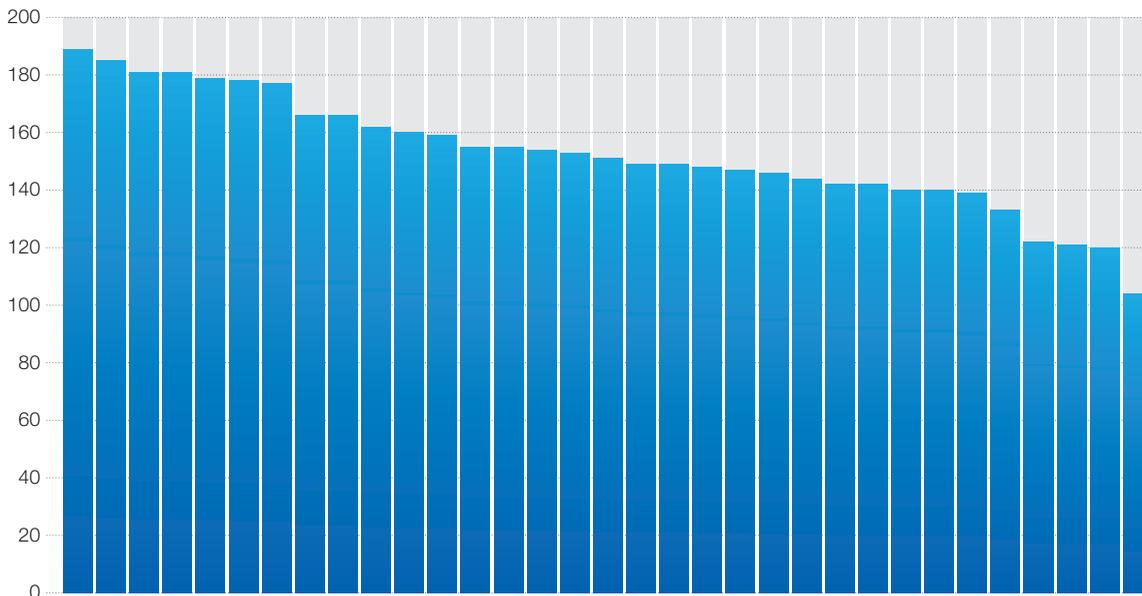
The scoring system gave the analysis a degree of objectivity. However, in many cases, there was room for debate.

On the basis that some judgments could be debatable, each IF total score should be understood to have a margin of error of -5 to +5. This is the same margin of error adopted for 2019-20.

4. Headline findings

Figure 1: Overall moderated scores

Total score (out of theoretical maximum of 200) for all 33 International Federations (IFs)

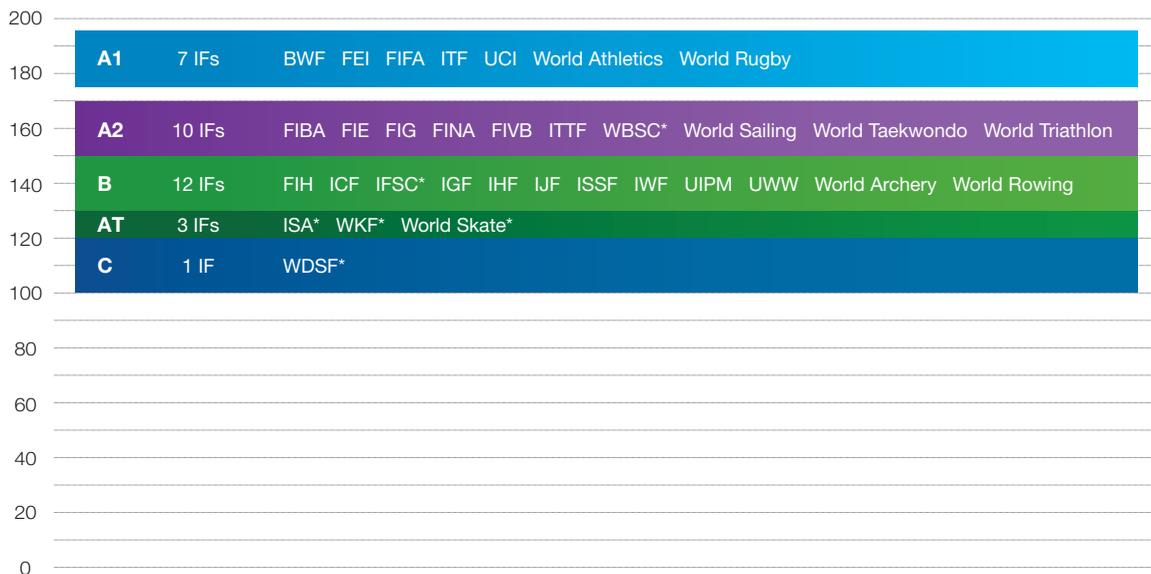


Each bar in the chart represents the total score of one IF. The scores for individual IFs varied considerably, from sub-120 to 189.

4.1 Overall moderated scores and allocation of IFs into groups

Figure 2: IF scores and allocation into groups

Total score (out of theoretical maximum of 200)



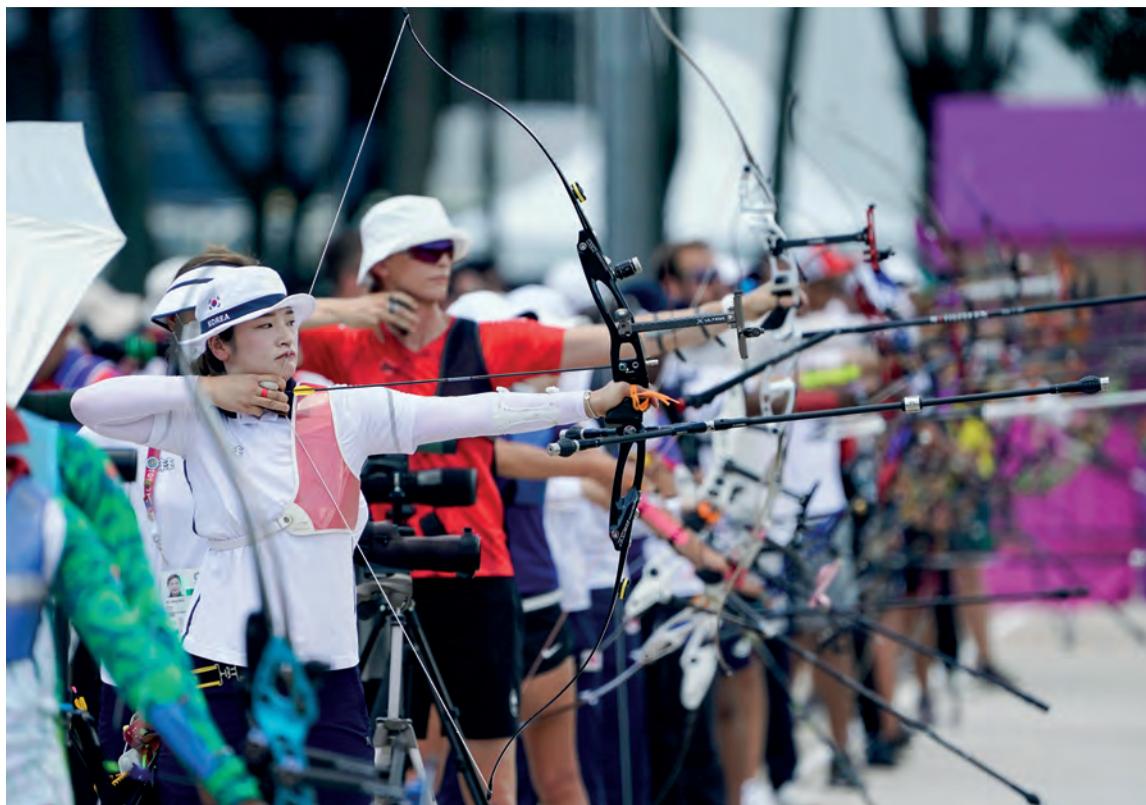
*Associate Member when the questionnaire was distributed. WBSC and WKF ceased to be ASOIF Associate Members at the end of 2021.
 AT (Achieved Target) – Associate Members which achieved or exceeded the target of 120 but fell under the score of 130 for group B
 Note: IFs are listed in alphabetical order within each group, not in score order.



Table 2: IF scores and allocation into groups A1, A2, B and C

Group	Score range	IFs
A1	175 to 189	BWF, FEI, FIFA, ITF, UCI, World Athletics, World Rugby
A2	150 to 170	FIBA, FIE, FIG, FINA, FIVB, ITTF, WBSC*, World Sailing, World Taekwondo, World Triathlon
B	130 to 149	FIH, ICF, IFSC*, IGF, IHF, IJF, ISSF, IWF, UIPM, UWW, World Archery, World Rowing
AT - Associate Members which achieved target of 120	120 to 129	ISA*, WKF*, World Skate*
C	Full Members under 130 and Associate Members under 120	WDSF* (No Full Members were under 130)

*Associate Member when the questionnaire was distributed. WBSC and WKF ceased to be ASOIF Associate Members at the end of 2021



The moderated scores of the IFs are identified within groups as depicted above.

To reach the top group, A1, the minimum score was set at 175; this was because of a significant gap in the spread of scores, with no IFs within a few marks under that score. It represents an increase of five in the threshold for the top group compared to 2019-20. With only seven IFs reaching this level, it is an exclusive group. A score of 175 represents an average of 3.5 out of 4 for all 50 indicators. Six IFs were recognised in the A1 group in 2019-20.

The upper limit for the A2 group was set at 170. As might be expected in a study of this type, a fair number of IFs were closely packed in the middle with 15 IFs scoring between 140 and 155. There was an IF with a moderated score at almost every increment in this range with no clear clustering or boundary. The lower threshold for the A2 group was set by the GTF at 150, an increase of 10 from 2019-20. The boundary was determined based on the spread of scores without knowing which IFs would fall into which group. Inevitably, some IFs were narrowly one side of the line or the other, within the margin of error of the assessment. Ten of 33 IFs fell within the A2 group, up from eight of 31 last time.

Group B covers scores from 130, the target threshold set by the GTF for Full Members, to 149. Twelve IFs were in this group with the lowest-ranking scoring 133. That compared to 11 IFs in the B group in 2019-20.

There were no Full Members with a score under 130.

While the number of IFs in each group was relatively similar to the previous assessment in 2019-20, it should be emphasised that the minimum score required to reach each group increased significantly. The general trend of improvement is much more important than the subjective division of IFs into groups.

Table 3: Allocation of Associate Members into groups

Group	Score range	120 or more	IFs
A2	150 to 170	Yes	WBSC
B	130 to 149	Yes	IFSC
AT – Associate Members which achieved target of 120	120 to 129	Yes	ISA, WKF, World Skate
C	Full Members under 130 and Associate Members under 120	No	WDSF

For the IFs that were Associate Members in 2021, the target set by the GTF was 120. One IF reached group A2 and one was in group B. Three further Associate Members achieved or exceeded the target score of 120 and one IF was under that level. The World DanceSport Federation (WDSF) is a new Associate Member and did not participate in previous assessments.

4.2 Rationale for method of publishing scores

The GTF made the decision to publish IF scores in groups for the 2019-20 assessment in order to provide more information about the performance of IFs publicly. The same approach was adopted for 2021-22. As the exercise is not fully objective and comparisons between IFs may not always be fair (see more in Section 18), it was not considered appropriate to publish full details.

5. Summary comparison with previous studies

Figure 3: Increase in moderated score from 2019-20 to 2021-22 (31 International Federations)

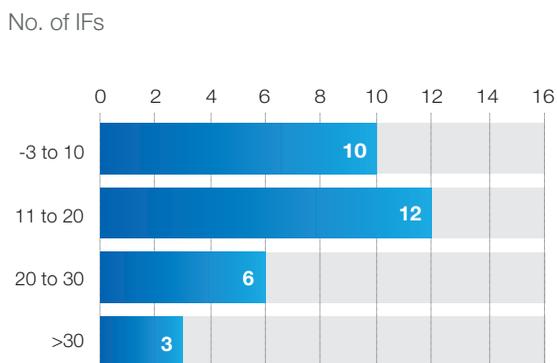


Table 4: Increase in moderated score from 2019-20 to 2021-22 (31 IFs)

Increase 2019-20 to 2021-22	No. of IFs
-3 to 10	10
11 to 20	12
20 to 30	6
>30	3

Some significant improvements were made since the previous assessment. The median change was 14 (mean 16) and most IFs saw notable increases in their scores. Nine of the 31 IFs involved in both reviews increased their scores by at least 20, with two IFs managing to boost their totals by well over 40. Six of 31 IFs saw their scores change by no more than five from 2019-20, including two with very small decreases. It was more difficult for those IFs close to the top of the rankings to make significant advances in their scores, since many or most of their indicators were already at a score of 4.





6. Section-by-section findings

Table 5: Summary of scores by section (33 IFs)

Section	Min	Max	Mean	Median
Transparency	27	39	35.6	36
Integrity	16	39	29.3	28
Democracy	20	39	30.5	31
Development	11	39	29.2	30
Control Mechanisms	16	39	28.1	28

Each section consisted of 10 indicators and had a theoretical maximum score of 40. Several International Federations (IFs) posted section scores as high as 39 out of 40, while a handful had scores for specific sections under 20, which equated to an average of under two per indicator. Consistent with the findings in previous studies, the Transparency section was the highest-scoring overall for most IFs. Four of the top seven best-performing IFs were within one point of the maximum in this part of the assessment. Integrity and Control Mechanisms were the joint-lowest scoring in terms of the median figure.

Some caution is needed when comparing specific sections. There were several amendments to the questionnaire, including indicators moving from one section to another (see Sections 3.2 and 22). With 50 questions in total, adjustments to a single indicator have a limited impact on overall scores, however that impact is obviously magnified in a section of 10 questions. The division into sections is broadly thematic and pragmatic, rather than in any way scientific.



Figure 4: Median scores by section from 2016-17 to 2021-22

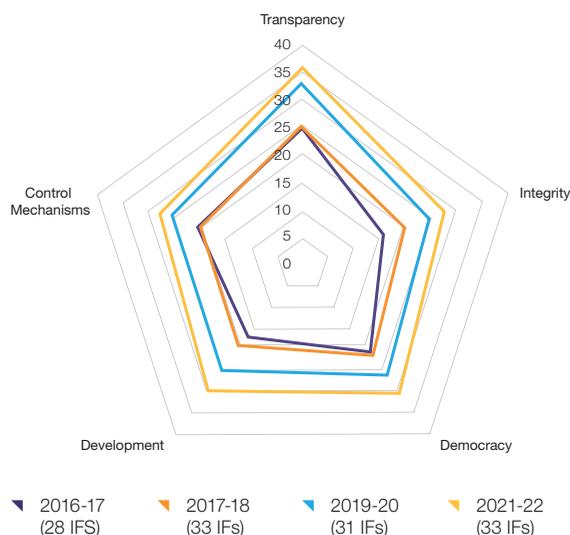




Table 6: Median scores by section for each study

Section	2016-17 (28 IFs)	2017-18 (33 IFs)	2019-20 (31 IFs)	2021-22 (33 IFs)
Transparency	25	25	33	36
Integrity	16	20	25	28
Democracy	21	22	27	31
Development	17.5	20	25	30
Control Mechanisms	20.5	20	26	28

The median scores in all sections increased among the IFs studied from 2016-17 to 2021-22. Transparency led the way with an increase from 25 to 36 out of the maximum 40, while all the other sections also improved. Development saw

the biggest increase from 2019-20 of five points and Democracy improved by four.

Considerable caution is needed in interpreting these numbers, however, as the changes to individual indicators from 2016-17 to 2021-22 limit the value of direct comparisons between sections, given there are only 10 indicators in each. The comparison of the Integrity score is the least valid to analyse as it was the section with the most changes.

It is recognised that improvements in Transparency may be implemented by IF staff while more fundamental changes, for example to Executive Board composition (covered in the Democracy section) or internal disciplinary processes (relevant to Integrity and Control Mechanisms), may require General Assembly approval, which makes the process more difficult to achieve.

Overall, there is evidence of improvements over time across all of the aspects of governance studied in the questionnaire.

7. Categorising International Federations (IFs) by resources

Consistent with the approach for the two most recent prior editions, the 2021-22 questionnaire incorporated multiple-choice indicators intended to help categorise IFs by numbers of staff (0-9, 10-19, 20-49, 50-119 or over 119) and by revenues (average of less than 2m CHF per year from 2016-2021, 2m-4m, 4m-8m, 8m-20m, 20m-50m or over 50m). Both indicators were self-declared and not checked.



Table 7: Numbers of paid staff

Full-time equivalent staff	2021-22	
	27 IFs (excluding Associate Members)	All 33 IFs
0-9	2	5
10-19	7	8
20-49	9	11
50-119	5	5
120+	4	4

Based on the self-assessed responses, nine of 33 IFs had at least 50 full-time equivalent staff and contractors while 11 had 20-49. As the table shows, five IFs had no more than nine members of staff – with three of those being Associate Members.

There were no signs of dramatic changes in staff levels across the IFs since 2019-20 but the groupings are sufficiently broad that small decreases in staff numbers within individual organisations might not show up in the analysis.



Table 8: IF revenue

Average annual revenue 2016-21	2021-22	
	27 IFs (excluding Associate Members)	All 33 IFs
<CHF 2m	0	2
CHF 2m-4m	3	6
CHF 4m-8m	5	6
CHF 8m-20m	7	7
CHF 20m-50m	7	7
>CHF 50m	5	5

The revenue measure looks at average income over the Olympic cycle (covering 2016-2021 in this case). As the numbers provided related to an average over several years, some notable decreases in revenue due to the pandemic appear to have had little effect on the numbers of IFs reporting in each category. There were virtually no changes since 2019-20. Two Associate Members had annual revenue under 2m CHF and five IFs recorded more than 50m CHF annually.



7.1 Impact of resources on scores

Figure 5: Mean moderated score by revenue group

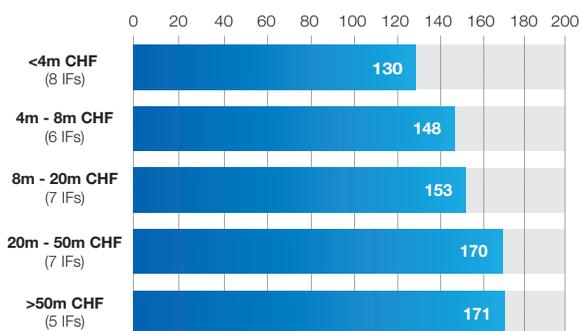


Table 9: Mean moderated score by revenue group

Average annual revenue 2016-21	No. of IFs	Mean score
<CHF 4m	8	130
CHF 4m-8m	6	148
CHF 8m-20m	7	153
CHF 20m-50m	7	170
>CHF 50m	5	171

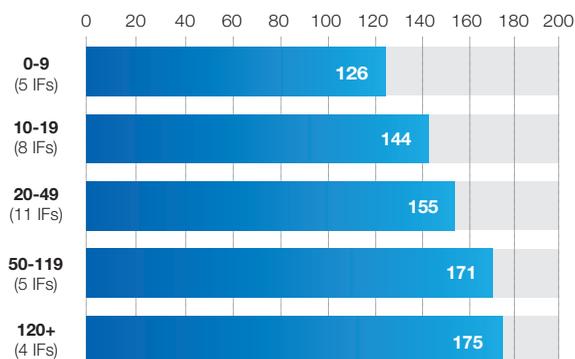
An analysis of average scores by revenue group showed evidence of a correlation between higher revenue and a higher overall moderated score. However, some caution is needed as the sample sizes were fairly small.

Average scores increased steadily in step with increases in revenue. The mean score in the top financial bracket for this study increased by 11 points from the 2019-20 assessment.



A gap also opened between the 8m-20m and 20m-50m brackets. In 2019-20, the difference between the mean score for both was five points. The 2021-22 study saw the gap rise to 17.

Despite the clear pattern, revenue was not an absolute determinant of performance. There were examples of IFs with modest annual revenue between 4m and 8m CHF which performed well in the A2 group and not all of the wealthier IFs reached the highest level.

Figure 6: Mean moderated score by number of staff**Table 10: Mean moderated score by number of staff**

Full-time equivalent staff	No. of IFs	Mean score
0-9	5	126
10-19	8	144
20-49	11	155
50-119	5	171
120+	4	175



As was the case with revenue, scores appeared to increase steadily in line with the number of staff. This trend was more marked than in 2019-20. The table shows that IFs with 20-49 staff had a mean score of 155, a gap of 16 points to IFs with 50-119 staff. There was also a noticeable difference in mean score when comparing IFs with nine staff or fewer and those with 10-19. Some of the sample sizes were small.

Exceptions to the general trend demonstrated that it was possible to perform well as a fairly small organisation. One of the A1 group of IFs had 20-49 staff, as did quite a few of the A2 group.

Attempts in previous assessments to combine groupings by revenue and staff numbers into 'small', 'medium' and 'large' IFs proved problematic. It is suggested that the best approach for comparing like with like is to consider IFs grouped either by staff numbers or by revenue.

8. Transparency section

Table 11: Mean Transparency scores by indicator

Indicator	Topic	Mean (33 IFs)
2.1	Statutes, rules and regulations	3.85
2.2	Explanation of organisational structures including staff, elected officials, committee structures and other relevant decision-making groups	3.88
2.3	Vision, mission, values and strategic objectives	3.36
2.4	A list of all national member federations with basic information for each	3.48
2.5	Details of elected officials with biographical info	3.76
2.6	Annual activity reports, including institutional information, and main event reports	3.06
2.7	Annual financial reports following external audit	3.64
2.8	Allowances and financial benefits of elected officials and senior executives	3.12
2.9	General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda	3.73
2.10	A summary of reports/decisions taken during Executive Board and Commission meetings and all other important decisions of IF	3.70



As for the three previous editions, Transparency was the highest-scoring of the five sections in the questionnaire.

Several of the top-scoring International Federations (IFs) posted close to the maximum score in this section, recording 39 out of 40. In addition, six of the 11 indicators across the whole questionnaire with an average score of more than 3.5 out of 4 were in the Transparency section.

Consistent with 2019-20, the highest mean score was for indicator 2.2, which referred to an explanation of the organisational structure. The majority of IFs publish up-to-date charts on their websites, often with accompanying narratives.



There was an increase in the number of IFs publishing audited annual accounts (2.7). In the previous assessment there were six of 31 IFs which were found to have published partial financial information or none at all. This time, only one IF did not publish at least one set of audited financial accounts, scoring under 2 for the indicator. However, as previously noted, the level of information included in the accounts varied substantially among IFs. More widespread availability of accounts also contributed to improved scores for indicator 2.8, about publication of allowances and financial benefits. Twenty-three of 33 IFs provided policies (such as for *per diems* and/or travel expenses), plus summary financial information, scoring 3 or 4, up from 16 of 31 IFs with this level of detail in 2019-20.

There was an increase in the transparency of agendas and minutes of General Assemblies (2.9). Twenty-five of 33 IFs achieved a maximum score, publishing minutes and other documents for several editions of their General Assemblies, including the most recent ones. Increasingly, IFs produce video streams of their General Assemblies open to viewing. This is a welcome development, however published minutes are generally easier to refer to at a later date.

The lowest transparency score on average was for indicator 2.6, regarding the publication of annual reports. Ten of 33 IFs had not published multiple annual reports. In some cases, the relevant information was available on websites but spread among different pages. Several smaller IFs produced simple but effective annual reports without much professional design work, outlining their activities in single, accessible documents.

9. Integrity section

Table 12: Mean Integrity scores by indicator

Indicator	Topic	Mean (33 IFs)
3.1	Has a unit or officer in charge of ensuring the IF abides by the IOC Code of Ethics and/or the IF's own Code of Ethics	3.09
3.2	Has a unit or officer in charge of ensuring the IF abides by the World Anti-Doping Code	3.67
3.3	Complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions	3.15
3.4	Conflict of interest policy identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision-making	3.18
3.5	Establish confidential reporting mechanisms for 'whistle blowers' with protection scheme for individuals coming forward	2.64
3.6	Provide for appropriate investigation of threats to sport integrity (competition manipulation, gambling-related or other)	3.00
3.7	Make public decisions of disciplinary bodies and related sanctions, as well as pending cases, to the extent permitted by regulations	3.33
3.8	Appropriate gender balance in Executive Board or equivalent	2.48
3.9	Programmes or policies in place to foster greater diversity of backgrounds in composition of Executive Board and committees	1.94
3.10	Programmes or policies in place regarding safeguarding from harassment and abuse	2.85

In the Integrity section, the indicator on anti-doping activity again provided the highest score, as in previous assessments. An increasing number of International Federations (IFs) have outsourced most or all functions of their anti-doping programmes to the International Testing Agency (ITA), with a handful of IFs using independent foundations instead.

There was some progress towards gender balance at Executive Board level (3.8), although it continued to be slow. Only three IFs reached the threshold for at least 40 per cent female representation at Executive Board (or equivalent) level, but this was up from one in 2019-20. A further 15 IFs had women comprising at least 25 per cent of their board members with rules and/or policies to encourage gender balance,

up from 12 last time. At the other end of the scale, the number of IFs with less than 15 per cent of their boards composed of women declined from eight of 31 in 2019-20 to five of 33 in 2021-22. The remaining 10 IFs had men occupying 75-85 per cent of positions on their boards. For analysis of changes in gender balance on IF Executive Boards from 2017-18 to 2021-22, see Section 15.

Indicator 3.3, focusing on compliance with the Olympic Movement Code on the Prevention of the Manipulation of Competition, saw 14 IFs achieve a top score of 4, requiring 'state-of-the-art' compliance. This generally involved active monitoring of competitions and evidence of investigation of at least one case (whether gambling-related or other,

such as allegations of biased judging). Several smaller IFs governing sports with little gambling involvement limited their activities on this topic to participation in the IOC's Integrity Betting Intelligence System.

The topic of conflicts of interest was covered in indicator 3.4. Twenty-seven of 33 IFs managed a score of 3 or 4, demonstrating they have conflicts of interest policies implemented, for example, through declarations at the start of every meeting. This represented a modest increase from 2019-20. About half of those IFs actively maintained conflicts of interest registers. In other cases, candidates for election complete declaration forms but they might not be updated systematically.

There was a new indicator at 3.9 concerning programmes and policies to foster greater diversity of backgrounds in the composition of Executive Boards and committees (separate from gender balance, which was assessed in indicator 3.8). The indicator was designed to test to what extent IFs considered the range of skills and personal characteristics needed on their boards to serve their sports effectively, beyond a straightforward election process.

Fourteen of 33 IFs had continental representation on their boards (for example, positions reserved for a candidate from each of Africa, Asia, Europe, North America and South America) but no other requirements to ensure diversity. Nine IFs scored 2 by demonstrating some additional activities, for example, establishing a Diversity and Inclusion Committee. There were also nine IFs which scored 3 or 4, meaning they had designated processes for considering skills and diversity requirements. More IFs set specific requirements for sub-committees, such as a finance or technical committees, rather than for the boards. A small number of IFs had board positions for independent directors who are openly recruited and there is a trend towards open recruitment of roles on independent sub-committees, such as ethics and internal audit committees.

As it was a new indicator, the findings did not quite match the scoring definitions (see 24.3). With an average score under 2, this was the lowest scoring indicator in the section and third-lowest in the questionnaire overall.



Twenty of the 33 IFs achieved scores of 3 or 4 for indicator 3.10, which asked for evidence of implementation of programmes/policies to protect against harassment and abuse. This was an increase from 15 of 31 IFs at the same level in 2019-20. It is understood that Covid-19 has impacted heavily on competition schedules and perhaps also on competition-related activity.

10. Democracy section

Table 13: Mean Democracy scores by indicator

Indicator	Topic	Mean (33 IFs)
4.1	Election of the President and a majority of members of all executive bodies	3.76
4.2	Clear policies/rules on campaigning to ensure election candidates can campaign on balanced footing including opportunity for candidates to present their visions/programmes	3.67
4.3	Election process with secret ballot under a clear procedure/regulation	3.55
4.4	Make public all open positions for elections and non-staff appointments including the process for candidates and full details of the roles, job descriptions, application deadlines and assessment	2.73
4.5	Establishment and publication of eligibility rules for candidates for election, together with due diligence assessment	2.67
4.6	Term limits for elected officials	1.85
4.7	Provide for the representation of key stakeholders (e.g. "active" athletes as defined in the Olympic Charter) in governing bodies	3.36
4.8	Provide support to help enhance the governance of IF member associations	2.91
4.9	Actively monitor the governance compliance of IF member associations with Statutes, Code of Ethics and other rules	3.18
4.10	Ensuring equal opportunities for members to participate in General Assemblies	3.58

Twenty-seven of 33 International Federations (IFs) scored at least 1 for indicator 4.6, signifying they had some type of term limit in place for elected officials. This was a notable increase from the 22 of 31 assessed at the same level in 2019-20. The most common rule was a limit of three terms of four years for the president and other elected officials.

In some cases, the count of terms was fully or partially reset when moving from one role to another, in which case the score was limited to no more than 2. Several IFs had transitional arrangements and/or exemption clauses which might permit existing, long-serving board members to continue in their roles many years into the future.

Indicator 4.6 was the second-lowest scoring indicator across the assessment. See also Section 14 on the correlation of IFs with term limits and higher overall scores.

For the third-successive assessment the highest scoring indicator in the section was 4.1, related to the requirement for IFs to elect presidents and the majority of their Executive Boards.

There was an increase in use of electronic voting systems with many IFs organising General Assemblies online or as hybrid meetings due to the pandemic. A number of IFs took the opportunity to review their election rules. Consequently, more IFs have had external scrutiny of their elections, such as the appointment of notaries.



The organisation of virtual General Assemblies prompted increases in scores on indicator 4.10, which tested whether members had an equal opportunity to participate. The scoring definitions were re-worded to take account of online meetings. Twenty-four IFs had held online General Assemblies and provided rehearsals/training for participants. Prior to online General Assemblies, IFs had only achieved a top score if they had fully transparent processes for determining any financial support for members to attend.

Other indicators to benefit from the overhaul of election rules were 4.2 on campaigning regulations and 4.5 focusing on the nomination process. Twenty-two IFs had reasonably detailed rules for campaigning, including five with specific requirements regarding the financing of campaigns, up from 20 and three respectively in 2019-20.

Eighteen of 33 IFs had nominations committees or equivalent to check candidates for election met eligibility requirements, scoring 3 or 4 for indicator 4.5.

A new indicator (4.8) asked IFs about governance support provided for their member associations. Twelve IFs provided assistance tailored to needs (for example, grouping members by stage of development) and a further 12 had support programmes in place with guidance materials available. Some of the smaller IFs performed well with extensive activity on this topic.

The related indicator 4.9, updated from 2019-20 and moved from the Integrity section, assessed work by IFs to monitor compliance of their members. Twenty-four of 33 IFs achieved a score of 3 or 4, demonstrating they had rules or programmes to monitor the compliance of members and implemented them. Several IFs had suspended national federations for rule breaches, ranging from major governance failures to non-payment of membership fees.

11. Development section

Table 14: Mean Development scores by indicator

Indicator	Topic	Mean (33 IFs)
5.1	Clear policy and process in place to determine transparent allocation of resources in declared development objectives	3.09
5.2	Information published on redistribution/support activity for main stakeholders, including financial figures	2.76
5.3	Monitoring/audit process of the use of distributed funds	2.30
5.4	Respect principles of sustainable development and regard for the environment	2.94
5.5	Existence of social responsibility policy and participation programmes targeting hard-to-reach areas	3.06
5.6	Education programmes (topics other than integrity) and assistance to coaches, judges, referees and athletes	3.70
5.7	Put in place integrity awareness/education programmes	3.15
5.8	Legacy programmes to assist communities in which events are hosted	2.30
5.9	Anti-discrimination policies covering a range of characteristics	2.97
5.10	IF dedicates appropriate resources to the Paralympic/disability discipline(s) in the sport (Note: for sports that have no Paralympic or disability discipline, the mean score for the rest of the questionnaire will be awarded for this question)	2.91

Development showed the largest increase of the five sections in the assessment since 2019-20 (see paragraph 6 above).

Indicator 5.6 on education programmes for coaches, judges, referees and athletes again proved the highest-scoring in the section. All International Federations (IFs) bar one achieved a score of at least 3, meaning details of courses were published. Many IFs appear to have reacted swiftly to the pandemic and switched a lot of education courses to online delivery.

The Development section, however, did include two of the five lowest-scoring indicators overall. Regarding monitoring and audit processes for the use of distributed funds (5.3), only 12 of 33 IFs

managed scores of 3 or 4, which required independence in the monitoring or audit process, although this was an increase from eight IFs at the same level in 2019-20. It is acknowledged that establishing independent auditing for development work by some IFs might be disproportionately costly.

Indicator 5.8 covered legacy programmes for event hosts. Fourteen IFs scored 3 or 4 (compared to nine in 2019-20), for which the criteria required formal legacy activities and resources to assist event hosts.

Evidence of IF activity on sustainability issues grew. Thirteen IFs achieved a top score, evidencing 'state-of-the-art' policies linked to United Nations Sustainable Development Goals and associated monitoring.



Only three IFs showed little activity on sustainability, down from six in 2019-20. Aside from the highest- and lowest-scoring, other IFs generally had policies or guidance for event hosts with differing levels of implementation. Further work by IFs on sustainability is surely likely in the near future.

Indicators 5.1 (development policy/process) and 5.2 (redistribution including publication of financial figures) showed little advance from 2019-20. It is understandable that some development activity stalled in 2020 and 2021 due to financial restrictions both for the IFs and their members.



12. Control Mechanisms section

Table 15: Mean Control Mechanisms scores by indicator

Indicator	Topic	Mean (33 IFs)
6.1	Establish an internal ethics committee with independent representation	3.12
6.2	Establish an internal audit committee that is independent from the IF decision-making body	1.82
6.3	Adopt policies and processes for internal financial controls (e.g. budgeting, separation of duties, dual approvals for payments, IFRS/GAAP audit standard)	3.30
6.4	Implement a risk management programme	2.61
6.5	Adopt policies and procedures which comply with competition law/anti-trust legislation in eligibility of athletes and sanctioning of events	3.06
6.6	Observe open tenders for major commercial and procurement contracts (other than events)	2.52
6.7	Decisions made can be challenged through internal appeal mechanisms with a final right of appeal to Court of Arbitration for Sport (CAS)	3.06
6.8	Due diligence and effective risk management in bidding requirements, presentation, assessment and allocation of main events	2.91
6.9	Awarding of main events follows an open and transparent process	2.67
6.10	Compliant with applicable laws regarding data protection (such as General Data Protection Regulation) and takes measures to ensure IT security	3.03

The Control Mechanisms section had the joint-lowest median score at 28 out of 40. For the second-successive assessment, indicator 6.2 was the lowest-scoring. Nine of 33 International Federations (IFs) had majority-independent internal audit committees which had published reports. Almost half the IFs had either no audit committee or one composed of people who were not independent (such as Executive Board members).

A new indicator about IF risk management programmes was added for the 2021-22 assessment at 6.4. Risk management had previously been incorporated only as part of another indicator.

Seventeen IFs achieved scores of 3 or 4, meaning they had formal risk registers considered systematically by their Executive Boards, often with delegated responsibility for specialist sub-committees. Eleven IFs discussed strategic risks at Executive Board level at least annually (scoring 2), while five IFs appeared to have only occasional discussions among their boards.

Indicator 6.3 on internal financial controls was the highest-scoring in the section but outside the top 10 across the questionnaire as a whole.

One objective of indicator 6.3 was to check the number of IFs which had adopted International Financial Reporting Standards (IFRS)/Generally Accepted Accounting Principles (GAAP) or equivalent standards for auditing. Seven mostly larger IFs had accounts audited using IFRS standards (up from five in 2019-20) and a further four used GAAP for the country in which they are based (no change since the last assessment). The majority of IFs which take the form of voluntary associations based in Switzerland continued to use one of several other standards.

Some of the Swiss-based IFs fit the criteria (thresholds for balance sheet, turnover and staff numbers) for a Swiss Ordinary audit. An Ordinary audit assesses whether internal controls are in place. Other smaller IFs met the criteria for a Swiss Limited audit, in which the audit statement expresses no view on internal controls. In terms of annual revenues, there were some IFs which should give serious consideration to upgrading their audit standards.

Typical evidence provided of internal controls included basic rules in Statutes about responsibilities, internal financial regulation documents (covering for example signature authorisation at different thresholds and separation of duties), plus budgeting processes.

The process of holding open tenders for procurement and commercial contracts is becoming more prevalent among IFs. Twenty IFs demonstrated they held regular open tenders with details published, scoring 3 or 4 for indicator 6.6.

Indicators 6.8 and 6.9 covered the process for event-bidding and the selection of hosts. Only a handful of IFs had external contributions to the assessment of event bids (such as specialist suppliers). Scores were slightly higher for 6.8, regarding the assessment of bids, than for 6.9 about the decision-making process. In fact, the experience of the pandemic, with so many events being cancelled or postponed, appears to have accelerated a shift away from IFs running competitive event-bidding processes towards a more collaborative approach. These indicators would therefore benefit from review in future.



13. Highest- and lowest-scoring indicators

Table 16: Five highest-scoring indicators in rank order

Rank	Indicator	Section	Topic	Mean score out of 4
1	2.2	Transparency	Explanation of organisational structure including staff, elected officials, committee structures and other relevant decision-making groups	3.88
2	2.1	Transparency	Statutes, rules and regulations	3.85
3=	2.5	Transparency	Details of elected officials with biographical info	3.76
3=	4.1	Democracy	Election of the President and a majority of members of all executive bodies	3.76
5	2.9	Transparency	General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda	3.73

As the Transparency section was the highest-scoring overall, it was no surprise that it accounted for four of the five highest-scoring individual indicators. In fact, it was the only section where each of the 10 indicators had an average score above 3.

Almost all International Federations (IFs) achieved the maximum score of 4 on indicators about the publication of their rules (2.1), organisational structures (2.2) and information about their Executive Board members (2.5).

Among indicators from other sectors, the highest average score was 4.1, as the large majority of IFs elected their presidents and most of their Executive Boards.



Table 17: Five lowest-scoring indicators in rank order

Rank	Indicator	Section	Topic	Mean score out of 4
1	6.2	Control Mechanisms	Establish an internal audit committee that is independent from the IF decision-making body	1.82
2	4.6	Democracy	Term limits for elected officials	1.85
3	3.9	Integrity	Programmes or policies in place to foster greater diversity of backgrounds in composition of Executive Board and committees	1.94
4=	5.3	Development	Monitoring/audit process of the use of distributed funds	2.30
4=	5.8	Development	Legacy programmes to assist communities in which events are hosted	2.30

The lowest-scoring indicators were drawn from across the different sections of the questionnaire, except for Transparency.

The lowest overall was indicator 6.2, asking about the existence and composition of internal audit committees (see 12 above).

The indicator on term limits (4.6) was previously the lowest-performing indicator in the questionnaire. As noted in 10 above, there has been significant progress in the introduction of term limits for Executive Boards by IFs in recent years but in some cases transitional arrangements might mean significant change would not happen for quite a few years. See also 14 below.

The new indicator at 3.9 regarding diversity at Executive Board level (or equivalent) was third-lowest and is covered in Section 9. While the wording of the scoring definitions could be improved, the analysis showed that many IFs relied solely on elections, usually including continental representation, to recruit Executive Board members with the skills and profiles they needed.

Indicators 5.3 (monitoring and audit process for development funds) and 5.8 (legacy programmes) comprised the rest of the bottom five. Both are covered in Section 11.

14. Impact of term limits

Figure 7: Mean score for International Federations (IFs) with and without term limits

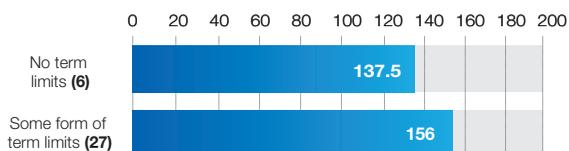


Table 18: Mean score for IFs with and without term limits (33 IFs)

	No. of IFs	Mean score
No term limits	6	137.5
Some form of term limits	27	156



On average, IFs with some type of term limits in place reached the A2 group with a mean score of about 156. By contrast, the average score for IFs without term limits is 137.5, which fits into group B (or an average of 146 excluding two Associate Members without term limits).

All seven of the IFs in group A1 had term limits of some description and nine of 10 in group A2.

The correlation between the existence of term limits and higher scores might be partially explained by the fact that term limits were often introduced as one of a set of governance changes, which collectively have the impact of increasing assessment scores.



15. Gender balance on International Federation (IF) Executive Boards from 2017-18 to 2021-22

Figure 8: Proportion of women on IF Executive Boards 2017-18 to 2021-22

Number of IFs

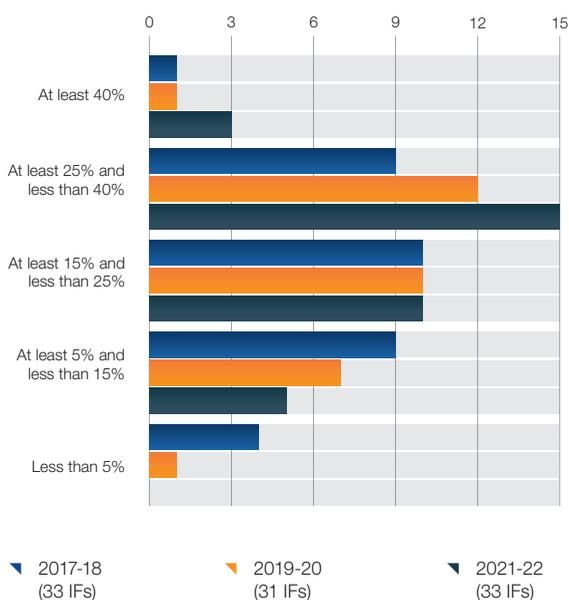


Table 19: Proportion of women on IF Executive Boards 2017-18 to 2021-22

Proportion of women among the Executive Board members	2017-18 (33 IFs)	2019-20 (31 IFs)	2021-22 (33 IFs)
At least 40 per cent	1	1	3
At least 25 per cent and less than 40 per cent	9	12	15
At least 15 per cent and less than 25 per cent	10	10	10
At least 5 per cent and less than 15 per cent	9	7	5
Less than 5 per cent	4	1	0

Indicator 3.8 regarding the proportion of women on IF Executive Boards (or equivalent) has remained unchanged from the 2017-18 edition of the questionnaire through to 2021-22, enabling a direct comparison using findings from three assessments.

As the data shows, there has been a gradual increase but IFs were still a long way from parity. The number of IFs with at least 40 per cent of their boards composed of women increased from one to three. Progress was evident in the number of IFs with 25-40 per cent of their boards comprised of women, up from eight IFs to 15 of 33 in 2021-22. Ten IFs have had 75-85 per cent male-dominated boards in each of the assessments. However, there was also progress at the lower end – nine IFs with 85-95 per cent of their boards made up of men in 2017-18 dropped to five in 2021-22. In 2017-18 there were four IFs with either no women on their boards or less than 5 per cent (for example, one woman on a board of more than 20 individuals). All IFs were above at least the 5 per cent threshold by 2021-22.



16. Background section

16.1 Governance priorities and resources dedicated

Table 20: Summary of governance priorities and resources dedicated

Topic	No. of IFs
Reviewing governance structure/role of bodies	19
Reviewing constitution/statutes/rules and regulations	7
Supporting continental/national members with governance-related work	7
Improving gender balance	5
Improving athlete welfare systems/policies	4
Appointing independent committees	4

The Background section of the questionnaire included an open-ended question about governance priorities and dedicated resources. It is important to note that this was not a scored indicator and there were varying levels of detail provided in International Federation (IF) responses. The summary information might not reflect fully the governance-related work IFs have undertaken.

Beyond reviews of different aspects of governance, a number of IFs were looking to support and/or monitor the governance of their national member federations.

Other prominent themes included work to improve gender balance and athlete welfare/safeguarding.

In addition to dedicated members of staff, many IFs now have one or more independent committees (ethics, audit, nominations, etc.) comprising important parts of their overall governance work.





Table 21: Separate legal entities associated with IFs

Separate legal entities associated with the IF	No. of IFs
Development/charity/foundation	9
Separate commercial body	3
Entity to run events	4
Continental bodies	3
Investment organisation	3
None declared	13

As for the 2019-20 edition, the questionnaire included an open question in the Background section on legal entities associated with IFs. Thirteen of 33 IFs had no related organisation (or failed to declare them). In the 2019-20 questionnaire there were 15 (of 31 IFs) with no related bodies.

A number of IFs had associated entities, including foundations or separate commercial bodies. There was no clear trend, other than IFs having a wide range of responsibilities and constantly reviewing how best to manage their affairs.

16.2 Type of legal entity

Type of legal entity	No. of IFs
Swiss-based voluntary association	22
Other voluntary association	5
Company limited by shares	2
Company limited by guarantee	1
International organisation in Malaysia	1
Non-profit organisation in Spain	1
Non-profit organisation in USA	1

As is widely known, the majority of IFs take the form of voluntary associations under the Swiss Civil Code. Several IFs are comparable in legal structure but incorporated in other countries. Three IFs take the form of not-for-profit companies.

17. Conclusion

Considering the huge disruption to international sport resulting from the pandemic, the Governance Taskforce (GTF) is greatly reassured to see the positive progress International Federations (IFs) continued to make with their governance in the last two years. The high level of commitment was evident in the generally very thorough responses to the questionnaire, for which the GTF is grateful.

The minimum target of 130 set by the GTF for Full Members was achieved and only one of six current and former Associate Members fell short of the target score of 120. Even in that case, there was a mitigating circumstance, with that Associate Member participating in the assessment study for the first time. Almost all IFs which took part in both the 2019-20 study, plus the current one, made good progress, which is ultimately more important than a partially subjective grouping.

There were improvements in financial transparency with only one IF not publishing audited accounts (although several IFs were a financial year out of date) and increased information available on allowances and benefits. Nevertheless, several IFs should consider investing in higher levels of external financial audits, which would involve increased scrutiny of internal controls.

IF Executive Boards were still heavily male-dominated but there was evidence of some progress towards gender balance, with three IFs having at least 40 per cent female representation on their boards (up from one in 2019-20) and five IFs with less than 15 per cent of their boards composed of women (compared to eight last time).

In 2020, IFs started to hold online General Assemblies in response to Covid-19, a welcome innovation. Some IFs needed to change statutes to allow for electronic voting and took the opportunity to overhaul electoral processes, resulting in updated campaigning rules and the establishment of nominations committees.



A trend towards the introduction of term limits continued, with 27 of 33 IFs having limits in place for elected officials. This was a notable increase from the 22 of 31 IFs assessed at the same level in 2019-20. However, transitional arrangements and exemption clauses might delay the effects of the term limit rules, in some cases.

Other changes motivated or accelerated by the pandemic included online delivery of IF education programmes and a shift away from IFs running competitive event-bidding processes towards a more collaborative approach with potential hosts.

Evidence of IF sustainability activity grew. A total of 13 IFs demonstrated 'state-of-the-art' policies linked to United Nations Sustainable Development Goals with associated monitoring. Further work by IFs on sustainability was likely in the near future, in line with expectations set out in Olympic Agenda 2020+5.

There was also an increase from 15 to 20 in the number of IFs which showed evidence of implementation of safeguarding programmes, despite some activities being curtailed by the cancellation of events.

A new indicator tested to what extent IFs considered the range of skills and personal characteristics needed on their boards, beyond straightforward election processes. While rules to ensure continental representation were close to universal, some IFs went further, for example, by establishing Diversity and Inclusion Committees. The nine IFs which performed best had designated processes for considering skills and diversity requirements. A small number of IFs had board positions for independent directors who are openly recruited. Far more had independent representatives on other committees.

Once again, the study showed there was correlation between larger organisations with higher revenues and more staff achieving higher scores. In fact, the correlation was stronger than it was in 2019-20.

While basic transparency could be achieved with limited resources, appointing independent committees and third-party suppliers was obviously more expensive.



Yet there were still examples of smaller IFs (both in size and terms of finances) proving that it was possible to perform very well with limited resources.

At the time of writing, in March 2022, the Russian invasion of Ukraine was causing great suffering and anxiety, and impacting on sport as on other sectors. IFs need to continue navigating amid considerable uncertainties and complexities, as well as a high level of public scrutiny. Only well-governed organisations are likely to meet the challenges. It is hoped this assessment assists (and inspires) IFs in that regard.

18. Evolution of the study



With the fourth review of International Federation (IF) governance completed, it is clear that incremental changes based on experience and lessons learned have helped increase the clarity of the wording of the questionnaire and ironed out some of the main areas of potential confusion.

It was evident from the lengthy answers and extensive list of supplementary documents provided that many IFs have dedicated considerable resources to their responses to the questionnaire.

This added value to the exercise. Nonetheless, the study has limitations, which should be acknowledged.

As for the previous editions, the questionnaire was restricted to 50 scoring questions to make the task of completion manageable. This is one of the inevitable trade-offs in most audit or assessment exercises.

Important topics that were not covered included oversight of e-sports and an assessment of the balance of powers between different governing bodies.

In a study designed as 'one size fits all', there are also sure to be a few indicators which were more relevant to some IFs than others.

In the Transparency section in particular, scores achieved by many IFs are now close to the maximum. While the progress over a period of years is welcome, the next iteration of the questionnaire will require a more substantial update to ensure it is sufficiently challenging and differentiates between IFs.

Across the IFs, the results suggested a higher level of correlation than before between the size of IFs, as measured by staff numbers and revenue, and overall assessment scores.

While there were exceptions, both towards the higher and lower end of the results, it seems organisational capacity was a key determinant of governance scores. The correlation was both a strength and a weakness of the assessment. It was a strength because intuitively it might be expected that larger organisations with teams of specialist staff could achieve higher standards in some aspects of governance than smaller bodies where the same function was covered as only one part of the work of a single individual. On the other hand, scale should not be the sole determinant of governance. In sport, as in other sectors, small, well-run organisations can and do achieve great things.

The scoring system for the questionnaire is partly subjective, which explains the need to accept margins of error despite the fact responses were again more detailed than for the previous editions and showed increased understanding of the information sought.

Due to the timetable, with an original plan for publication in May 2022, there was limited opportunity for dialogue with IFs. Several offers that IFs made for meetings were declined in order to ensure equal treatment of all participating IFs.

The results represent a snapshot in time, although governance is inherently an ongoing process.

In addition, an analysis of documents, procedures and structures did not take into account factors such as individual behaviour, organisational culture and human rights.

Just as companies sometimes fail soon after seemingly satisfactory financial audits, so it is entirely possible that governance shortcomings could become apparent after creditable performances in this assessment exercise.



19. Suggested next steps

The Association of Summer Olympic International Federations (ASOIF) Governance Task Force (GTF) plans to continue with the governance assessment project. The next steps include:

- ▼ Distribution of full results to each IF
- ▼ Production of good practice examples for publication
- ▼ Follow-up meetings to be offered to IFs
- ▼ GTF to discuss plans for next assessment exercise



20. International Federations

ASOIF Full Members that participated in the study:

- ▼ Badminton World Federation (BWF)
- ▼ Fédération Equestre Internationale (FEI)
- ▼ Fédération Internationale d'Escrime (FIE)
- ▼ Fédération Internationale de Basketball (FIBA)
- ▼ Fédération Internationale de Football Association (FIFA)
- ▼ Fédération Internationale de Gymnastique (FIG)
- ▼ Fédération Internationale de Hockey (FIH)
- ▼ Fédération Internationale de Natation (FINA)
- ▼ Fédération Internationale de Volleyball (FIVB)
- ▼ International Canoe Federation (ICF)
- ▼ International Golf Federation (IGF)
- ▼ International Handball Federation (IHF)
- ▼ International Judo Federation (IJF)
- ▼ International Shooting Sport Federation (ISSF)
- ▼ International Table Tennis Federation (ITTF)
- ▼ International Tennis Federation (ITF)
- ▼ International Weightlifting Federation (IWF)
- ▼ Union Cycliste Internationale (UCI)
- ▼ Union Internationale de Pentathlon Moderne (UIPM)
- ▼ United World Wrestling (UWW)

- ▼ World Archery
- ▼ World Athletics
- ▼ World Rowing
- ▼ World Rugby
- ▼ World Sailing
- ▼ World Taekwondo (WT)
- ▼ World Triathlon

ASOIF Associate Members that participated in the study:

- ▼ International Federation of Sports Climbing (IFSC)
- ▼ International Surfing Association (ISA)
- ▼ World Baseball Softball Confederation (WBSC)*
- ▼ World DanceSport Federation (WDSF)
- ▼ World Karate Federation (WKF)*
- ▼ World Skate

*Ceased to be Associate Members from the end of 2021

21. Credits and acknowledgements

We are most grateful to all the International Federations (IFs) which completed the governance questionnaire thoroughly and promptly. Without their full co-operation and support, this report and indeed the whole project would not have been possible.

This report was written in cooperation with the Association of Summer Olympic International Federations (ASOIF) Governance Taskforce (GTF):

Chair:

- ▼ Francesco Ricci Bitti, Chair, ASOIF President



Members:

- ▼ Jean-Loup Chappelet, Professor at Swiss Graduate School of Public Administration (IDHEAP) at the University of Lausanne (UNIL)
- ▼ Benjamin Cohen, Director General, International Testing Agency
- ▼ Ingmar De Vos, FEI President, IOC Member, ASOIF Council Member
- ▼ Pâquerette Girard Zappelli, IOC Chief Ethics and Compliance Officer
- ▼ Alexander McLin, Director of the Gymnastics Ethics Foundation
- ▼ Denis Oswald, Director of the International Centre for Sports Studies (CIES), IOC Executive Board Member
- ▼ Hitesh Patel, UK Department for Digital, Culture, Media and Sport (DCMS)
- ▼ Snežana Samardžić-Marković, Director General of Democracy, Council of Europe
- ▼ Andrew Ryan, ASOIF Executive Director

Thanks are due to the ASOIF staff, particularly James Carr and Junjie Li, for their work throughout the course of this project.

Appointed consultants Rowland Jack and Ed Hawkins from I Trust Sport reviewed the questionnaire responses, moderated the scores and produced analysis for this report.



21.1 Management of a conflict of interest

Rowland Jack from I Trust Sport is a director of another company, together with an individual who has been a member of the Fédération Equestre Internationale (FEI) Board since November 2020.

In order to manage the potential conflict of interest, Ed Hawkins alone was responsible for moderating the questionnaire response from the FEI.

This approach was agreed in advance with ASOIF and the FEI.

21.2 Copyright

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Appendices

22 Changes to the questionnaire from 2019-20

22.1 One question replaced and others substantially revised

Table 22: Indicators cut or substantially revised for 2021-22

Ref in 2019-20	Topic	Note
4.9	Frequency of governing body meetings and associated reporting	Cut – provided limited extra information and partially redundant due to increased frequency of meetings since the switch to remote working
6.3	Accounting control mechanisms and external financial audit	Wording amended for clarity and to remove a reference to risk management, now covered separately in 6.4
6.7 and 6.10	Internal appeals Right of appeal to Court of Arbitration for Sport (CAS)	Merged into one indicator covering the full appeals process. All IFs have a right of appeal to CAS (or an equivalent in one case)

Table 23: New indicators for 2021-22

New indicator	Topic	Note
3.9	Programmes or policies in place to foster greater diversity of backgrounds in composition of Executive Boards and committees	Important and topical issue of relevance to IFs (the existing indicator on gender balance remained in place and unchanged)
4.8	Provide support to help enhance the governance of IF member associations	Important and topical issue of relevance to IFs Combines with a slightly amended indicator (4.9) on monitoring compliance of IF member associations
6.4	Implement a risk management programme	Important and topical issue of relevance to IFs Complementary to 6.3 on internal controls

Note that there was also some re-numbering as a consequence of the introduction of the new questions.

22.2 Clarification of wording

In a number of places, the wording was adjusted based on the experience of the previous edition of the study and on feedback received.

Table 24: Illustrative examples of changes in wording for 2021-22

Indicator	Topic	Change and rationale
3.2	Has a unit or officer in charge of ensuring that the IF abides by the World Anti-Doping Code	Definition for score of 4 amended to clarify that an “independent” anti-doping programme could involve out-sourcing critical functions to the International Testing Agency (ITA) or another entity separate from the IF
3.7	Make public decisions of disciplinary bodies and related sanctions, as well as pending cases, to the extent permitted by regulations	Wording of indicator and scoring criteria updated to acknowledge that publication of disciplinary decisions may be limited by privacy regulations
4.5	Establishment and publication of eligibility rules for candidates for election together with due diligence assessment	Definition for score of 4 amended to require an independent nominations committee involving people with no other roles in the organisation
4.10	Ensuring equal opportunities for members to participate in General Assemblies	Definition for scores of 3 and 4 amended to give credit for General Assemblies held as online or hybrid meetings
6.9	Awarding of main events follows an open and transparent process	Definition for score of 4 amended to include a process for reallocation of an event at short notice

22.3 Background section

Changes in the Background section were minor. A reference to Olympic Agenda 2020 was updated to Agenda 2020+5.





23 Further explanation of the moderation process

As for the previous editions, the Association of Summer Olympic International Federations (ASOIF) appointed sports governance consultancy I Trust Sport to support the project. I Trust Sport's task was to review the questionnaire responses, to moderate the scores to ensure as much consistency as possible, and to produce analysis for this report.

It is important to note that the assessment represents a snapshot in time. Questionnaires were returned to ASOIF by International Federations (IFs) in January and early February 2022 (the deadline for IFs to respond was 19 January. Nineteen were submitted by the deadline and the last received on 4 February). The moderation process ran from mid-January to the end of February, concluding just as sports bodies began to restrict the involvement of Russian and Belarussian athletes and officials in international sport as a result of the Russian invasion of Ukraine. The timetable allowed for about one working day to review each questionnaire, during which time documents were downloaded and pages of IF websites reviewed.

Scores were checked against the defined criteria in the questionnaire for each indicator for all responses.

Evidence provided by IFs was also checked (such as references to clauses in the constitution or specific web pages) and, where evidence was absent or incomplete, additional information was researched from IF websites. Supplementary documents provided on a confidential basis were considered when and where appropriate.

The moderation team submitted small clarification queries to 16 IFs via ASOIF. In many cases the request was to supply an unpublished document that had been referenced as being available on request. Additional information provided was considered.

Where necessary, scores were adjusted up or down to reflect the independent assessment of the moderator, based on the evidence available. The aim was to be consistent and fair.

The analysis is based on what was in place on the day of moderation, not taking account of future changes – even where these were imminent and/or certain to be implemented. This seemed to be the fairest approach and is consistent with the previous assessments. Some flexibility was allowed for revisiting assessments in late February when IFs specifically drew attention to imminent changes.

During the moderation process, a handful of policy decisions were applied regarding the scoring of specific indicators to ensure consistency (see Section 24.3).

In a number of cases there were large differences between the moderated and self-assessed scores. For 11 IFs the overall difference was no more than five points. At the other end of the spectrum, six IFs were marked down by more than 20 points with one IF having a mark-down of more than 40. The mean mark-down was -11 compared to -13 in the previous assessment, demonstrating increased understanding of the exercise and close attention to responding. However, in some instances there were still some misunderstandings about the information that was being requested. It may be the case that the added incentive of a target score led to some slightly inflated self-assessments.

In general, the quality of the responses received was very high.

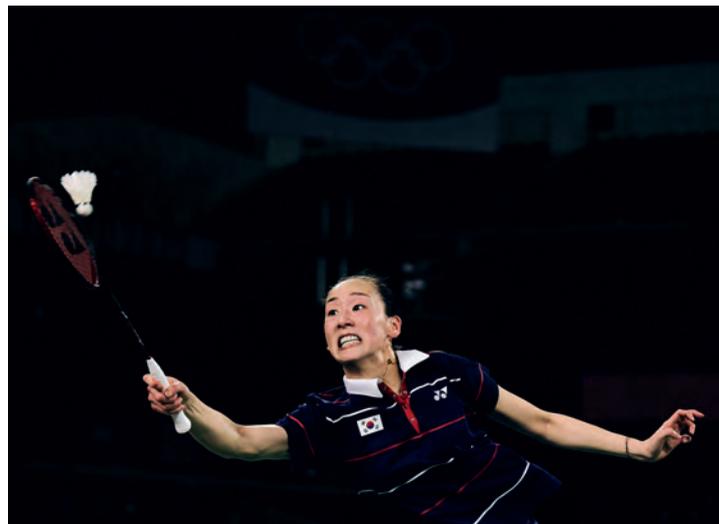
The decision to base assessment on regulations that were in place on the day of the review, consistent with the policy adopted for each of the three previous assessments, resulted in several scores being moderated down because several IFs understandably wanted to take into account governance reforms that were due to be implemented in the weeks or months after assessment. There was evidence to justify this method of scoring, however, as uncertainty related to the pandemic had inevitably resulted in the postponement of General Assemblies, as well as numerous major competitions.

On a positive note, the fact that a number of reforms are due for implementation in the coming months suggests that there is momentum for further change.

Rowland Jack and Ed Hawkins conducted the moderation exercise. A substantial amount of time was spent cross-checking to ensure consistency between the two reviewers and in the scoring between IFs.

23.1 Assumptions made in conducting moderation and calculating scores

- ▼ The reviews were based only on responses provided in the questionnaire, material on the relevant IF website and on supplementary documents submitted by IFs, along with the questionnaire (where these were provided); due to the tight timetable, and to ensure equal treatment of IFs, no meetings were held with IF staff after questionnaires were submitted.
- ▼ Scores were based on Sections 2-6 of the questionnaire, excluding Section 1 (Background).
- ▼ Moderated scores were based on regulations that were in place on the day on which the questionnaire was reviewed – credit was not given for planned future reforms. This had a negative impact on some scores but seemed the fairest approach and is consistent with the previous reviews.
- ▼ The moderators tried to show some understanding of the impact of the pandemic. For example, many IFs naturally had to pause their event-bidding and hosting cycles. In these cases, IFs were not penalised and information dating back to 2019 was considered.
- ▼ The assessment acknowledged to some extent where the level of activity was proportionate to the resources of the IF (e.g., in terms of the approach to development programmes or the choice of audit standard) but a modest size/budget should not excuse poor practice; inclusion of questions on staff numbers and IF revenue in the revised edition of the questionnaire has enabled some additional analysis of IFs by size and scale.



23.2 Indicative example of moderating scores

Below is an anonymised example of the moderation process for a specific indicator using the self-assessed and moderated scores for three separate IFs.

Table 25: Indicator 3.10 – Programmes or policies in place regarding safeguarding from harassment and abuse

Score	Score definition
0	No
1	Some evidence of activity
2	Policies in place which include reference to “IOC Guidelines for IFs and NOCs related to creating and implementing a policy to safeguard athletes from harassment and abuse in sport”
3	Policies in place consistent with IOC Guidelines, appropriate resources dedicated (including providing resources for members), plus evidence of implementation
4	State-of-the-art policies and procedures in place, evidence of implementation, outcomes published

Example IF A

Self-assessed score	Evidence in questionnaire response
3	There is a recent change to disciplinary rules, referencing violations of the safeguarding policy.
Moderated score	Rationale for moderated score
2	Policy in place but criteria for score of 3 not met

Example IF B

Self-assessed score	Evidence in questionnaire response
4	Safeguarding policy published (link provided) and communicated through social media channels. Safeguarding is part of the curriculum for coaching and judging seminars (link provided)
Moderated score	Rationale for moderated score
3	There is evidence of implementation of the policy but the criteria for a score of 4 are not met

Example IF C

Self-assessed score	Evidence in questionnaire response
4	Safeguarding policy integrated into internal rules. Ethics Code has relevant provisions. Education programme in place (example provided). Evidence of implementation regarding an ongoing case (link to related report)
Moderated score	Rationale for moderated score
4	Policy is in place. Evidence of implementation with a report published

23.3 Scoring policy adopted for specific indicators

Table 26: Scoring policy adopted for the moderation process

Indicator	Topic	Definitions in questionnaire	Policy adopted
3.9	Programmes or policies in place to foster greater diversity of backgrounds in composition of Executive Board and committees	<p>0) No</p> <p>1) Representation of each continent on the Executive Board or Council</p> <p>2) Representation on Executive Board or Council of stakeholder groups in addition to continental federations and athletes</p> <p>3) Designated committee/process to consider IF skills and diversity requirements among elected and appointed officials</p> <p>4) Nominations committee or equivalent considers diversity among criteria for new members of Executive Board and/or committees</p>	<p>0) Unchanged</p> <p>1) Unchanged</p> <p>2) Activity should go beyond continental representation and an athlete on the Executive Board. Examples: representation of another stakeholder group or existence of an Equality, Diversity and Inclusion Committee</p> <p>3) Unchanged</p> <p>4) Unchanged</p>



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