

May 2019

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# REVIEW OF GOVERNANCE OF INTERNATIONAL FEDERATION MEMBERS OF ARISF AND AIMS



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A study by I Trust Sport  
commissioned by the General  
Association of International  
Sports Federations

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# 1

## Executive summary

### 1.1 Background

The General Association of International Sports Federations ([GAISF](#)) aims to be the united voice of sport, protecting the interests of its member International Federations (IFs). In November 2018 the GAISF Council decided to implement a governance assessment project for the IF members belonging to the Association of IOC Recognised International Sports Federations ([ARISF](#)) and Alliance of Independent Recognised Members of Sport ([AIMS](#)). The governance assessment exercise was similar to studies conducted in 2017 and 2018 by the Association of Summer Olympic International Federations ([ASOIF](#)) and by the Association of International Olympic Winter Sport Federations ([AIOWF](#)).

Sports governance consultancy [I Trust Sport](#), which worked on the ASOIF and AIOWF projects, was appointed by GAISF to support the project, collecting and reviewing the questionnaire responses, moderating the scores for consistency, and producing analysis for this report.

### 1.2 Methodology

I Trust Sport reduced the self-assessment [questionnaire](#) used by ASOIF and AIOWF from 50 indicators (questions) to 20, focusing particularly on transparency as a theme. The changes were made in recognition of the differences between the Olympic IFs and ARISF and AIMS IFs, such as the level of resources available.

Each indicator had a scoring range with separate definitions from 0 (not fulfilled at all) to 4 (totally fulfilled in a state of the art way).

In addition, IFs were asked to choose from several categories indicating the number of staff they employ and annual revenue.

IFs completed a self-assessment questionnaire online between November 2018 and February 2019, providing evidence to justify their scores. 55 IFs were invited to participate, comprising 37 members of ARISF and 18 members of AIMS. The five ASOIF Associate Members which are also part of ARISF were excluded because they had participated in the ASOIF study in 2017-18.

For the 47 IFs which completed questionnaires, I Trust Sport reviewed the responses, checking for accuracy and adjusting where needed. I Trust Sport

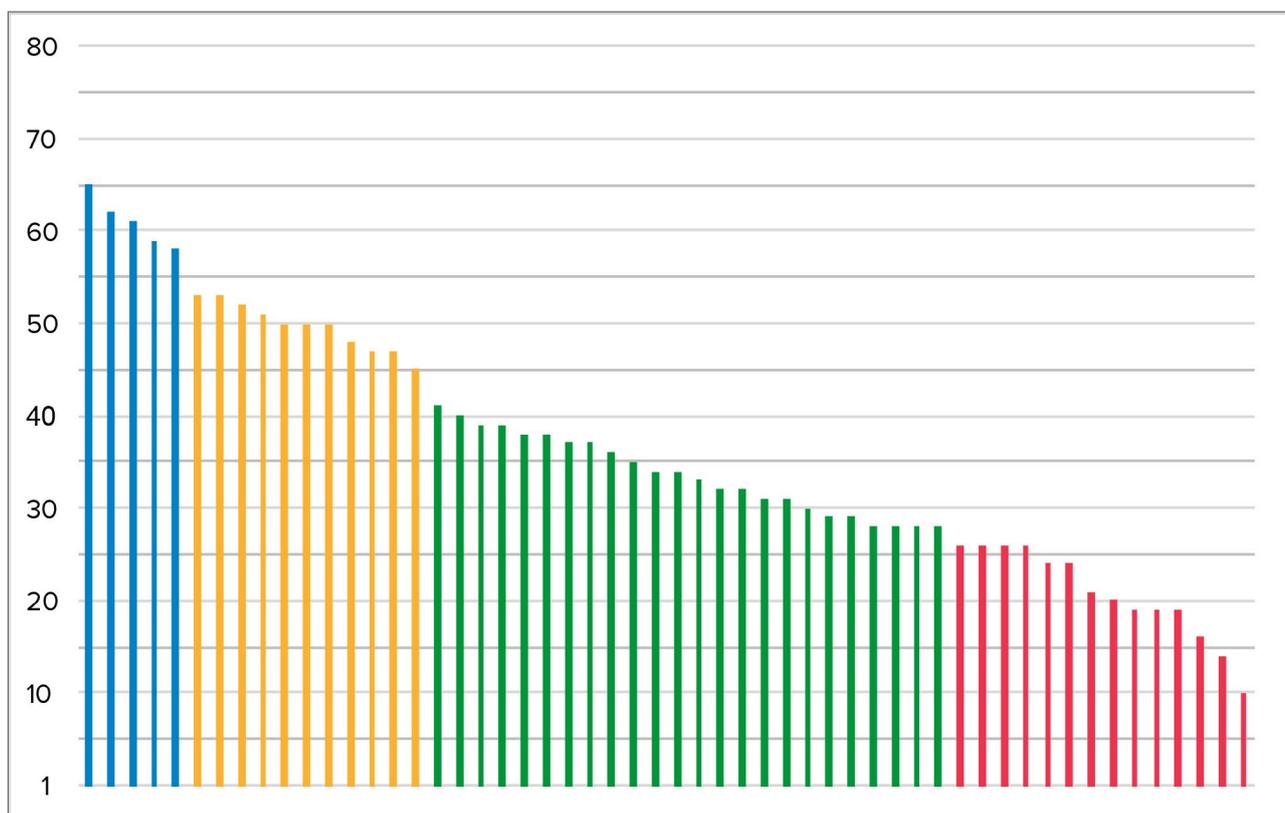
also conducted the analysis for seven IFs which did not respond. The results of the study are based on 54 of the 55 IFs initially included as one IF website had insufficient information to do meaningful analysis at the time of moderation in February 2019.

### 1.3 Headline findings

- Moderated scores varied widely across the 54 IFs from 10 to 65 out of a theoretical maximum of 80
- The mean score was just over 36
- On average, the transparency scores were slightly higher than the scores for the indicators in the other sectors (integrity and democracy; development and control mechanisms)
- Due to the methodology adopted, percentages should not be used
- Findings have been anonymised so that individual IFs cannot be identified as it is the first time that the 54 IFs have been studied in this way

The IFs were divided into four groups according to their overall scores:

IF total scores and groups



Key

	Group A1
	Group A2
	Group B
	Group C

Groups	Range of total scores out of 80	Number of IFs (out of 54)
A1	58-65	5
A2	45-53	11
B	28-41	24
C	10-26	14

### 1.4 Analysis by number of staff

Number of staff	Number of IFs	Total Score		
		Low	High	Mean
0 or less than 1	14	16	51	29.9
1-4	25	10	65	33.8
5-9	7	38	62	51.3
10 or more	8	26	52	40.5

- There is some evidence that IFs with more staff had higher scores. The average scores were slightly higher for IFs with 1-4 staff than for those with none. A more sizeable jump was noticeable with the group of seven IFs that had 5-9 staff, which scored very well overall, averaging over 50
- The trend did not continue with the largest IFs that employed 10 or more people - their average totals were around 40, with a mixture of higher and lower scores
- Evidence from the study suggests that it is not essential to have a large number of staff to perform well – the highest performing IFs had no more than 9 staff and the top IF overall was in the 1-4 staff category
- It was also possible to reach a good standard even without full-time staff as one of this group managed an overall score of 51

### 1.5 Analysis by revenue

- 45 out of 54 IFs were in the smallest group, declaring annual revenue from 2012 to 2015 of less than 2 million CHF
- The average score of the IFs that earned over 2m CHF in annual revenue (42.6) was significantly higher than the average of those with less revenue (34.8)
- Nevertheless, several of the highest scores were achieved by IFs in the lower revenue category
- There is some evidence that increased revenue correlates with a higher score in the questionnaire but the threshold at which revenue makes a critical difference is not clear

### 1.6 IF resources more relevant than ARISF/AIMS status

- While the average scores for ARISF members were higher than for AIMS, this seems to be explained mainly by the fact that ARISF members tend to have greater resources available
- There was no clear distinction between the governance of ARISF and AIMS members

### 1.7 Scores by indicator

Six out of 20 indicators had an average score of more than 2 out of 4:

- Publication of the organisation's Statutes/ Constitution and other rules (best overall)
- Provision of information about the IF's vision and strategy
- Publication of information about member federations
- Election of the President and majority of the Board
- Athlete involvement in the Board
- Right of appeal to the Court of Arbitration for Sport

Seven out of 20 indicators had an average score of less than 1.5 out of 4, including:

- Term limits - 32 out of 54 IFs had no rule setting term limits for elected officials; for those that did, the most common limit was three terms of four years (lowest score overall)
- Limited provision of financial information – 25 IFs published virtually no financial information; 8 made some limited details available; 21 IFs published audited accounts
- Limited information on allowances and benefits for officials – 18 IFs published no information; 19 provided little detail, typically a single line in the accounts or a short section in the Statutes; 17 IFs fulfilled the criteria
- Conflict of interest policies – 12 IFs had no evidence of a policy; 15 made a brief reference in the Statutes or Code of Ethics; 10 IFs demonstrated implementation of a conflict of interest policy

- Anti-discrimination measures – 29 IFs made no more than one brief reference in a single document, usually the Statutes or Code of Ethics
- Internal controls and risk management – 36 IFs had very little evidence of systems in place, or none at all

IF Executive Boards are heavily male-dominated. Only two IFs had a majority of women on the Board and no others had over 40% female representation; eight IFs had either no female Board members or fewer than 5% of the total; a fair number of IFs had a policy to encourage better gender balance but in many cases the only women on IF Boards are those appointed specifically because of rules to ensure representation of women.

### **1.8 Comparison with results of ASOIF IFs for the same indicators**

- Based on the same set of 20 indicators, the mean scores for ASOIF members were higher than those of the ARISF and AIMS members, which is perhaps to be expected given that the majority of the ASOIF members have substantially greater resources
- Nevertheless, 12 out of 54 ARISF and AIMS IFs scored higher than the mean among the ASOIF members

### **1.9 Impact of term limits**

- The average total score among IFs with term limits was much higher (44.1) than those without (30.6)
- However, the correlation does not imply that the existence of term limits results in better governance

### **1.10 Evidence of widespread disputes**

- Disputes within and between IFs are very common, such as battles for control of a specific discipline, which can be extremely burdensome
- Undoubtedly, disputes have held back some organisations from achieving their full potential

## **1.11 Conclusions**

While aspects of the findings of the governance study of ARISF and AIMS members may make uncomfortable reading both for individual organisations and for the group of IFs collectively, it is important that IFs look regularly at how they can improve in order to have a better chance of achieving their objectives and retaining relevance in future years.

There is no doubt that the best of the ARISF and AIMS members are doing excellent work governing and promoting their sports globally, often with very limited resources. However, too many IFs fall short in relatively basic areas of governance which are likely to increase risks and reduce effectiveness.

The good news is that there is much that can be done for little cost and relatively quickly, such as publishing more information transparently, implementing conflict of interest policies and improving systems of internal controls. Other issues, such as the under-representation of women at Board level and the absence of term limits, will take a more concerted effort to tackle.

Each positive step which an IF takes has the potential to benefit not only the sport concerned but also the sports movement as a whole. Encouragingly, a large majority of the ARISF and AIMS members engaged positively in this study and quite a few IFs have demonstrated that they are working actively to improve. It is therefore right for GAISF to continue to challenge and support its members on their important governance work.

## 2

### Background

At its meeting on 5 November 2018, the Council of the General Association of International Sports Federations ([GAISF](#)) decided to implement a governance assessment project for the International Federation (IF) members belonging to the Association of IOC Recognised International Sports Federations ([ARISF](#)) and Alliance of Independent Recognised Members of Sport ([AIMS](#)). The governance assessment exercise was to adopt a similar methodology to studies conducted in 2017 and 2018 by the Governance Task Force appointed by the Association of Summer Olympic International Federations ([ASOIF](#) – see details [here](#)) and by the Association of International Olympic Winter Sport Federations ([AIOWF](#)).

Sports governance consultancy [I Trust Sport](#), which worked on the ASOIF and AIOWF projects in 2017 and 2018, was appointed by GAISF to support the project from November 2018. I Trust Sport's task was to collect and review the questionnaire responses; to moderate the scores to ensure as much consistency as possible; and to produce analysis for this report.

## 3

### Methodology

#### 3.1 Developing the questionnaire

It was decided that it would be appropriate to reduce the size of the self-assessment questionnaire used by ASOIF and AIOWF in recognition of the differences between the Olympic IFs and ARISF and AIMS members, such as resources available.

In consultation with GAISF, I Trust Sport selected a sub-set of 20 indicators (questions) from the 50 included in the 2017-18 edition of the [ASOIF questionnaire](#).

The main focus was on the topic of transparency since implementing an effective transparency policy is regarded as a high priority for IFs and it is possible to do so with limited resources. In summary, the selected indicators were as in the table below.

**Table 1 - Indicators in questionnaire**

Section	Indicators in ASOIF version	Indicators in GAISF version
Transparency	10	8
Integrity	10	2
Democracy	10	4
Development	10	2
Control mechanisms	10	4
Total	50	20

The wording and scoring systems of each indicator incorporated were left unchanged as ASOIF's Governance Task Force had settled on wording following careful review. Using the same questions would also ensure a degree of consistency with the previous studies and enable some comparisons.

A background section was developed for the questionnaire so that each IF could provide information to set the context. This included statements about compliance with core documents such as the Olympic Charter and World Anti-Doping Code, information on the type of legal entity which the IF has adopted and the country in which the organisation is incorporated.

In addition, IFs were asked to choose from several categories identifying the number of full-time equivalent paid staff who are employed and contractors, and the approximate annual revenue of the IF. These measures of IF size were included to facilitate fair comparisons between IFs, understanding that an IF with no full-time staff (of which there were 14) will realistically find it difficult to match the level of development of another sport which might have annual

revenue of multiple millions of CHF and a full-time headquarters operation. In both cases, the number of categories was based on the model from the ASOIF questionnaire but additional groupings were added at the lower end. The financial data requested was for the four years from 2012 to 2015, again for direct comparison with the ASOIF questionnaire.

The full test of the questionnaire, including the 20 indicators selected is listed in 16.5 below.

### 3.2 Scoring system

The scoring system implemented was the same as for the ASOIF study in 2017-18. Each of the 20 indicators in the questionnaire incorporated a separate definition for scores on a scale from 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

It should be understood that a score of 0 or 1 is a sign that improvements are needed (although not all individual indicators cover topics that an IF may regard as a high priority at their current stage of development). A score of 2 means that the activity is regarded as meeting an adequate standard. A score of 3 or 4 indicates the criteria are well-fulfilled. The margins between 3 and 4 are small, in some cases.

IFs were asked to provide evidence to justify their scores.

### 3.3 Making the questionnaire available to IFs

On 22 November 2018, a letter was distributed by e-mail by GAISF to the Presidents of the members of ARISF and AIMS, inviting them to participate in the study with some explanatory information. A hyperlink was provided to complete the questionnaire online (see sample screenshot in 16.6 below). The deadline for responding was set at 16 January 2019.

Guidance notes and a Word document for drafting responses were also provided (see 16.7 below).

A total of 55 IFs were invited to participate, comprising 37 members of ARISF and 18 members of AIMS (membership groupings as at the end of [November 2018](#)). The five ASOIF Associate Members which are also part of ARISF (World Baseball Softball Confederation, World Karate Federation, World Skate, the International Federation of Sport Climbing and International Surfing Association) were excluded because they had participated in the ASOIF study in 2017-18.

In order to provide IFs with an opportunity to learn more about the process and to ask questions, a set of four webinars were offered in November, December and January. About a dozen IFs participated in the webinars in total.

A handful of questions were submitted by IFs to GAISF, which GAISF answered or referred to I Trust Sport.

### 3.4 Questionnaire responses

The questionnaire was made available on 22 November 2018 with a deadline of 16 January 2019. 33 responses were submitted by that date. Subsequently, GAISF sent reminder messages and extended the deadline, initially to 7 February and finally to 15 February. A total of 47 IFs completed the questionnaire.

With approval from GAISF, I Trust Sport conducted the assessment exercise directly at the end of February for the remaining eight IFs which had not responded, using information published on the relevant IF websites. At the time of the moderation process, one IF was found to have insufficient information published on its website to conduct a meaningful analysis. Consequently, it has been excluded from this study.

Analysis and findings are therefore based on 54 IFs out of the 55 initially invited to participate.

### 3.5 Moderation process

From early January to early March, Rowland Jack and Guntur Dwiarmein from I Trust Sport reviewed the responses for all 47 IFs that had submitted answers, checking for accuracy, adjusting scores where necessary, and providing explanatory comments and additional evidence found, such as web links or references to IF rules.

The majority of responses by IFs included at least a reasonable level of detail, although some did not provide evidence to justify their scores. There was no sign of major misunderstandings by IFs about the questions and the information which was being sought.

As referenced above, I Trust Sport conducted the analysis for seven IFs which had not responded. While it would have been preferable to have full input from the IFs, much of the scoring was based on fairly objective criteria related to the extent and quality of information provided on the IF website. It therefore proved relatively straightforward to assess the IFs which had not answered the questions.

The assessment process is partly objective and partly subjective. With experience of implementing the same scoring system for over 70 questionnaire responses in 2017 and 2018, the team was confident that the moderated scores were relatively consistent from one IF to another.

Following completion of the initial moderation exercise, the team conducted an extensive series of checks to ensure that scoring was as consistent as possible across the full range of IFs. Where necessary, small adjustments were made before the full set of scores was finalised.

The checking process included:

- Separate assessments conducted of the same IF questionnaire responses by the two members of the moderating team to ensure consistency
- Full review of the scoring of several indicators across all 54 IFs
- Random checks on 11 IFs (more than 20% of the sample) for several indicators
- Random spot checks of over 100 indicator scores across the full sample

On the basis that some judgements could be debatable, each IF total score should be understood to have a margin of error from -3 to +3.

Further information on the moderation process is provided in 16.2 below.

### 3.6 Changes in score after moderation

Self-assessed scores ranged from 13 to 75 among the 47 IFs which completed the survey. On average, total IF scores were marked down 12 in the moderation process. However, a number of IFs succeeded in calculating their scores very accurately – for 17 IFs the moderated score was no more than five below or above the self-assessed figure.

Six IFs were marked up in the moderation process, ending up with a score higher than the self-assessed figure. One IF had no net change in its score. 40 IFs had their scores marked down, of which five were marked down by 30 points or more.

Considering that the IFs were conducting an unfamiliar exercise for the first time, the standard of self-assessment was mostly fairly good.

**Table 2 - Changes in score after moderation**

	47 IFs	
	Self-assessed score	Moderated score
Mean for total score	49	37
Median for total	49	36
Mean per indicator (out of 4)	2.34	1.85

Maximum increase	+7 (moderated score is 7 above self-assessed score)
Maximum decrease	-48 (moderated score is 48 below self-assessed score)
Mean change	-12
Median change	-10

The rest of the analysis in this report is based on moderated scores only.

## 4

### Headline findings

Moderated scores varied widely across the 54 IFs from 10 to 65 out of a theoretical maximum of 80. The mean score was just over 36. Due to the methodology adopted, percentages should not be used.

**Table 3 – Average scores for all 54 IFs**

	54 IFs (including seven responses completed by 1 Trust Sport)
	Moderated score
Mean for total score	36.1
Median for total	36.5
Mean per indicator (out of 4)	1.81

As agreed in the initial brief for the project, findings have been anonymised so that the scores of individual IFs cannot be identified. While the anonymity does limit the potential for external scrutiny, it is believed to be appropriate since this is the first time that the 54 IFs included in the project have been studied in this way.

Once the scores had been finalised, the moderation team divided the IFs into four groups according to their overall scores, labelled A1, A2, B and C. The division into groups is as follows:

**Table 4 - Allocation of IFs into groups by score**

Groups	Range of total scores	Number of IFs (out of 54)
Group A1	58-65	5
Group A2	45-53	11
Group B	28-41	24
Group C	10-26	14

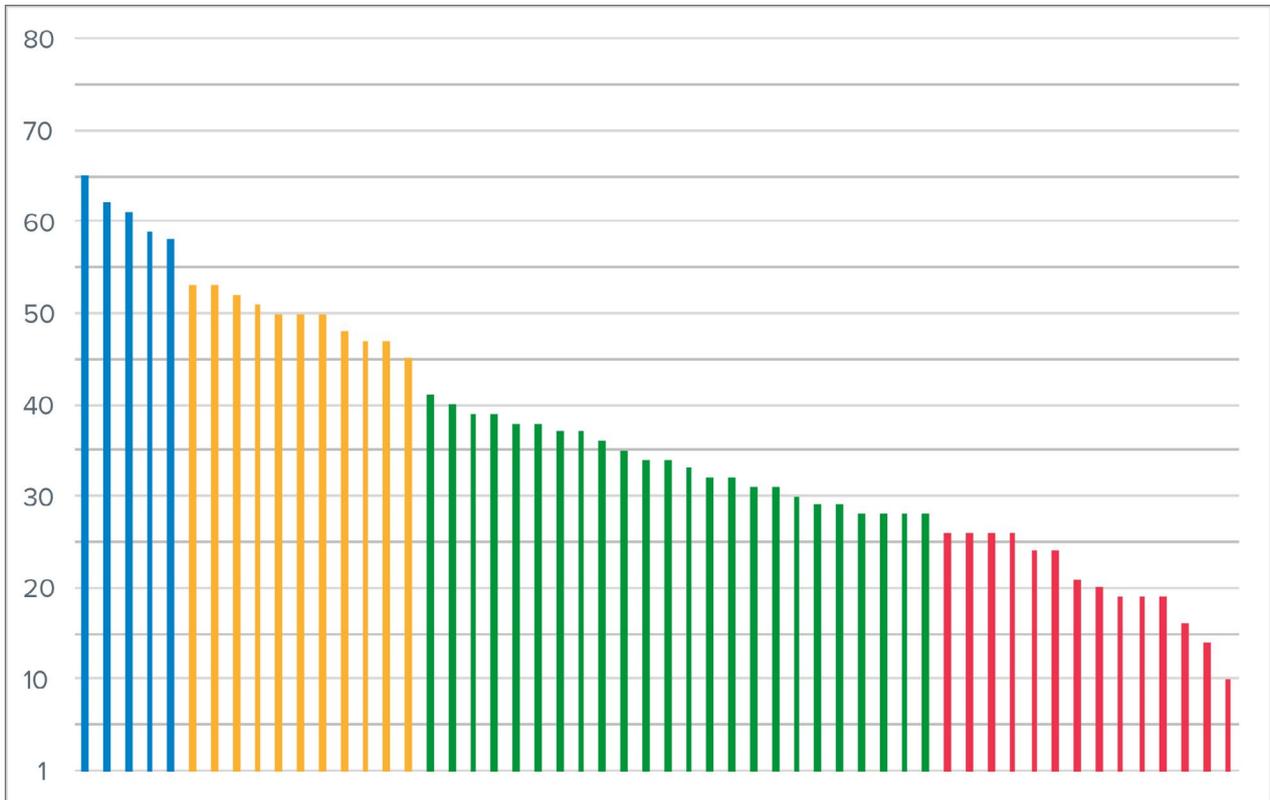
At the top of the scale, there were five IFs whose overall moderated scores stood out with a gap between them and the next level. It therefore seems appropriate to identify these as lead performers in the A1 group. A score of 60 equates to an average of 3 out of 4 for each of the 20 indicators. All of this group had a good number of scores of 4, signifying that that particular indicator was fulfilled in a “state of the art” way.

With scores ranging from 45 to 53, the next group of 11 IFs was tightly packed with plenty of examples of good practice but a less consistent performance across the whole questionnaire. There were few scores of 4 but plenty of 2 (“fulfilled”) and 3 (“well-fulfilled”).

As might be expected, there were small margins between a large group of 24 IFs in Group B, almost half of those studied. The overall scores ranged from 28 to 41. At the upper limit, a score of 40 represents an average of 2 out of 4 for each indicator. In this group, the scoring was patchy. There were few scores of 4 and, for the most part, relatively few scores of 0 (“not fulfilled at all”).

Finally, 14 IFs were allocated to group C with scores ranging from 10 to 26. At the top of group C there was little difference from the lower end of group B. However, the IFs in group C exhibited significant gaps. A total score of 20 equates to an average of 1 out of 4 for each indicator (“partially fulfilled”) and some IFs achieved less than that.

Figure 1 - IF total scores and groups



- Key
- █ Group A1
  - █ Group A2
  - █ Group B
  - █ Group C

It should be kept in mind that there is an estimated margin of error for the overall score from -3 to +3 so it is possible that a small number of IFs could be attributed to a higher or lower group.

## 5

### Average scores by section

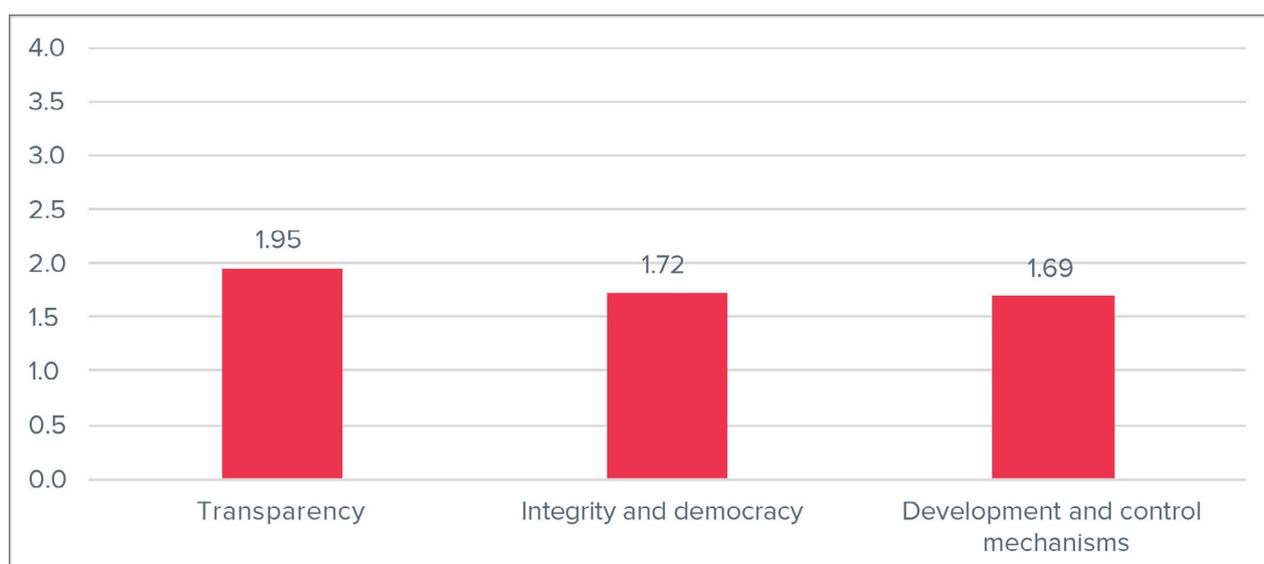
Eight of the 20 scored indicators covered the topic of transparency. Out of a maximum possible score of 32, the mean was about 15.6 (median 14), representing a score of just under 2 per indicator across the whole study. However, the overall range was very wide, from 5 to 30.

**Table 5 - Scores by section**

Section	Number of indicators	Total possible	Low	High	Mean	Median	Per indicator
Transparency	8	32	5	30	15.6	14	1.95
Integrity and democracy	6	24	3	17	10.3	10	1.72
Development and control mechanisms	6	24	0	19	10.1	10	1.69

On average, the transparency scores were slightly higher than the scores for the indicators in the other sections. There was no noticeable difference between the groupings Integrity / Democracy and Development / Control Mechanisms. In both cases, scores varied from very low to high teens out of 24 with an average of about 10, which equates to about 1.7 per indicator.

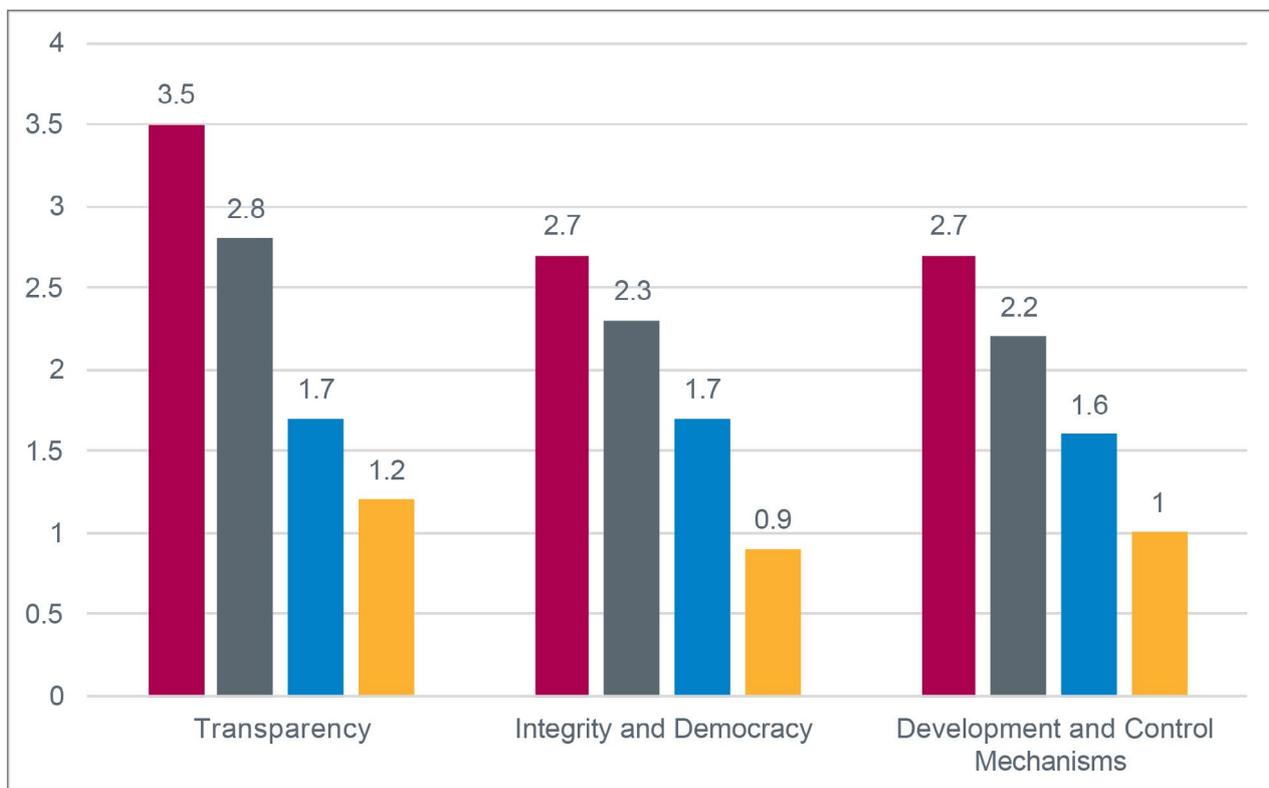
**Figure 2 - Average scores by section**



As there were only six indicators in each of the Integrity / Democracy and Development / Control Mechanisms sections, which covered quite an assortment of topics, it would not be appropriate to seek to draw detailed conclusions from each section.

### 5.1 Average indicator score by section by group

Figure 3 - Average indicator score by section by group



It is noticeable that the average scores per indicator vary more from one group to the next for the Transparency section than for the others. For example, there is an average difference of about 0.7 between groups A1 and A2 per indicator in the Transparency section, and of 1.1 between A2 and B. By contrast, the differences in the average scores for the other sections are in the region of 0.5 per indicator between A1 and A2 and between A2 and B.

Key  
■ Group A1  
■ Group A2  
■ Group B  
■ Group C

Table 6 - Average indicator score by section by group

Group	Transparency average per indicator	Integrity and Democracy	Development and Control Mechanisms
A1	3.5	2.7	2.7
A2	2.8	2.3	2.2
B	1.7	1.7	1.6
C	1.2	0.9	1.0

This tends to suggest that groups A1 and A2, comprising the 16 highest scoring IFs, stood out particularly in their higher level of transparency from the other organisations studied.

## 6

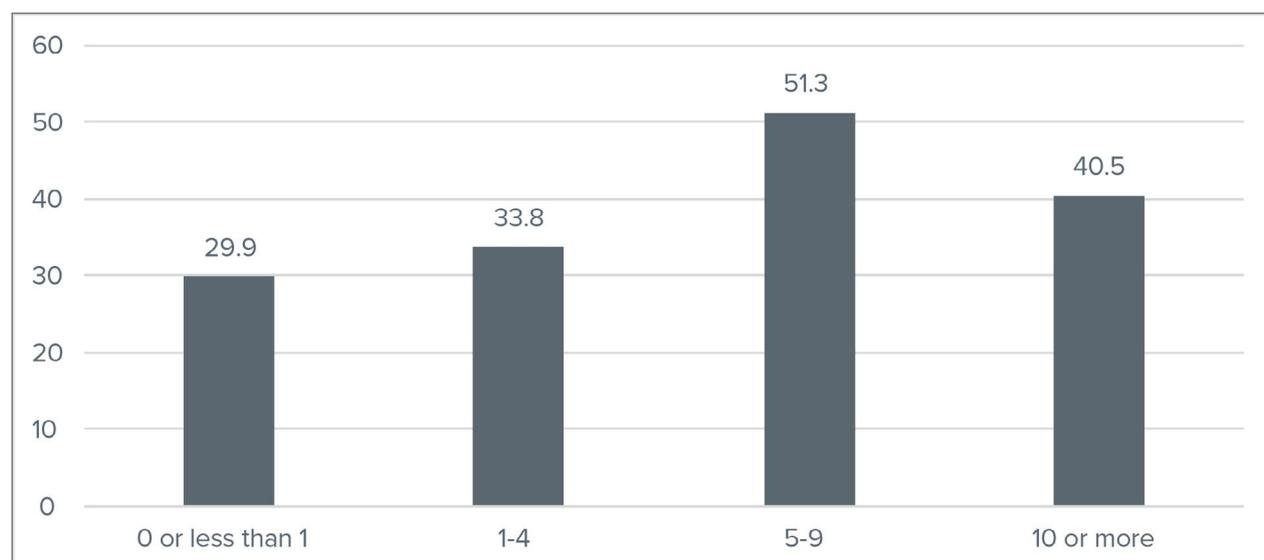
### Analysis of GAISF members by category

#### 6.1 Number of staff

Table 7 – Total scores by number of staff

Number of staff	Number of IFs	Low	High	Mean	Median
0 or less than 1	14	16	51	29.9	28.5
1-4	25	10	65	33.8	32.0
5-9	7	38	62	51.3	53.0
10 or more	8	26	52	40.5	40.5

Figure 4 - Average total scores by number of staff



It is notable that more than a quarter of the ARISF and AIMS members studied (14 out of 54) employed no full-time staff. The majority of the IFs do have a handful of staff but no more than that – 25 declared 1-4 full-time staff and/or contractors. Only 15 had five or more staff.

There were additional groupings in the questionnaire for 10-19 staff, 20-49, 50-119 and 120 or more. (The larger groupings were included for consistency with the ASOIF study in 2017-18.)

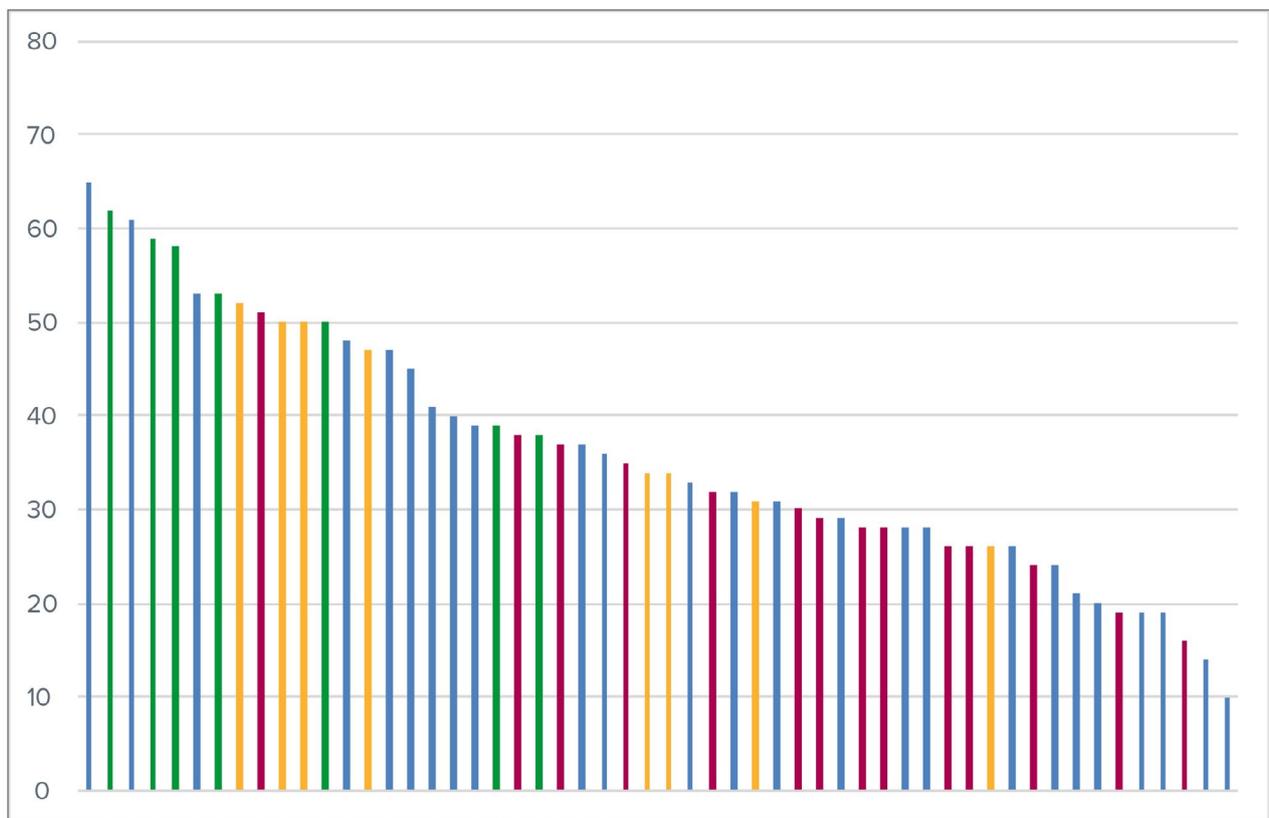
Due to small sample sizes and the commitment to avoid making individual IF scores identifiable, the IFs with 10 or more staff have been grouped together.

There is some evidence that IFs with more staff had higher scores. The mean and median scores were slightly higher for IFs with 1-4 staff than for those with none (33.8 and 32 compared to 29.9 and 28.5). A more sizeable jump was noticeable with the group of seven IFs that had 5-9 staff, which scored very well overall, averaging over 50.

The trend did not continue with the largest IFs that employed 10 or more people. Their average scores were around 40, with a mix of higher and lower scores.

The findings of the study suggest that it is not essential to have a large number of staff to perform well – the highest performing IFs had no more than 9 staff and the top IF overall was in the 1-4 staff category. It was also possible to reach a good standard even without full-time staff as one of this group managed an overall score of 51, in the middle of the A2 group.

Figure 5 - IF total score categorised by staff numbers



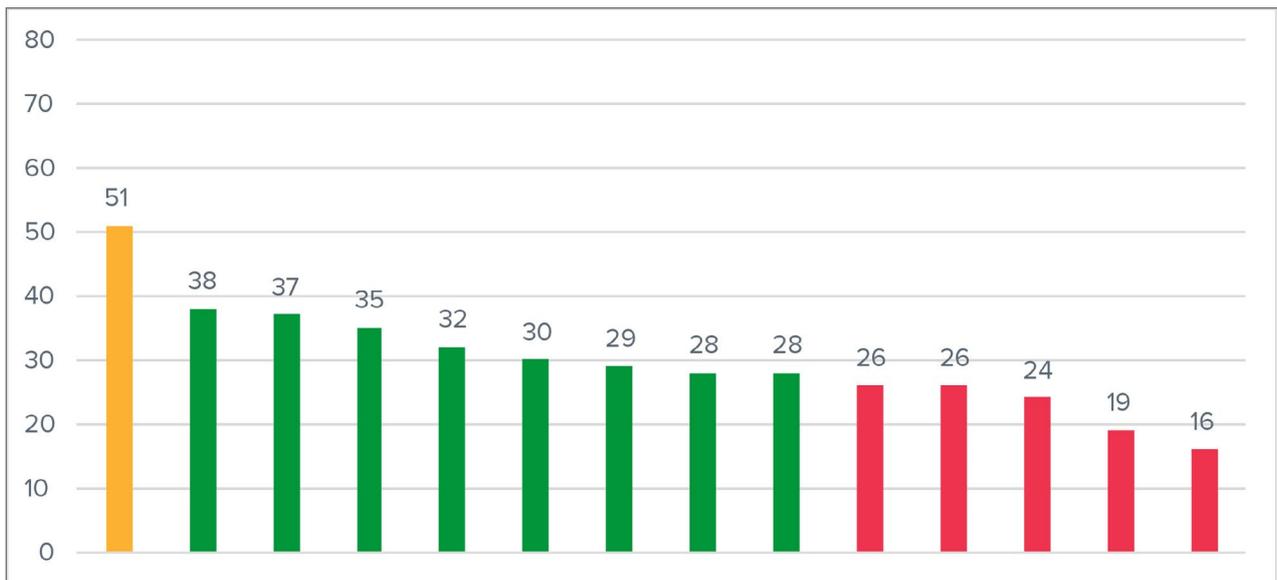
Key

- 0 or less than 1
- 1-4
- 5-9
- 10+

### 6.2 IFs with no full-time staff

As might be expected, several of the 14 IFs with no full-time staff were towards the lower end of the scale. However, eight made it into the B group and one high-performer reached the A2 level.

Figure 6 - Total score of IFs with 0 or less than 1 staff categorised by groups

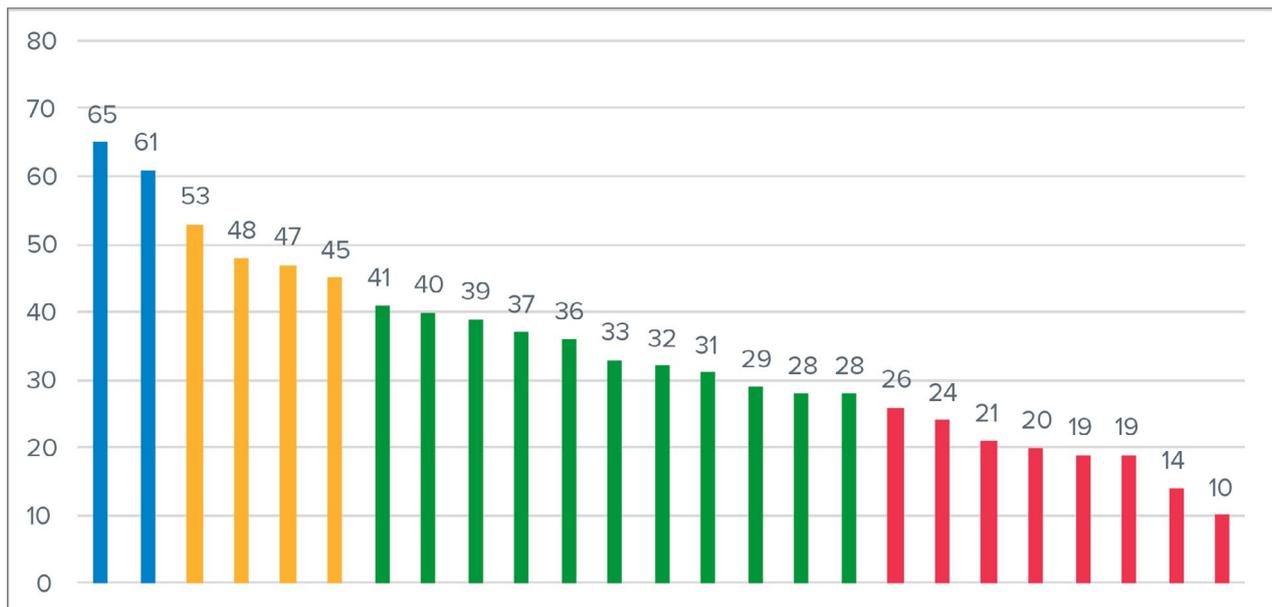


- Key
- █ Group A1
  - █ Group A2
  - █ Group B
  - █ Group C

### 6.3 IFs with 1-4 full-time staff

Nearly half of the IFs studied (25 out of 54) declared that they had 1-4 full-time staff or equivalent. Among such a large group there was naturally considerable variation, from the two lowest scores overall of 10 and 14 to the top score among all IFs of 65.

Figure 7 - Total score of IFs with 1-4 staff categorised by groups

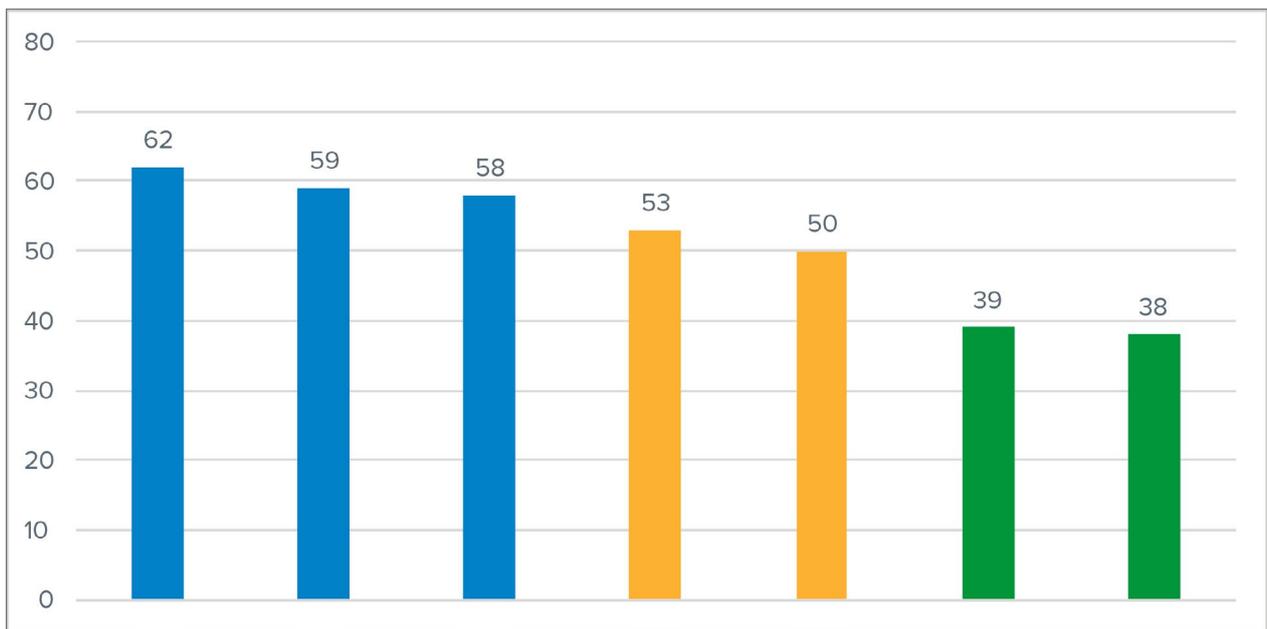


- Key
- Group A1
  - Group A2
  - Group B
  - Group C

### 6.4 IFs with 5-9 full-time staff

In this group all but one of the seven IFs had under 2m CHF in annual earnings from 2012 to 2015. For the most part, this group performed well with only two of the IFs falling just short of a score of 40. The others ranged from 50 to over 60, providing three of the five IFs in the top A1 group.

**Figure 8 - Total score of IFs with 5-9 staff categorised by groups**



- Key
- Group A1
  - Group A2
  - Group B
  - Group C

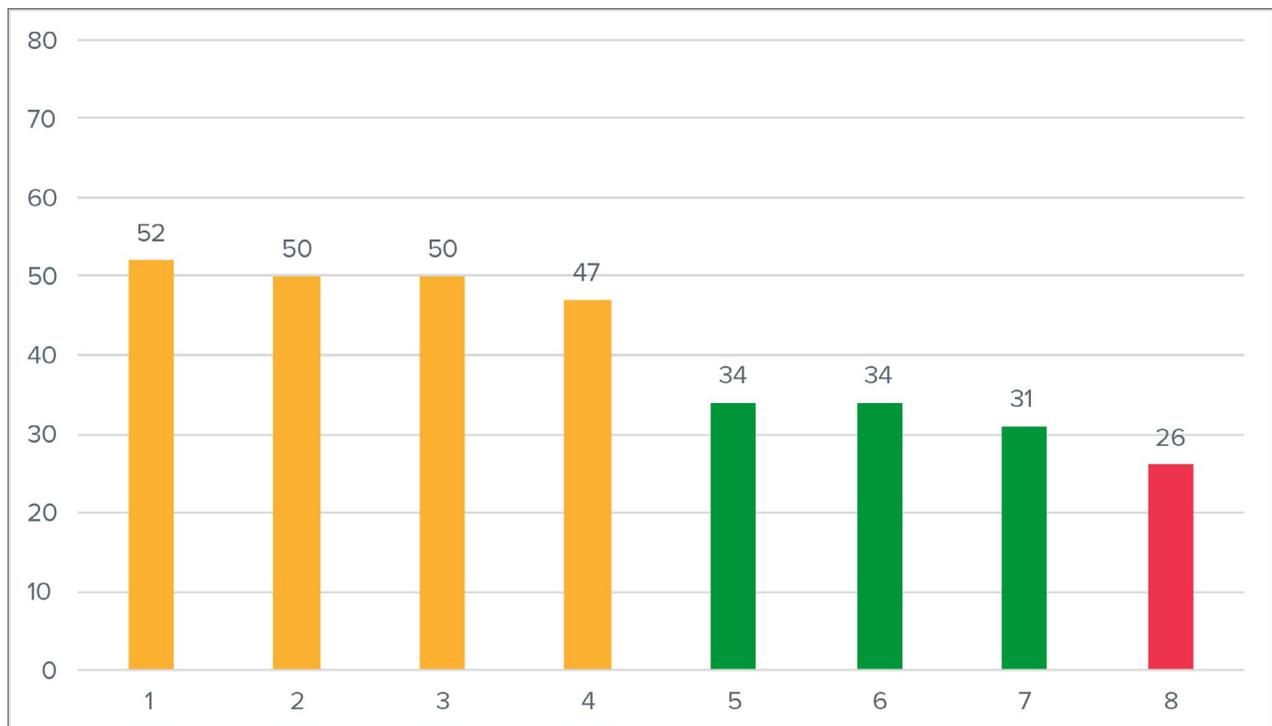
### 6.5 IFs with 10 or more full-time staff

IFs with 10 or more staff made up eight of the 54 organisations studied. While half of these larger organisations scored fairly well, earning overall scores ranging between 47 and 52 in the A2 group, the other four spanned the top of group C to the middle of group B.

The evidence suggests that being a larger organisation with more professional staff is not a guarantee in itself of better performance in the governance assessment.

It should be noted, however, that there was considerable diversity within the group in terms of the numbers of staff employed. While three declared 10-19 staff, two IFs each employed over 50 people.

**Figure 9 - Total score of IFs with 10 or more staff categorised by groups**



- Key
- Group A1
  - Group A2
  - Group B
  - Group C

## 6.6 Revenue

Out of the 54 IFs studied, 45 were in the smallest group, declaring annual revenue from 2012 to 2015 of less than 2 million CHF.

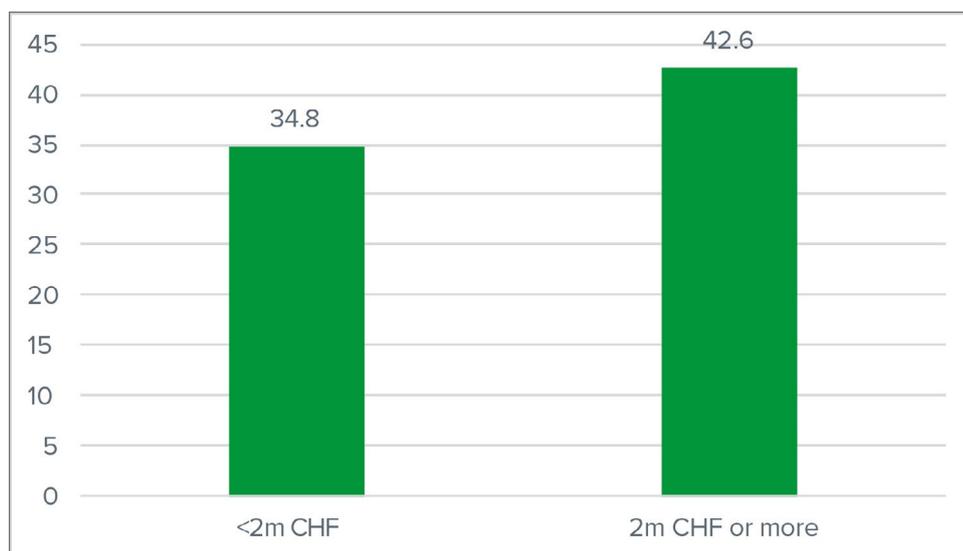
The other revenue groupings in the questionnaire were 2m to 4m CHF, 4m to 8m CHF, 20m to 50m CHF and over 50m CHF. (The larger groupings were included for consistency with the ASOIF study in 2017-18.)

Due to small sample sizes and the commitment to avoid making individual IF scores identifiable, the IFs with over 2m CHF in annual revenue have been grouped together.

**Table 8 - Scores by revenue group**

Category	No. of IFs	Low	High	Mean	Median
<2m CHF	45	10	65	34.8	32
2m CHF or more	9	26	59	42.6	47

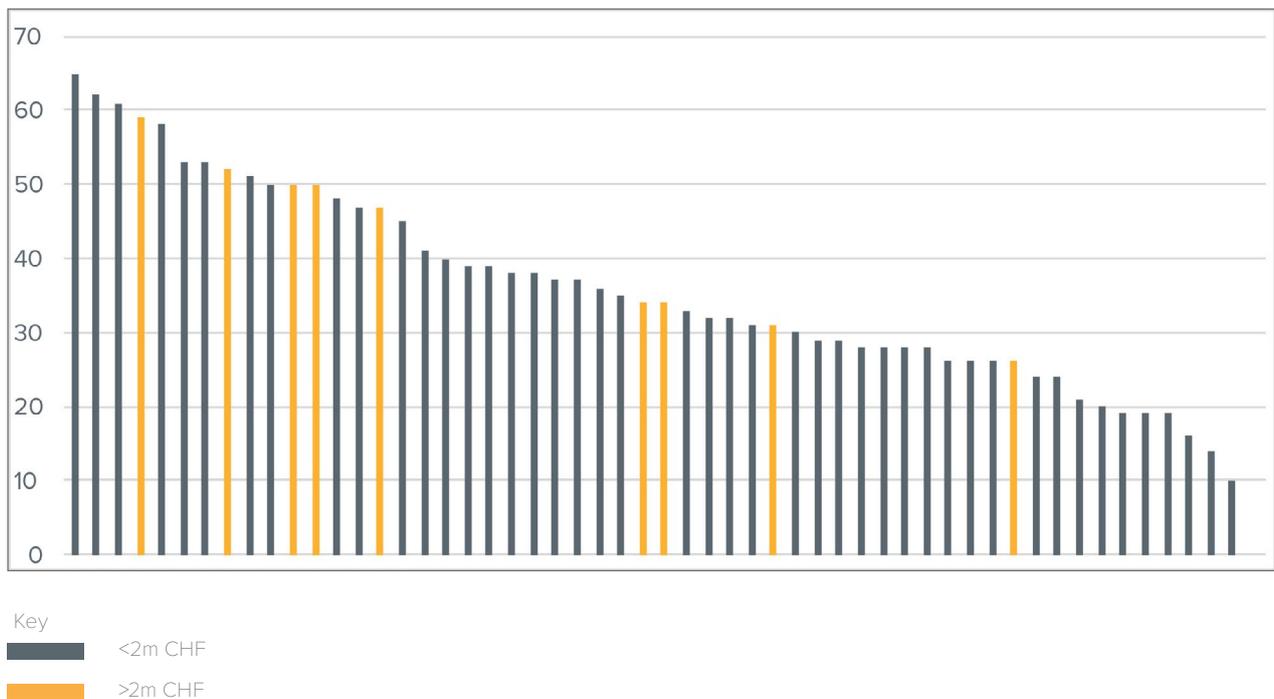
**Figure 10 - Average scores by revenue group**



The average score of the IFs that earned over 2m CHF in annual revenue at about 42.6 was significantly higher than the average of those with smaller revenue, which came out at about 34.8. Nevertheless, several of the highest scores were achieved by IFs in the lower revenue category. Based on the study findings, it would have been preferable to sub-divide IFs further by revenue (see also 12.2 below on this point).

In general, there is some evidence that increased revenue correlates with a higher score in the questionnaire but the threshold at which revenue makes a difference is not clear.

**Figure 11 - IF total score categorised by revenue group**



## 6.7 Limited extra value in grouping by both staff and revenue

In order to make a fair comparison of IFs by “resources”, it would seem logical to try to combine the groupings by staff and revenue. However, the sample sizes are rather small, as seen below.

**Table 9 - Grouping IFs by staff and revenue – number of IFs in each category**

	Staff						
Revenue	0 or less than 1	1-4	5-9	10-19	20-49	50+	Total IFs
<2 million	14	25	6				45
2m-4m			1	1	1		3
4m-8m				2			2
20m-50m					1		1
>50m					1	2	3
Total IFs	14	25	7	3	3	2	54
Aggregated	14	25	7	8			

To facilitate analysis, and to prevent individual IFs from being identifiable, samples should include a reasonable number of organisations. As only eight of the IFs had 10 or more staff and nine had annual revenue over 2m CHF, any further sub-divisions would not be practical. Eight out of nine of the IFs with revenue over 2m CHF also had 10 or more staff.

It looks as if grouping organisations by number of staff is the most useful measure to use. The “Aggregated” line in the table above shows the groups as analysed in 6.1 to 6.5 above.

## 6.8 IF resources more relevant than ARISF / AIMS status

Table 10 - Scores by ARISF and AIMS categories

Category	Number of IFs	Low	High	Mean	Median
ARISF	37	14	65	38.4	37
AIMS	17	10	53	31.1	29

The average scores for ARISF members were significantly higher than for AIMS members – around 38.4 compared to 31.1 (with medians of 37 and 29 respectively). ARISF accounted for all five of the A1 grouping and for eight of the 11 IFs in A2. However, some AIMS members performed well, with three reaching the A2 level.

Further analysis showed that it was actually AIMS IFs which scored slightly more when a direct comparison was made between AIMS and ARISF members belonging to the smallest category of IFs with no full-time staff. The eight AIMS IFs of this size scored an average of 31.5 whereas the six ARISF IFs in the same category were lower with a mean of 27.8.

The evidence tends to suggest that the different average scores between the groups are more a function of the size of the IF than a characteristic of their status as members of ARISF or AIMS.

For this reason, the main analysis focuses on grouping IFs by size rather than by ARISF or AIMS status.

Note that on 30 November 2018, three IFs [made the transition](#) from AIMS to ARISF (Fédération Internationale de Sambo, Federation of International Lacrosse and World Association of Kickboxing Organizations). For consistency, all three have been included in the ARISF group for this study.

See further analysis of the ARISF and AIMS groupings in 11.7 below.

## 7

## Analysis of scores by indicator

Table 11 - Scores by individual indicator

Section	Indicator	Topic	Average score
Transparency	14	Publication of rules	3.06
	15	Vision, mission and strategy	2.11
	16	Information on members	2.78
	17	Details of elected officials	1.44
	18	Annual report / news	1.87
	19	Audited accounts published	1.39
	20	Financial benefits published	1.22
	21	General Assembly documents published	1.76
Integrity and Democracy	22	Code of Ethics implementation	1.57
	23	Gender balance	1.72
	24	Election of board	2.26
	25	Term limits	0.96
	26	Representation of stakeholders	2.31
	27	Conflict of interest policy	1.48
Development and Control Mechanisms	28	Education programmes	1.83
	29	Anti-discrimination measures	1.44
	30	Ethics Committee in place	1.59
	31	Internal controls / risk management	1.41
	32	Procedure for awarding events	1.67
	33	Right of appeal to CAS	2.19

Key

Green highlight

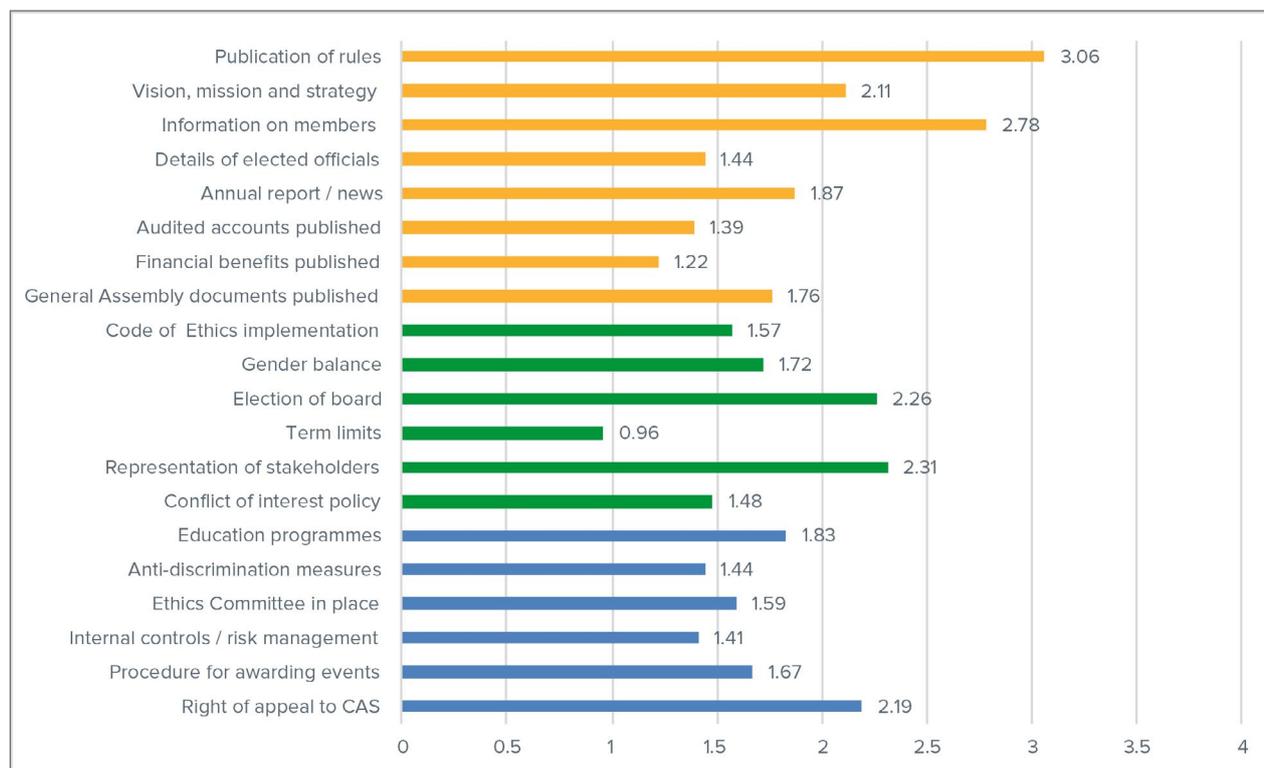
Mean score over 2 out of 4

Red highlight

Mean score under 1.5 out of 4

(Note that indicator numbers start at 14 as the background section in the questionnaire covered 1 to 13.)

Figure 12 – Average scores by indicator



### 7.1 Indicators with an average score above 2

Among the 20 scored indicators, six had an average score of more than 2 out of 4 (signifying that on average IFs “fulfilled” the criteria”). The highest mean score for was the first scored indicator (14), which asked about the publication of the organisation’s Statutes/Constitution and other rules. This indicator also produced the most maximum scores of 4 (11 IFs scored 4, as for question 21 on publication of General Assembly documents). Other indicators in the Transparency section with good average scores related to provision of information about the IF’s vision and strategy (15) and publication of information about member federations (16).

Elsewhere, IFs scored fairly well for the indicator about the election of the President and majority of the Board (24). IFs were relatively strong in stakeholder representation (focusing mainly on athlete involvement in the Executive Board) (indicator 26), and rules about the right of appeal to the Court of Arbitration for Sport (CAS), although many have not had a case at CAS (33).

### 7.2 Indicators with an average score below 1.5

Seven of the 20 indicators achieved an average score below 1.5. The lowest score was for the indicator on term limits (25). 32 out of 54 IFs had no rule setting term limits for elected officials. Among those that did, the most common provision was for a limit of three terms of four years for the President and sometimes for other members of the Executive Board. However, there was considerable variety among the specific rules, including a number of exemption clauses. (See also section 9 below on the impact of term limits on scores.)

Another of the lowest scoring indicators was the one about the publication of financial information, particularly audited accounts (19). 25 IFs provided virtually no financial information about their organisations. A further 8 made some very limited detail available (scoring 1). 21 IFs published audited accounts (scoring 2 or more), of which 10 achieved the maximum score of 4 (requiring state of the art audited accounts and accompanying information such as a management letter).

On the related topic of allowances and financial benefits (indicator 20), 18 IFs published no information at all. A further 19 provided little detail, typically a single line in the accounts or some basic information in Statutes or rules. That left 17 IFs which fulfilled the criteria, reaching a score of 2 or more.

On average, IFs scored below 1.5 for the publication of details of elected officials (17). As many as 44 out of 54 IFs did not list biographical details of Executive Board members (or equivalent) on their website, beyond names, photos (in some cases) and nationality. Four of the 5 IFs in the A1 group were among the 10 which did publish biographical details. However, it is worth mentioning that maintaining up-to-date biographies of board members on the website is the type of activity which some IFs, particularly those with no full-time staff, may choose not to prioritise.

Another of the lower scores was for indicator 27 on the IF's conflict of interest policy. 12 IFs had no evidence of such a policy existing with an additional 15 having no more than a passing reference in Statutes or a Code of Ethics. Only 10 IFs were able to demonstrate some type of implementation of a conflict of interest policy, including all 5 of the A1 group.

IFs achieved an average score of under 1.5 for the indicator on anti-discrimination measures (29). While it tended to be only IFs which published little information in general that did not make a reference to the organisation's commitment to non-discrimination, 29 IFs in total made no more than one brief reference in a single document, usually the Statutes or Code of Ethics. None of the IFs studied achieved a maximum score of 4 on this question.

The indicator on internal controls and risk management (31) was perhaps one of the hardest for a small organisation to fulfil. 36 IFs had very little evidence of systems in place, or none at all. In many cases this was a brief section in the Statutes about the responsibilities of different officials and/or staff members. Perhaps not surprisingly, it was some of the larger and higher scoring organisations which performed best on this indicator with six managing a score of 3 or 4.

### 7.3 Gender balance

Regarding gender balance (indicator 23), the status of the IFs was varied but overall the Executive Boards are heavily male-dominated. Two IFs had a majority of women on the Board but no other IFs had over 40% female representation. As many as eight IFs had either no female Board members at all or fewer than 5%. There was an even spread between IFs with 5% to 15%, 15% to 25% and 25% to 40% of their board comprised by women. A fair number of IFs had an active policy to encourage better gender balance but in many cases the current situation seems to be that the only women on IF Boards are those appointed specifically because of rules to ensure representation of women.

## 8

### Comparison with results of ASOIF IFs for the same indicators

The average total score among ASOIF members in 2018 using the same questionnaire (as a subset of the 50 indicators in the full version) was considerably higher than the mean of 36.1 across the ARISF and AIMS members, which is perhaps to be expected given that the majority of the ASOIF members have substantially greater resources at their disposal.

Nevertheless, 12 out of 54 ARISF and AIMS IFs surveyed achieved a score higher than the mean among the ASOIF members.

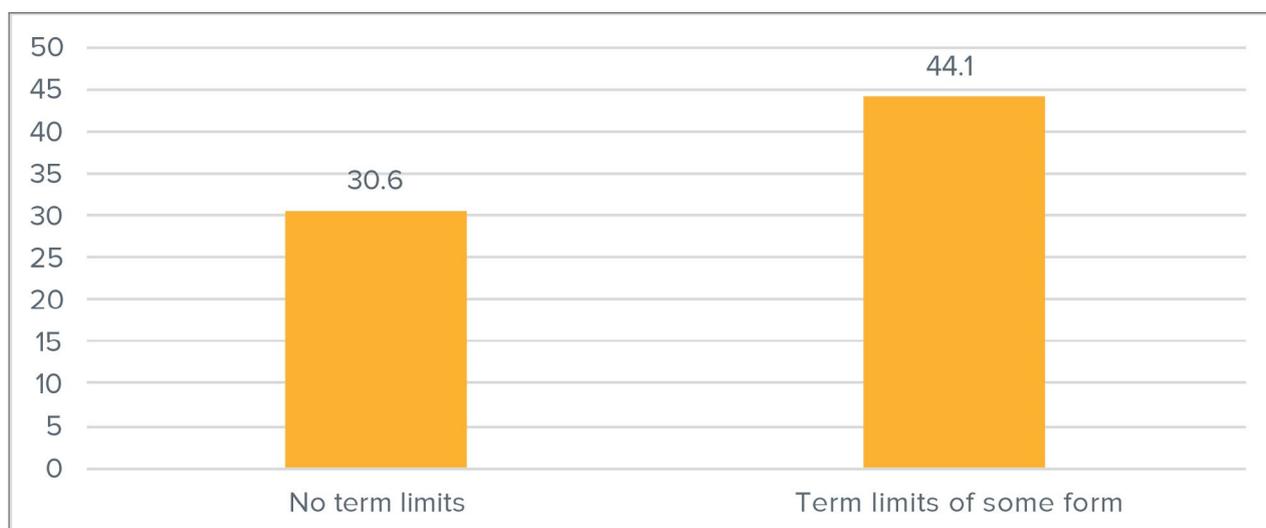
## 9

## Impact of term limits

**Table 12 - Average overall score with and without term limits**

Category	Count of IFs	Low	High	Mean	Median
No term limits	32	10	61	30.6	28.5
Term limits of some form	22	19	65	44.1	46

32 of the IFs analysed did not have term limits in place for elected officials (scoring 0 for indicator 25). The average total moderated score among them was about 30.6 (median 28.5). By comparison, the average score for the 22 IFs which had some type of term limit (recording 1 or more for this indicator), was much higher at about 44.1 (and an even higher median of 46).

**Figure 13 - Average overall score with and without term limits**

The evidence suggests that IFs with term limits in place performed much better in the overall assessment exercise than those without. However, the fact that there is correlation does not imply that the existence of term limits results in better governance.

The mean score for indicator 25 across all IFs was 0.96 so this indicator on its own accounts for only a small proportion of the difference in the total scores between the two groups.

Nevertheless, the existence of term limits is no guarantee of a strong overall score. There were examples of IFs that do have term limits in group C, including one with a score of 19. Similarly, a small number of IFs without term limits also performed strongly, including one of the highest overall scores.

One hypothesis for the gap in overall scores between IFs with and without term limits is the possibility that some IFs have introduced term limits as part of a set of governance reforms, which collectively result in a higher overall score. A similar pattern was noticed among the ASOIF members (see page 40-41 of the [ASOIF study](#)).

## 10

### Conclusions

Sport is under more scrutiny than ever before, and sports organisations are confronting a difficult and rapidly changing environment

While aspects of the findings of the governance study of ARISF and AIMS members may make uncomfortable reading both for individual organisations and for the group of IFs collectively, it is important that IFs look regularly at how they can improve in order to have a better chance of achieving their objectives and retaining relevance in future years.

There is no doubt that the best of the ARISF and AIMS members are doing excellent work governing and promoting their sports globally, often with very limited resources. However, too many IFs fall short in relatively basic areas of governance which are likely to increase risks and reduce effectiveness.

It is to be hoped that responsible IF leaders will act promptly to identify and implement reforms, taking account of the specific needs of the organisation and the context in which they find themselves.

The good news is that there is much that can be done for little cost and relatively quickly, such as publishing more information transparently, implementing conflict of interest policies and improving systems of internal controls. Other issues, such as the under-representation of women at Board level and the absence of term limits, will take a more concerted effort to tackle.

Each positive step which an IF takes has the potential to benefit not only the sport concerned but also the sports movement as a whole. Encouragingly, a large majority of the ARISF and AIMS members engaged positively in this study and quite a few IFs have demonstrated that they are working actively to improve. It is therefore right for GAISF to continue to challenge and support its members on their important governance work.

## 11

### Assorted other analysis and observations

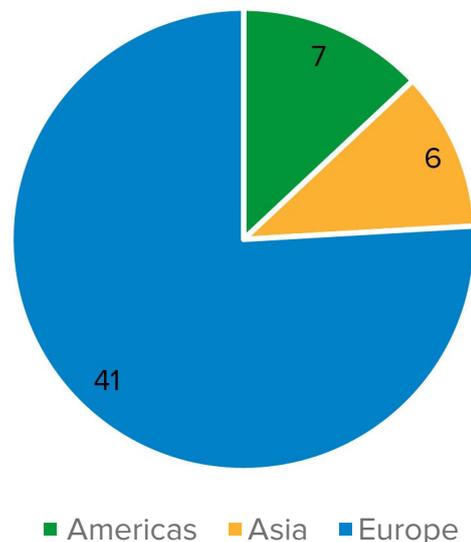
#### 11.1 Geographic location of legal base

Table 13 - IF locations by continent

Continent	Approximate number of IFs
Americas	7
Asia	6
Europe	41

About 17 out of 54 of the members of ARISF and AIMS studied have their legal base in Switzerland. Otherwise, the picture is very mixed. A further 24 are based in other European countries, of which four are in France. The seven IFs based in the Americas comprise five in the USA, one in Canada and one in Uruguay. Six IFs have their home in Asia, including four in Japan, one in Korea and one in the United Arab Emirates.

Figure 14 - IF locations by continent



It seems to be quite common for the legal base to be in one country but the main operations, including any staff, to be elsewhere. This is sometimes linked to the President's country of residence. As IFs were not asked to explain this level of detail, the numbers in the table above should be regarded as approximate.

Only a small handful of IFs in the survey declared that there is an associated legal entity beyond the main organisation, such as a subsidiary for managing commercial rights.

## 11.2 Large number of disputes within and between IFs

Unfortunately, it was clearly apparent from the questionnaire responses and from IF documents that serious disputes within and between IFs are very common. In some cases these involved battles for control of a specific discipline. Other examples related to a disagreement between a current or former official and the IF, or between the IF and a member federation.

Documents such as General Assembly minutes showed that such disputes could be extremely burdensome in both executive time and financial resources over months or years. In several instances the disputes gave rise to legal action. Undoubtedly, such cases have held back the organisations concerned from achieving their full potential.

## 11.3 A number of IFs with annual income around 100,000 CHF

Among the IFs which published financial information, there were several examples of IFs which average in the region of 100,000 CHF in annual income, usually comprised of membership fees and an assortment of other sources, such as revenue generated by events or operations. While some of the IFs which published no financial details may have revenue below this level, the evidence suggests that a sum in the region of 100,000 CHF is the minimum threshold to operate a functioning global body in sport.

## 11.4 Difficulty in providing news updates without full-time staff

Perhaps not surprisingly, it was noticeable that IFs which lacked full-time staff seemed to struggle to publish news articles on a regular basis. When vital work such as liaising with events organisers, running the General Assembly and managing accounts has to take priority, it is understandable that there may not be time to produce regular updates. Unfortunately, when IFs are only able to publish news a handful of times a year, it does give the impression that there is a limited amount of activity.

## 11.5 IF websites can be improved, in some cases

It is understandable that an IF with very limited resources will have a fairly basic website and may not upgrade it for a few years. However, there were a number of examples of websites that were poor, making it difficult to navigate and lacking visual appeal. For the most part, IFs with poorly-designed websites generally published very little information and achieved low scores.

The quality of the website was not directly assessed in the study but the general correlation between a user-friendly design and a well-performing IF stood out.

## 11.6 Assessment process principally designed for “unitary” IFs

The members of ARISF and AIMS include a small number of IFs which are umbrella organisations, bringing together a confederation of different sports. In these cases the members tend to be sports federations in the separate disciplines rather than national federations. The assessment questionnaire is designed on the understanding that IFs will publish information on their own websites rather than relying solely on links to their members. While it is fair to say that the assessment process works best for “unitary” IFs that have national federations as their members, this should not be an excuse for umbrella organisations to fail to publish information.

## 11.7 Further analysis of IFs by status as a member of ARISF or AIMS

This section supplements the analysis in 6.8 above.

**Table 14 - ARISF and AIMS allocation by group**

Group	ARISF members	AIMS members	Total in group
A1	5	0	5
A2	8	3	11
B	17	7	24
C	7	7	14

ARISF members were more prominent in the higher groups, providing all five of the A1 category and eight of 11 in A2. There was a less obvious difference at lower levels, particularly when considering that there were 37 members of ARISF compared to 17 AIMS members.

The IFs in the AIMS group on average operate with fewer resources – although in many cases the difference is not large.

**Table 15 - Categorising the number of staff in each IF**

<b>AIMS</b>	<b>No. of IFs</b>
0 or less than 1	8
1-4	7
5-9 or 10-19	2
<b>ARISF</b>	<b>No. of IFs</b>
0 or less than 1	6
1-4	18
5-9	6
10-19, 20-49 or 50+	7

A substantial majority of the AIMS group operate with no more than 4 full-time members of staff (or equivalent), a total of 15 IFs out of 17.

Although 24 out of 37 ARISF members function with similar levels of staff, this equates to under two thirds of the ARISF sample.

**Table 16 - ARISF and AIMS members by revenue group**

<b>AIMS</b>	<b>No. of IFs</b>
<2 million	16
4m-8m	1
<b>ARISF</b>	
<2 million	29
2m-4m, 4m-8m, 20m-50m or >50m	8

In terms of revenue, based on the bands used for the questionnaire, there is not much difference between the ARISF and AIMS groups with both having large majorities of their number earning less than 2 million CHF on average per year.

However, while only one of the AIMS group had a higher level of revenue, there were eight ARISF members with annual revenue over 2m CHF.

While the lowest overall score was for an AIMS IF, there were ARISF IFs that also achieved low scores.

As explained in 6.8 above, AIMS members scored higher than ARISF IFs when the sample was limited to organisations with no full-time staff.

**Table 17 - Mean score for IFs without full-time staff and <2m CHF revenue**

	<b>AIMS</b>	<b>ARISF</b>
Mean score	31.5 (8 IFs)	27.8 (6 IFs)

Based on this study, there is no distinct pattern in the governance of ARISF and AIMS as separate groups, once the respective size of the organisations is taken into account.

## 12

### Critique of process

The overall findings are believed to be robust and credible. This is the fifth study using a similar process and set of indicators. The methodology has been refined each time, taking account of feedback and the experience of the previous surveys.

#### 12.1 Two indicators on Code of Ethics implementation could be reduced to one

Two indicators were included among the 20 about the implementation of Codes of Ethics:

**Table 18 - Indicators about Code of Ethics**

Indicator	Wording
	Please indicate the extent to which you consider that your IF fulfils the following:
22	Has a unit or officer in charge of ensuring that the IF abides by the IOC Code of Ethics and/or the IF's own Code of Ethics
30	Establish an internal ethics committee with independent representation

While the indicators cover separate topics, within small IFs that have few full-time staff (or none at all), it was often difficult to differentiate between the two (see 16.1 below on scoring policies). In a future study with the same sample of IFs, it would be also preferable to include a single question on the broad theme of Codes of Ethics. This would provide an opportunity to introduce a separate indicator on another topic.

#### 12.2 Boundary for the smallest revenue group (<2m) should be lower

Having reviewed the questionnaire submissions, it is apparent that it would have been preferable to have a lower limit for the smallest category for revenue. This was set at 2m CHF per annum (on average from 2012 to 2015). Among the IFs which published financial information, there were a number with revenue in the region of 100,000 CHF. If the exercise is repeated in future, at least one smaller category should be added, perhaps with an upper limit of 500,000 or 750,000 CHF.

#### 12.3 Other limitations

Some remaining limitations of the study should be acknowledged. The scoring system for the questionnaire is partly subjective and the responses represent a snapshot in time. Due to the timetable, there was limited opportunity for dialogue with IFs. In addition, an analysis of documents, procedures and structures does not take account of behaviour and organisational culture.

While most of the assessment depended on documents being published and openly accessible, in a future exercise it might also be worth providing an opportunity for IFs to supply some documents alongside the questionnaire, should they wish to do so.

## 13

### Recommended next steps

It is intended that the governance assessment survey should be the first step in supporting all IFs to reach a minimum standard of governance.

Following publication of this study, each IF will receive a report with their specific findings. Some basic suggestions for improvement will be provided but it will be up to each IF to determine how they act on the information provided.

There would be scope to produce a set of good practice examples from the study which could then be used as a tool by IFs which are looking actively at how they can improve.

A second assessment exercise is planned and those IFs which are ready for a bigger challenge may be invited to respond to questions on additional aspects of their governance.

## 14

### Acknowledgements

We are most grateful to the 47 International Federations that completed the governance questionnaire between November 2018 and February 2019. Without their support this report and indeed the whole project would not have been possible.

Thanks are due to the GAISF staff, particularly Lia Luzzi and the team for their support and assistance throughout the course of this project, particularly in managing communications with the IFs. José Miguel Tortajada Aguilar provided the professional graphic design work.

Rowland Jack and Guntur Dwiarmein from I Trust Sport set up the questionnaire online, reviewed the questionnaire responses, moderated the scores and produced analysis for this report.

## 15

### List of IFs included in the study

#### 15.1 ARISF Members

World Airsports Federation  
International Federation of American Football  
International Automobile Federation  
Federation of International Bandy  
International Federation of Basque Pelota  
World Confederation of Billiard Sports  
World Confederation of Boules Sports  
World Bowling  
World Bridge Federation  
International Cheer Union  
International Chess Federation  
International Climbing and Mountaineering Federation  
International Cricket Council  
World DanceSport Federation  
International Floorball Federation  
World Flying Disc Federation  
International Federation Icestocksport  
World Association of Kickboxing Organizations  
International Korfball Federation  
International Lacrosse Federation  
International Life Saving Federation  
Fédération Internationale de Motocyclisme  
International Federation of Muaythai Amateur  
International Netball Federation  
International Orienteering Federation  
Federation of International Polo  
International Powerboating Union  
International Racquetball Federation  
International Sambo Federation  
International Ski Mountaineering Federation  
World Squash Federation  
International Sumo Federation  
Tug of War International Federation  
World Underwater Federation  
International Federation of University Sports  
International Waterski and Wakeboard Federation  
International Wushu Federation

#### 15.2 AIMS Members

International Aikido Federation  
International Federation of Bodybuilding and Fitness  
International Casting Sport Federation  
World Darts Federation  
International Dragon Boat Federation  
World Draughts Federation  
International Fistball Association  
International Go Federation  
Ju-Jitsu International Federation  
International Kendo Federation  
World Minigolf Sport Federation  
International Powerlifting Federation  
International Savate Federation  
International Sepaktakraw Federation International  
Federation of Sleddog Sports  
International Soft Tennis Federation  
International Sports Fishing Confederation  
World Armwrestling Federation

# 16

## Appendices

### 16.1 Scoring policies

For a handful of indicators, the information typically available from IFs did not match closely the scoring definitions in the questionnaire. In order to be as fair and consistent as possible, a number of scoring policies were adopted to differentiate between IFs.

Indicator	Topic	Note
20	Allowances and financial benefits	Typical information available from IFs does not precisely fit the scoring definitions.
	Policy	<p>Typical information available and scoring allocation:</p> <ul style="list-style-type: none"> <li>• Virtually no information available – 0</li> <li>• Total salaries information available in audited accounts – 1</li> <li>• Travel/expenses policy published but not numbers – 2 (assuming accounts are published too)</li> <li>• Travel/other expenses for Executive Board (and possibly other committees) listed separately in accounts – 3 or 4 depending on detail</li> <li>• Travel/other expenses for Executive Board (and possibly other committees) listed separately in accounts but not the policy – 2</li> </ul> <p>This policy is in line with the policy adopted for the ASOIF 2017-18 Questionnaire.</p>
23	Gender balance	The scoring definition references “Executive Board and Council or equivalent”. However, the structures of IFs vary considerably, which makes it difficult to do a direct comparison. In addition, some IFs have non-voting members of Executive Boards and others do not.
	Policy	<p>Only the gender balance on the Executive Board was counted (or equivalent – the top decision-making body after the General Assembly).</p> <p>The calculation was based on what is currently published on the IF website. In some cases, the makeup of the Executive Board or equivalent did not correspond with the relevant articles in the Statutes / Constitution, so the calculation was based on information published on the IF website.</p> <p>Both voting members and non-voting members, where they exist, were counted. Co-opted members were also counted.</p> <p>One IF had an all-female Board and made the case for a score of 3, which was accepted.</p> <p>This policy is consistent with the one adopted for the ASOIF 2017-18 Questionnaire.</p>

Indicator	Topic	Note
22 & 30	Implementation of Code of Ethics & internal ethics committee	<p>Typical information available from IFs does not precisely fit the scoring definitions. In addition, there is significant overlap between indicators 22 and 30 (see also 12.1 above).</p> <p>The policies adopted for these indicators were slightly different to those used for the ASOIF study, taking account of the different nature of the organisations.</p>
22	Responsibility for implementing Code of Ethics	<p>Typical information available and scoring allocation:</p> <ul style="list-style-type: none"> <li>• No clear indication of a responsible individual or associated process; no Code of Ethics (in most cases); no more than brief references to disciplinary activity – 0</li> <li>• There is a Code of Ethics but limited evidence of implementation – 1</li> <li>• Relevant official function identified and appointed (e.g. Secretary General is responsible) – 2</li> </ul> <p>There is no change to questionnaire definitions for scores 3 and 4.</p>
30	Ethics Committee in place	<p>Typical information available and scoring allocation:</p> <ul style="list-style-type: none"> <li>• No Code of Ethics or equivalent; no more than a brief reference to disciplinary activity – 0</li> <li>• There is an Ethics Committee but details are not clear; it is not independent or there is no evidence of activity; or Code of Ethics exists but no evidence of a committee - 1</li> </ul> <p>There is no change to questionnaire definitions for 2, 3 and 4.</p>
25	Term limits	<p>The scoring definitions reference term limits with respect to the Executive Board. While as many as 32 out of 54 IFs had no term limits of any kind, there was considerable variation in the precise rules among the 22 IFs which did have limits.</p> <p>The policy adopted for this indicator was slightly different to that used for the ASOIF study, taking account of the different nature of the organisations.</p>
	Policy	<p>Typical scenario and scoring allocation:</p> <ul style="list-style-type: none"> <li>• Term limits only exist for the President and not other members of the board – 1</li> </ul> <p>Or</p> <ul style="list-style-type: none"> <li>• Some term limits but possibility of multiple re-election to the same position (the original definition) – 1</li> </ul> <p>There is no change to questionnaire definitions for 0, 2, 3 and 4.</p>

## 16.2 Further explanation of moderation process

GAISF appointed sports governance consultancy I Trust Sport to support the project. I Trust Sport's task was to collect and 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 completed in December, January and February 2019 (the deadline for IFs to respond was 16 January 2019 – 33 out of 55 were received by the deadline).

Subsequently, GAISF sent reminder messages and extended the deadline, initially to 7 February and finally to 15 February. A total of 47 IFs completed the questionnaire. With approval from GAISF, I Trust Sport conducted the assessment exercise directly at the end of February for seven IFs which had not responded, using information published on the relevant IF websites.

One IF was found to have insufficient information on its website to conduct the study at the time of moderation in February 2019. Consequently, it has been excluded from the analysis.

Analysis and findings are therefore based on 54 IFs out of the 55 initially invited to participate.

From early January to early March, Rowland Jack and Guntur Dwiarmein from I Trust Sport reviewed the responses for all 47 IFs that had submitted answers, checking for accuracy, adjusting scores where necessary, and providing explanatory comments and additional evidence found, such as web links or references to IF rules. The aim was to be consistent and fair.

The majority of responses by IFs included at least a reasonable level of detail, although some did not provide evidence to justify their scores. There was no sign of major misunderstandings by IFs about the questions and the information which was being sought.

As referenced above, I Trust Sport conducted the analysis for seven IFs which had not responded. While it would have been preferable to have full input from the IF, much of the scoring was based on fairly objective criteria related to the extent and quality of information provided on the IF website. It therefore

proved relatively straightforward to assess the IFs which had not answered the questions.

The assessment process is partly objective and partly subjective. With experience of implementing the same scoring system for over 70 questionnaire responses in 2017 and 2018, the moderating team was confident that the moderated scores were relatively consistent from one IF to another.

Following completion of the initial moderation exercise, the team conducted an extensive series of checks to ensure that scoring was as consistent as possible across the full range of IFs. Where necessary, small adjustments were made before the full set of scores was finalised.

The checking process included:

- Separate assessments conducted of the same IF questionnaire responses by the two members of the moderating team to ensure consistency
- Full review of the scoring of several indicators across all 54 IFs
- Random checks on 11 IFs (more than 20% of the sample) for several indicators
- Random spot checks of over 100 indicator scores across the full sample

On the basis that some judgements could be debatable, each IF total score should be understood to have a margin of error from -3 to +3.

As is inevitable when studying a sizeable number of organisations, quite a few IFs were in the process of implementing new governance measures. The analysis is based on regulations that were 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 previous studies of ASOIF and AIOWF members.

During the course of the moderation process, a number of policy decisions were applied regarding the scoring of specific indicators to provide added consistency (see 16.1 above).

In the cases where there were large differences between the moderated and self-assessed scores (five IFs were marked down by 30 or more points), the self-assessed scoring did not stand up to scrutiny.

The decision to base assessment on regulations that were in place on the day of the review resulted in some scores being moderated down because several IFs understandably wanted to take into account governance reforms that were due to be implemented in the coming weeks or months.

### **16.3 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 (in a small number of cases) on supplementary documents submitted by IFs along with the questionnaire
- Scores were based on the indicators which were numbered 14-33 in the questionnaire, excluding the Background Section (questions 1-13)
- Moderated scores were based on regulations which 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 previous studies
- The assessment took some account of what seemed proportionate to the resources of the IF but a modest size/budget should not excuse poor practice; inclusion of questions on staff numbers and IF revenue have enabled some additional analysis of IFs by size and scale

## 16.4 Indicative example of moderating scores

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

### Indicator 17 – Details of elected officials with biographical information

Mean moderated score: 1.44

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

#### Example IF A

Self-assessed score	Evidence in questionnaire response
1	Biographical information published only for President. Other key personnel biographical information in the process of being compiled.
Moderated score	Rationale for moderated score
1	Currently only the biography of the President is published. Only names published for other members of the Executive Board.

#### Example IF B

Self-assessed score	Evidence in questionnaire response
4	CVs published for all members of the Executive Committee.
Moderated score	Rationale for moderated score
3	Ok, CVs published but lacking extra data such as mandate years for a score of 4.

#### Example IF C

Self-assessed score	Evidence in questionnaire response
4	Photos, CVs and Register of Interests published for each member of the Council.
Moderated score	Rationale for moderated score
4	OK. Biographical information published in addition to extra data such as register of interests and mandate years.

**16.5 Full questionnaire**

No.	Indicator and detail	Draft response
	<b>Background Section</b>	
1	Name of IF	
2	Name of individual(s) responding	
3	ARISF or AIMS	ARISF / AIMS
	Please indicate whether you consider that your IF complies with the following:	
4	The IOC Olympic Charter and in particular the missions set out in Rule 26 of the Olympic Charter	Yes / No
5	The WADA Code and whether WADA has officially confirmed your compliance	Yes / No
6	Your IF either implements the IOC Code of Ethics or the IF has its own Code of Ethics	Yes / No
7	Your IF either complies with the Olympic Movement Code against the Manipulation of Sport Competitions or the IF has enacted its own Code to address betting, match-fixing and the manipulation of competitions	Yes / No
8	Your IF complies with all applicable domestic laws of the country where it is registered and/or operates its main activities	Yes / No
9	Please indicate what type of legal entity the IF is: <ul style="list-style-type: none"> <li>• Voluntary association</li> <li>• Company limited by shares</li> <li>• Company limited by guarantee</li> <li>• Other (please specify) e.g. charity</li> </ul>	
10	Please indicate what separate entities are associated with the IF and the legal association to the IF (e.g. a wholly-owned subsidiary limited company that owns marketing rights)	
11	In which country does your IF have its legal base?	
12	How many full-time equivalent paid staff does the IF have, including contractors? <ul style="list-style-type: none"> <li>• 0 or less than 1</li> <li>• 1-4</li> <li>• 5-9</li> <li>• 10-19</li> <li>• 20-49</li> <li>• 50-119</li> <li>• 120+</li> </ul>	
13	What was the approximate annual revenue (CHF) of the IF and its subsidiaries averaged over the 2012-2015 cycle (not including continental federations or members)? <ul style="list-style-type: none"> <li>• &lt;2 million</li> <li>• 2m-4m</li> <li>• &gt;4m and &lt;8m</li> <li>• 8m – 20m</li> <li>• 20m – 50m</li> <li>• &gt;50m</li> </ul> -The years are 2012-2015 for consistency with the ASOIF study in 2017-18	

	<p><b>Transparency Section</b></p> <p>Please indicate the extent to which your IF puts the following information into the public domain (i.e. via official website):</p>
<b>14</b>	<b>Statutes, rules and regulations</b>
Score definitions	<p>0 – No</p> <p>1 - At least some information available on IF website</p> <p>2 - Latest version of statutes, rules and regulations published on IF website</p> <p>3 - Full publication, easy to find on IF website</p> <p>4 - Full publication, easy to find on IF website, latest versions available with mark ups identifying differences between previous versions</p>
Score	
Evidence / comment	
<b>15</b>	<b>Vision, mission, values and strategic objectives</b>
Score definitions	<p>0 – No</p> <p>1 - Some information published on IF website</p> <p>2 - Full publication on IF Website</p> <p>3 - Full publication, easy to find on IF website</p> <p>4 - Full publication, easy to find on IF website, extra data or info such as strategic plan with indicators/outcomes</p>
Score	
Evidence / comment	

<b>16</b>	<b>A list of all national member federations with basic information for each</b>
Score definitions	<p>0 – No</p> <p>1 - Some member information published on IF website</p> <p>2 - Full publication of latest member information on IF website</p> <p>3 - Full publication, easy to find on IF website, basic data on members</p> <p>4 - Full publication, easy to find on IF website, with extra data or explanation about members</p>
Score	
Evidence / comment	
<b>17</b>	<b>Details of elected officials with biographical info</b>
Score definitions	<p>0 – No</p> <p>1 - Some information about elected officials available on IF website</p> <p>2 - Biographical information about all elected officials published on IF website</p> <p>3 - Full publication, easy to find on IF website, with photos</p> <p>4 - Full publication, easy to find, on IF website with extra data or explanation and mandate years</p>
Score	
Evidence / comment	

<b>18</b>	<b>Annual activity report and main events reports</b>
Score definitions	<p>0 – No</p> <p>1 - Some news published on IF website</p> <p>2 - News published regularly and an annual report available on IF website</p> <p>3 - News published regularly and multiple years of annual reports, easy to find on IF website</p> <p>4 - Full publication, easy to find on IF website, with extra data or explanation with past reports (for comparison)</p>
Score	
Evidence / comment	
<b>19</b>	<b>Annual financial reports following external audit</b>
Score definitions	<p>0 – No</p> <p>1 - Some financial information published on IF website</p> <p>2 - Publication of externally audited financial reports on IF website</p> <p>3 - Publication of audited financial reports, easy to find on IF website</p> <p>4 - Publication of state of art audited financial reports, easy to find on IF website, extra data, management letter</p>
Score	
Evidence / comment	

<b>20</b>	<b>Allowances and financial benefits of elected officials and senior executives</b>
Score definitions	<p>0 – No</p> <p>1 - Some information on allowances and financial benefits of elected officials and senior executives</p> <p>2 - Allowances, per diem and benefits of elected officials and senior executives published on IF website</p> <p>3 - Full details published including total figure paid by the IF, easy to find on website</p> <p>4 - Full details published, easy to find on IF website, with extra data or information</p>
Score	
Evidence / comment	
<b>21</b>	<b>General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda</b>
Score definitions	<p>0 – No</p> <p>1 - Some information published on General Assembly</p> <p>2 - General Assembly agenda published in advance, minutes afterwards or live streaming which is recorded</p> <p>3 - General Assembly full details published with minutes, easy to find on IF website</p> <p>4 - Full publication and live streaming (recorded), easy to find on IF website, extra data or information, minutes archive</p>
Score	
Evidence / comment	

	<b>Integrity and Democracy Section</b>
	Please indicate the extent to which you consider that your IF fulfils the following:
<b>22</b>	<b>Has a unit or officer in charge of ensuring that the IF abides by the IOC Code of Ethics and/or the IF's own Code of Ethics</b>
Score definitions	<p>0 – No</p> <p>1 - A designated individual staff member/officer has responsibility for Code of Ethics compliance</p> <p>2 - Designated responsibility and a defined process for Code of Ethics compliance</p> <p>3 - Designated responsibility and a defined process for Code of Ethics compliance, evidence of implementation</p> <p>4 - State of the art unit and process for Code of Ethics compliance, evidence of implementation, outcomes published</p>
Score	
Evidence / comment	
<b>23</b>	<b>Appropriate gender balance in governing bodies</b>
Score definitions	<p>0 - Female representation is no more than 5% of Executive Board and Council or equivalent</p> <p>1 - Female representation is more than 5% but no more than 15%</p> <p>2 - Female representation is at least 15% with rules/policy to encourage gender balance</p> <p>3 - Female representation is at least 25% with rules/policy to encourage gender balance</p> <p>4 - Executive Board and Council include at least 40% of each gender with rules/policy to encourage gender balance</p>
Score	
Evidence / comment	

<b>24</b>	<b>Election of the President and a majority of members of all executive bodies</b>
Score definitions	<p>0 – No</p> <p>1 - Some elections but for limited number of roles</p> <p>2 - Elections for president and majority of members of executive bodies</p> <p>3 - Elections for president and majority of roles, voting numbers published</p> <p>4 - Elections for president and majority of roles, voting numbers published, external scrutiny</p>
Score	
Evidence / comment	
<b>25</b>	<b>Term limits for elected officials</b>
Score definitions	<p>0 – No</p> <p>1 - Some term limits but possibility of multiple re-elections to the same position</p> <p>2 - Term limits in place with a maximum of no more than 12 years in 1 role</p> <p>3 - Term limits in place with a maximum of 3 x 4 year cumulative terms in the same or multiple roles</p> <p>4 - Term limits with a max of 3 x 4 year terms in same or multiple roles, waiting period before new role</p>
Score	
Evidence / comment	

<b>26</b>	<b>Provide for the representation of key stakeholders (e.g. “active” athletes as defined in the Olympic Charter) in governing bodies</b>
Score definitions	<p>0 – No</p> <p>1 - Some representation of key stakeholders in governing bodies</p> <p>2 - Designated key stakeholder representatives in governing bodies (not consultative)</p> <p>3 - Representation of key stakeholders including athlete(s) on Executive Board</p> <p>4 - State of art athlete and other key stakeholder representation</p>
Score	
Evidence / comment	
<b>27</b>	<b>Defined conflict of interest policy with exclusion of members with a manifest, declared or perceived conflict</b>
Score definitions	<p>0 – No</p> <p>1 - Some conflict of interest rules</p> <p>2 - Defined conflict of interest policy</p> <p>3 - Defined conflict of interest policy, evidence of implementation</p> <p>4 - State of the art conflict of interest policy, checked against register and evidence of implementation</p>
Score	
Evidence / comment	

	<b>Development and Control Mechanisms Section</b>
	Please indicate the extent to which you consider that your IF fulfils the following:
<b>28</b>	<b>Education programmes and assistance to coaches, judges, referees and athletes</b>
Score definitions	<p>0 – No</p> <p>1 - At least some educational support for coaches, judges, referees and athletes</p> <p>2 - Education programme and assistance for coaches, judges, referees and athletes</p> <p>3 - Education programme and assistance for coaches, judges, referees and athletes with details published</p> <p>4 - State of the art education programme for coaches, judges, referees and athletes with details published</p>
Score	
Evidence / comment	
<b>29</b>	<b>Anti-discrimination policies on racial, religious or sexual orientation</b>
Score definitions	<p>0 – No</p> <p>1 - Recognition of antidiscrimination issues in official documents</p> <p>2 - Official antidiscrimination policy or policies in place</p> <p>3 - Anti-discrimination policy/ policies covering all characteristics, evidence of Implementation</p> <p>4 - State of the art antidiscrimination policies, evidence of implementation, results published</p>
Score	
Evidence / comment	

<b>30</b>	<b>Establish an internal ethics committee with independent representation</b>
Score definitions	<p>1 - Some monitoring of ethical behaviour</p> <p>2 - Ethics committee with independent representation in place to monitor application of ethics rules</p> <p>3 - Ethics committee with majority independent representation in place, can propose sanctions</p> <p>4 - State of the art ethics committee, independent majority, starts investigations, proposes sanctions</p>
Score	
Evidence / comment	
<b>31</b>	<b>Adopt policies and processes for internal control</b>
Score definitions	<p>0 – No</p> <p>1 - Some systems in place for internal control and/or risk management</p> <p>2 - Official procedure in place for internal control and risk management</p> <p>3 - Official procedure in place for internal control and risk management, evidence of implementation</p> <p>4 - State of the art internal control and risk management procedure, evidence of implementation</p>
Score	
Evidence / comment	

<b>32</b>	<b>Awarding of main events follows an open and transparent process</b>
Score definitions	<p>0 – No</p> <p>1 - Some information published about process for awarding main events</p> <p>2 - Process for awarding main events with rules including criteria, fair timetables, outcomes published</p> <p>3 - Process for awarding events, rules include criteria, fair timetables, shortlisting or rotation</p> <p>4 - Process for awarding events, rules include criteria, fair timetables, shortlisting or rotation, with element of external bidding assessment</p>
Score	
Evidence / comment	
<b>33</b>	<b>Internal decisions can be appealed with final recourse to the Court of Arbitration for Sport</b>
Score definitions	<p>0 – No</p> <p>1 - Some opportunity for external Appeals</p> <p>2 - Right of appeal for some internal decisions to CAS or similar</p> <p>3 - Right of appeal in statutes for all relevant internal decisions to CAS, evidence of implementation</p> <p>4 - Right of appeal in statutes for all relevant decisions to CAS, implementation, outcomes published</p>
Score	
Evidence / comment	

## 16.6 Screenshot of online survey



The screenshot displays a web-based survey form titled "GAISF Governance Questionnaire (Test/Webinar version)". The form is overlaid on a background image of a locker room with wooden lockers and green benches. The form has a white background with an orange header bar. The header bar contains the GAISF logo and the text "Global Association of International Sports Federations". Below the header bar, the section is titled "Organisation details". There is a progress bar at the top of the form. Below the progress bar, there are two lines of text: "Note: All responses are saved when you move forward or back a page." and "Guidance notes are available from page 2 to PDF of GAISF webpage". The form contains three main sections: 1. "Organisation name" with a text input field. 2. "Individual(s) responsible for completing questionnaire" with a text input field. 3. "GAISF member type (November 2016)" with two radio button options: "none" and "other". At the bottom of the form, there is a "Next" button.

## 16.7 Guidance notes

A set of [Guidance Notes](#) were available for IFs.

