

NATIONAL SPORTS GOVERNANCE OBSERVER

Indicators and instructions for assessing good
governance in national sports federations

Arnout Geeraert

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Executive summary

This report presents the National Sports Governance Observer (NSGO) indicators, a comprehensive set of 274 indicators of good governance in sports federations that operate at the national or sub-national level. The aim of this report is to provide detailed instructions for official NSGO partners on the selection of federations, data gathering and aggregation based on NSGO indicators, the data approval process, and the preparation of their country report.

The indicators were devised within the context of the 'National Sports Governance Observer: Benchmarking sports governance across national boundaries' project (hereinafter 'NSGO project'), which received a 383,000 euro grant from the Erasmus+ programme of the European Union. Play the Game/Danish Institute for Sports Studies (Idan) acted as the coordinator of the project, which brought together academics and sports leaders from Belgium (Flanders), Cyprus, Denmark, Germany, the Netherlands, Norway, Poland and Romania.

The author of this report, Dr. Arnout Geeraert (KU Leuven and Utrecht University), acted as scientific coordinator of the NSGO project and has devised the indicators. The project partners were given the opportunity to comment on a draft set of indicators.

Relevant to sports federations, public actors, stakeholders, and researchers, the indicators allow for reliable measurement of good governance through clearly defined criteria. Given their dichotomous nature (federations score either 1 or 0 on a given indicator) they are also easy to apply. The indicators are dispersed over four good governance dimensions that emerge from relevant academic literature, namely *transparency*, *democratic processes*, *internal accountability and control*, and *societal responsibility*.

The NSGO indicators have been applied in each of the eight NSGO partner countries, and Brazil and Montenegro. The NSGO project's final report, available on the project website, provides a detailed overview of the findings.

Play the Game calls upon all interested parties (researchers, public actors, sport (con)federations) to engage with the project and to become official NSGO partners. More information on terms and conditions can be retrieved from the project website www.nationalsportsgovernanceobserver.org.

Introduction

Good governance has become an omnipresent concept in the world of sport. Corruption and mismanagement scandals in international sports organisations have urged public actors and the sports movement to increase their efforts for better sports governance. As a result, good governance has gained legitimacy, and few sports federations would currently deny its importance and relevance. The reality is, however, that good governance is difficult to define, measure, and implement; a matter exacerbated by the fact that sports federations require a tailored application of what can be called good governance's nebulous parameters. Consequently, there is often a gap between discourse and practice as well as between expectation and reality.

Good governance should not be regarded as an end in itself, but rather as a means to an end. Implementing good governance enhances the legitimacy and effectiveness of organisations, as well as their resistance to unethical practices. It therefore enables sports federations to build trust with governments, stakeholders, and potential commercial partners. This, in turn, enhances the autonomy of sports organisations – that is, if relevant principles are adequately implemented. To achieve this goal, sports federations need to understand what principles must be implemented, as well as how and why. Public actors, stakeholders, and researchers then need reliable and valid tools to monitor their implementation, so they can effectively signal and address weaknesses. In the end, achieving good governance requires joint action by the sports movement, stakeholders, and public actors.

To address these needs, this report presents a comprehensive set of 274 indicators of good governance in sports federations that operate at the national or sub-national level. Relevant to sports federations, public actors, stakeholders, and researchers, the indicators enable the reliable measurement of good governance through clearly defined criteria. Given their dichotomous nature (i.e. federations score either 1 or 0 on a given indicator), they are moreover relatively easy to apply. The indicators are dispersed over four good governance dimensions that emerge from the relevant academic literature, namely *transparency*, *democratic processes*, *internal accountability and control*, and *societal responsibility*.

Given that organisations vary in terms of administrative capacity, the same standard cannot apply to all federations. The indicators are therefore divided into three categories. Every federation can be expected to have sufficient capacity to implement the indicators in the *basic* category, which constitutes a minimum standard for all federations. Only mid-size to large federations should be required to implement indicators in the *intermediate* category, while the *advanced* category comprises indicators that are only relevant to the largest federations.

The indicators are devised within the context of the 'National Sports Governance Observer: Benchmarking sports governance across national boundaries' project (hereinafter 'NSGO project'). They have been applied in each of the eight NSGO partner countries, and Brazil and Montenegro. The NSGO project's final report, available on the project website,

provides a detailed overview of the findings. The present report focuses on providing clear instructions for official NSGO partners on the selection of federations, data gathering and aggregation, the data approval process, and the preparation of the country report.

Project background

The NSGO project received a 383,000 euro grant from the Erasmus+ programme of the European Union. Play the Game / Danish Institute for Sports Studies (Idan) acted as the coordinator of the project, which brings together academics and sports leaders from Belgium, Cyprus, Denmark, Germany, the Netherlands, Norway, Poland and Romania.

The *full project partners* conducted the academic research and produce national reports in their respective countries.

- Danish Institute for Sports Studies/Play the Game
- German Sport University Cologne
- KU Leuven
- Molde University College (MUC)
- University of Bucharest
- University of Warsaw
- Utrecht University

The *associated partners* gave advice and assisted with the development and implementation of indicators. They also disseminate the research findings.

- Cyprus Sport Organisation (CSO)
- Danish Football Association (DBU)
- Enlarged Partial Agreement on Sport (EPAS), Council of Europe
- European Association for Sport Management (EASM)
- Flemish Sports Confederation (VSF)
- International Council of Sport Science and Physical Education (ICSSPE)
- Norwegian Football Association (NFF)
- Polish Golf Union (PGU)
- Romanian Football Federation (FRF)

In addition, thanks to earmarked subsidies from the Danish Parliament to support the work of Play the Game in the field of good governance, the following partners voluntarily joined the project and engaged with the research process:

- Sou do Esporte (Brazil)
- Marko Begovic (private researcher; Montenegro. Supported by the Council of Europe)
- University of Central Lancashire and Molde University College (MUC), in collaboration with the Cyprus Sports Organisation (Cyprus)

The main aim the NSGO project is to assist and inspire national sports organisations to improve the quality of their governance practices. More specifically, the project sets out to:

- enable sports leaders and outside stakeholders to measure, discuss and amend the governance standards and practices of sports organisations by adapting and applying the NSGO indicators in national sports federations
- establish sustainable networks between academics, practitioners and other key stakeholders with a common interest in good governance in sport at a national as well as at an international level through national training workshops and the Play the Game conference
- educate and train sports leaders, researchers, and government representatives to understand, introduce, evaluate, and sustain good governance standards and practices in their respective organisations
- provide government officials with the knowledge and tools to enable them to engage in a dialogue with the sports movement with a view to inspiring better governance in sport and creating a robust framework for the allocation of public grants
- produce, provide, and disseminate national as well as comparative international data based on the NSGO indicators
- initiate public debates on sports governance in order to raise the awareness of the topics and challenges related to good governance.

Instructions for official NSGO partners

The NSGO indicators are presented in annex 1. The indicators were devised by the author of this report based on insights from relevant theories and a review of more than 40 relevant sets of good governance principles that exist worldwide. The project partners commented on the draft indicators during a research committee meeting held on 30-31 May 2017 at the German Sport University Cologne. The method used for devising the indicators, aggregating the indicator scores, and visually presenting the findings is presented in the NSGO project's final report. The focus here is on providing background information and instructions for NSGO partners on how to use the indicators and how to draft the country report.

NSGO dimensions, principles, indicators, and meta-data sheets

In line with the indicators of the Sports Governance Observer 2015 and the Sports Governance Observer 2018, the NSGO indicators are dispersed over four good governance dimensions that emerge from academic literature, namely *transparency*, *democratic processes*, *internal accountability and control*, and *societal responsibility*.

Transparency refers to an organisation's reporting on its internal workings, which allows others to monitor these workings.

Democratic processes entail free, fair and competitive elections; the involvement of affected actors in decision-making processes; and fair and open internal debates.

Internal accountability and control refers to both, the implementation of the separation of powers in the organisation's governance structure as well as a system of rules and procedures that ensures that staff and officials comply with internal rules and norms.

Societal responsibility refers to deliberately employing the organisation's potential and impact in order to have a positive effect on internal and external stakeholders and society at large.

As explained in detail in the NSGO project's final report, these dimensions have been selected on the basis of relevant theoretical insights that explain their positive impact in terms of legitimacy, effectiveness, and resistance to unethical practices. First, implementing the four dimensions contributes to perceptions of fairness and legitimacy. Second, the dimensions each have a distinct impact on effectiveness and good conduct.

- *Transparency* enhances trust and incentivises staff and officials to perform better.
- *Democracy* allows for more effective policies because stakeholders contribute specialised knowledge to the decision-making process and more easily accept policies when they feel a sense of ownership over those policies. In addition, open debate generates more effective solutions to policy problems and free, fair, and competitive elections incentivise officials to perform better.

- *Internal accountability and control* stimulates learning and decreases the likelihood of power imbalances, abuse of power, and unethical conduct.
- Demonstrating *societal responsibility* has a positive impact on legitimacy because it enhances trust from external audiences. A positive relationship with internal and external stakeholders also contributes to more effective policies.

Each dimension is operationalised through principles – 46 in total – which are measured via a total of 274 dichotomous indicators. They permit a reliable measurement of good governance through clearly defined criteria. Given their dichotomous nature, the indicators are also easy to apply. Federations either score 1 or 0 on the individual indicators. In a limited number of cases, particular criteria may not be applicable. In that case, the external evaluator can indicate ‘NA’ (not applicable) in the ‘score’ section.

Given that organisations vary in terms of their capacity and the governance-related risks they are confronted with, the same good governance standard cannot apply to all federations. The indicators are therefore divided into three categories, namely ‘basic’, ‘intermediate’, and ‘advanced’.

Basic indicators constitute a minimum standard of good governance for all federations that is relatively easy to implement. All federations can be expected to have sufficient capacity to implement the indicators in this category.

Intermediate indicators are costlier and, thus, more demanding to implement. This category should be implemented by mid-size to large federations (more than 10 but less than 30 FTE employees).

Advanced indicators are relevant to the largest federations (30 or more FTE employees) or to any federation that is willing and able to implement the highest standards of good governance.

To facilitate the measurement process, meta-data sheets have been devised for each indicator (see annex 1). The sheets explicitly detail minimum criteria to be fulfilled by the federations and feature the category on an indicator-by-indicator basis (basic, intermediate, or advanced) as well as relevant data source(s).

Required sample size

Official NSGO partners are requested to select a sample of at least eight federations. The sample should include the federations responsible for administrating the following five sports: athletics, football, handball, swimming, and tennis. In addition, partners are encouraged (but not obliged) to include the following types of federations: gymnastics, triathlon, and the umbrella federation/ National Olympic Committee. They can decide to replace one or more of these federations with federations that have particular relevance within the context of the country in which the research is conducted. In any case, partners should aim to select a balanced sample that includes small, mid-size as well as large federations.

Standardised data gathering process

In order to ensure reliable data, official NSGO partners are required to follow a standardised process when collecting data. The process, outlined below, comprises six phases. Both the data collection and aggregation processes require significant resources. The standardised data gathering process takes about one week per federation to complete.

Phase 1: Selecting and contacting

Make a selection of the federations to be reviewed. Contact the federations and explain the process (outline, time frame, benefits for federations, confidentiality). Establish a contact point, i.e. a federation representative who can assist you with data gathering. In case of refusal, explain that scoring will take place on the basis of publicly available data and give the opportunity to give feedback on the data gathered (phases 3 and 5).

Phase 2: Data gathering and first preliminary scoring

Conduct desktop research: analyse the federations' websites, statutes, internal regulations, and any other relevant available documents. Apply the indicators and conduct a preliminary scoring to get a clear view of the completeness of the collected data. Fill in the standardised scoring sheets: fill in the 'evidence' field for every indicator. Briefly mention where the data was found.

Phase 3: Feedback

Send the federations a questionnaire in which you ask them to provide missing data. If necessary, conduct an interview and ask for additional evidence (e.g. official documents, emails, newsletters, etc.).

Phase 4: Second preliminary scoring

Conduct a second preliminary scoring on the basis of the feedback received. Be strict, so that the burden of proof lies with the federations. Fill in the standardised scoring sheets: fill in the 'evidence' field for every indicator. Briefly mention where data was found. In case the data was obtained from the interview/ questionnaire, this should be indicated. Write comments in case of uncertainty so that you (or an external party) can review the scores later.

Phase 5: Final feedback

Send the scores to the federations and ask for their feedback and additional evidence in case of disagreement. Conduct a second interview, if any uncertainties remain.

Phase 6: Final scoring

Conduct the final scoring and inform the federations.

Data aggregation software

Official NSGO partners are provided with two Microsoft Excel files. They are requested not to share these with third parties. Instructions are provided below.

File 1: 'Standardised score sheet'

- Use this file to calculate the scores of each reviewed federation.
- Closely follow the detailed evaluation criteria outlined in the meta-data sheets (see annex 1).
- In case a federation cannot reasonably be expected to comply with an indicator, fill in 'not applicable' and explain your decision in the comments section. Keep a list of uncertain scores.
- In case of uncertainty about a score, provide a comment in the designated column.
- Make sure to fill in the number of FTE administrative personnel in the 'overview' tab, as the sheet automatically fills in the 'not applicable' indicators on the basis of these data.
- In case an organisation meets the detailed scoring criteria of an indicator, which is in principle not applicable given the organisation's (small or medium) size, fill in 'yes'.
- Use the 'refresh data' button to update the dashboard.

File 2: 'Consolidation federations'

- Use this sheet to produce the country scores and graphs.
- Closely follow the instructions in the first tab and delete the fake demo data before proceeding.
- Make sure to use the 'paste as values' function, as explained.
- Use the 'refresh data' button to update the dashboard / principles.

Required documentation for the data approval process

The NSGO indicators are applied by different researchers to measure good governance in federations in different countries across the world. For the sake of comparability, it is essential that the data and scores are reliable. Play the Game therefore conducts a basic check of the data gathered by all the official NSGO partners. This procedure aims to minimise data inconsistencies and errors in measurement and aggregation. It also ensures that data gathering took place in accordance with the standardised process.

Official NSGO partners are required to submit the following documents to Play the Game:

- The filled in standardised score sheets for all the benchmarked federations.
- The consolidated scores.
- The contact letters that have been sent to the federations.
- The questionnaires / interview request that have been sent to the federations.
- A list of uncertain scores (an explanation should be provided in the comments section of the standardised score sheet, as noted above).

Standardised country report

Official NSGO partners are required to produce a report of their findings to be published on the Play the Game website. Play the Game provides a Microsoft Word template for the report. To enable meaningful comparisons, the partners are required to include a number of elements in this report. These are listed below.

The country dashboard will be produced by Play the Game

1. Overview

- Mention the NSGO project and indicators (refer to this document; see p. 4 for the correct APA style reference)
- List the benchmarked federations.
- Mention the time frame of the study.
- Summarise the results and recommendations in general terms.
- Summarise the sections (1-2 sentences per section).

2. Context

Corporate governance culture

- List the main existing codes of good governance in the private sector (corporate, cultural, voluntary, and sporting sector).

Sport system

- Explain the structure of the relationship between government and the sport sector.
- List and describe the sport-specific legal / policy framework in which sports federations are embedded.
- List and describe the major actors (e.g. ministry, government agency, umbrella organisations, National Olympic Committee).

Governance-related sports policies and regulations

- List and describe the main policies and regulations that impact the governance (as defined by the four NSGO dimensions) of sports federations and briefly put them in historical / cultural / political context.

3. Methods

- Case selection: Discuss how the sample sizes relates to the entire population and explain which federations were selected and why.
- Data collection: refer to the standardised NSGO data collection method; give the time-frame of the six phases (including the federations' deadline for providing data); describe how many researchers were responsible for collecting the data and how coordination took place.
- Data analysis: refer to the data aggregation software (Excel file); explain how many federations qualify as 'small', 'medium', and 'large'.

4. Results

- Discuss the overall results of the survey and the results for each dimension.

5. Discussion and policy implications

- Summarise the main findings in the four dimensions.
- Explore the way forward for sports governance.
- Discuss the results by engaging these with Section 2. Explore how the results can be explained by existing policies and/or laws.

- Give policy implications by building on the existing policy/ legal framework (Section 2). Explain what policies should be introduced/ adjusted / kept in place and which central actors could play a role in this process.

References

- Provide a reference list using the APA referencing style.

Annex 1: Indicators and meta-data sheets

General information

Item	Answer
Official name	
Official acronym	
Year of establishment	
Latest annual amount of government funding received	
Number of affiliated clubs	
Number of affiliated individual sporting members	
Number of paid employees	

Dimension 1: Transparency

[Principle 1]

The organisation publishes its statutes/ constitution, internal regulations, organisation chart, sports rules and multi-annual policy plan on its website.

Relevance

The publication of these key documents allows stakeholders to monitor core aspects of the organisation's governance.

Indicator	Category	Detailed evaluation criteria	Data source	Score
1.1 Does the organisation publish its statutes on its website and are they retrievable through the home page (or sub-levels of the home page accessible through the home page) of its website?	Basic	Is the webpage where the documents can be downloaded linked (either directly or via a chain of links) to the homepage of the website?	Organisation's website	
1.2 Does the organisation provide its statutes to its internal stakeholders through email or a protected member section of its website?	Basic	Have the documents been made available to internal stakeholders either via a newsletter or a website section accessible to (a number of) stakeholders via a password?	Organisation's website; interview with organisation representative	

			Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 1.1 are fulfilled.		
1.3	Does the organisation publish its internal regulations on its website and are they retrievable through the home page (or sub-levels of the home page accessible through the home page) of its website?	Basic	Does the organisation publish a comprehensive set of principles that establish the internal workings of the organisation in more detail than the statutes do? Is the webpage where the documents can be downloaded linked (either directly or via a chain of links) to the homepage of the website?	Organisation's website	
1.4	Does the organisation provide its internal regulations to its internal stakeholders through email or a protected member section of its website?	Basic	Have the documents been made available to internal stakeholders either via a newsletter or a website section accessible to (a number of) stakeholders via a password? Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 1.3 are fulfilled.	Organisation's website; additional evidence provided by organisation representative	
1.5	Does the organisation publish its sports rules on its website and are they retrievable through the home page (or sub-levels of the home page accessible through the home page) of its website?	Basic	Does the organisation publish a comprehensive set of principles that establish the rules governing competition? Is the webpage where the documents can be downloaded linked (either directly or via a chain of links) to the homepage of the website?	Organisation's website	
1.6	Does the organisation provide its sports rules to its internal stakeholders through email or a protected member section of its website?	Basic	Have the documents been made available to internal stakeholders either via a newsletter or a website section accessible to (a number of) stakeholders via a password? Note: these criteria are automatically fulfilled if	Organisation's website; additional evidence provided by organisation representative	

			the (stricter) criteria of indicator 1.5 are fulfilled.		
1.7	Does the organisation publish its multi-annual policy plan on its website and is it retrievable through the home page (or sub-levels of the home page accessible through the home page) of its website?	Basic	Did the organisation produce an applicable (valid) multi-annual policy plan? Is the webpage where the documents can be downloaded linked (either directly or via a chain of links) to the homepage of the website?	Organisation's website	
1.8	Does the organisation provide its multi-annual policy plan to its internal stakeholders through email or a protected member section of its website?	Basic	Did the organisation produce an applicable (valid) multi-annual policy plan? Have the documents been made available to internal stakeholders either via a newsletter or a website section accessible to (a number of) stakeholders via a password? Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 1.7 are fulfilled.	Organisation's website; additional evidence provided by organisation representative	

[Principle 2]

The organisation publishes the agenda and minutes of its general assembly meeting on its website.

Relevance

The publication of the agenda and minutes of the general assembly opens up for scrutiny the (key) relationship between the decision-making and the legislating bodies of the organisation.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
2.1	Did the organisation publish the agenda of its latest general assembly meeting on its website before the meeting took place and is it retrievable through the home	Basic	Is the webpage where the document can be downloaded linked (either directly or via a chain of links) to the homepage of the website?	Organisation's website	

	page (or sub-levels of the home page accessible through the home page) of the website?				
2.2	Does the published agenda contain the various agenda items with a word of explanation, the list of topics to be discussed and does it specify which items shall be put to the vote?	Basic	Does the document list agenda items? Does the document provide explanatory remarks with a number of agenda items? Does the document specify the items that shall be put to the vote?	Published agenda of the general assembly	
2.3	Does the organisation provide the agenda of its general assembly meeting to its internal stakeholders via email a protected member section of the organisation's website before the meeting takes place?	Basic	Has the document been made available to internal stakeholders either via a newsletter or a website section accessible to (a number of) stakeholders via a password? <i>Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 2.1 are fulfilled.</i>	Organisation's website; additional evidence provided by organisation representative	
2.4	Does this agenda contain the various agenda items with a word of explanation, the list of topics to be discussed and does it specify which items shall be put to the vote?	Basic	Are agenda items listed? Are explanatory remarks provided with some agenda items? Does the document specify the items that shall be put to the vote? <i>Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 2.2 are fulfilled.</i>	Distributed agenda of the general assembly	
2.5	Does the organisation publish the minutes of its latest general assembly meeting on its website and are they retrievable through the home page (or sub-levels of the home page accessible through	Basic	Is the webpage where the document can be downloaded linked (either directly or via a chain of links) to the homepage of the website?	Organisation's website	

	the home page) of the website?				
2.6	Does the organisation provide the minutes of its general assembly meeting to its internal stakeholders via email or a protected member section of the organisation's website?	Basic	Has the document been made available to internal stakeholders either via a newsletter or a website section accessible to (a number of) stakeholders via a password? <i>Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 2.5 are fulfilled.</i>	Organisation's website; additional evidence provided by organisation representative	
2.7	Do the minutes of its general assembly meeting give a summary of the deliberations and ballots?	Basic	Does the document give a summary of deliberations? Does the document give a summary of ballots cast (exact voting results)?	Published general assembly minutes	

[Principle 3]

The organisation publishes board decisions on its website.

Relevance

By regularly justifying decisions, boards can prevent becoming closed and secret clubs and are encouraged to make decisions in the general interest of their organisation/ sport.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
3.1	Does the organisation publish public versions of the minutes of all the board meetings that took place during the past 12 months on its website (retrievable through the home page or sub-levels of the home page)?	Basic	Does the organisation report on decisions taken in all its board meetings that took place during the past 12 months via its website? Is the webpage where the information can be retrieved linked (either directly or via a chain of links) to the homepage of the website? <i>Note that, for reasons of privacy, the organisation does not need to publish the official minutes. The organisation may produce</i>	Organisation's website	

			<i>a public version of the minutes, but it may also publish newsletters on its website that report on decisions.</i>		
3.2	Does this version contain an explanation of the rationale behind certain (key) decisions?	Basic	Do reports on decisions provide information on the rationale behind some decisions? Is this the case for at least half of the board meetings?	Reporting available on website	
3.3	Does the organisation provide public versions of the minutes of its board meetings that took place during the past 12 months to its internal stakeholders via email or a protected member section of the organisation's website?	Basic	Has the document been made available to internal stakeholders either via a newsletter or a website section accessible to (a number of) stakeholders via a password? <i>Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 3.1 are fulfilled.</i>	Website; interview with organisation representative	
3.4	Does this version contain an explanation of the rationale behind certain (key) decisions?	Basic	Do reports on decisions provide information on the rationale behind some decisions? Is this the case for at least half of the board meetings? <i>Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 3.2 are fulfilled.</i>	Evidence provided by organisation representative	

[Principle 4]

The organisation publishes information about its board members on its website.

Relevance

Basic biographical information facilitates external scrutiny of the quality and performance of senior officials. Disclosing information on current activities in other sports organisations, official functions, and political posts may signal potential conflicts of interest.

Indicator		Category	Detailed evaluation criteria	Data source	Score
4.1	Does the organisation's website list the names of all the current members of the board?	Basic	Can the information be retrieved either from a webpage or from the minutes of the general assembly (published online in accordance with indicator 2.5) or from the annual report (published online in accordance with indicator 6.1)? Is the webpage where the information can be retrieved from linked (either directly or via a chain of links) to the homepage of the website?	Organisation's website; minutes of the general assembly; annual report	
4.2	Does the organisation's website list the start and end date of the mandate of each member of the board?	Basic	Does the information include the start and end dates of the mandates of all its <i>elected</i> officials? Can the information be retrieved either from a webpage or from the minutes of the general assembly (published online in accordance with indicator 2.5) or from the annual report (published online in accordance with indicator 6.1)? Is the webpage where the information can be retrieved from linked (either directly or via a chain of links) to the homepage of the website?	Organisation's website; minutes of the general assembly; annual report	

4.3	Where applicable, does the website also state the duration and the number of previous mandates?	Basic	<p>Can the information be retrieved either from a webpage or from the minutes of the general assembly (published online in accordance with indicator 2.5) or from the annual report (published online in accordance with indicator 6.1)?</p> <p>Is the webpage where the information can be retrieved from linked (either directly or via a chain of links) to the homepage of the website?</p>	<p>Organisation's website; minutes of the general assembly; annual report</p>	
4.4	Does the organisation's website provide biographical information about individual board members, including their professional background?	Basic	<p>Can the information be retrieved either from a webpage or from the minutes of the general assembly (published online in accordance with indicator 2.5) or from the annual report (published online in accordance with indicator 6.1)?</p> <p>Is the webpage where the information can be retrieved from linked (either directly or via a chain of links) to the homepage of the website?</p>	<p>Organisation's website; minutes of the general assembly; annual report</p>	
4.5	Does the organisation's website provide information on other positions in sports organisations held by the board members?	Basic	<p>Can the information be retrieved either from a webpage or from the minutes of the general assembly (published online in accordance with indicator 2.5) or from the annual report (published online in accordance with indicator 6.1)?</p> <p>Is the webpage where the information can be retrieved from linked (either directly or via a chain of links) to the</p>	<p>Organisation's website; minutes of the general assembly; annual report; interview with organisation representative; web search</p>	

			homepage of the website?		
4.6	Does the organisation's website list at least one (general) e-mail address, which may be used to contact the board?	Basic	<p>Does the organisation publish either the contact details for one or more board members or does it provide a general address and is explicit reference made to the address being a contact for the board?</p> <p>Can the information be retrieved either from a webpage or from the minutes of the general assembly (published online in accordance with indicator 2.5) or from the annual report (published online in accordance with indicator 6.1)?</p> <p>Is the webpage where the information can be retrieved from linked (either directly or via a chain of links) to the homepage of the website?</p>	<p>Organisation's website;</p> <p>minutes of the general assembly;</p> <p>annual report</p>	

[Principle 5]

The organisation publishes information about its members (athletes and clubs) on its website.

Relevance

Information about members gives an indication of relevance and impact of the organisation.

Indicator		Category	Detailed evaluation criteria	Data source	Score
5.1	Does the organisation's website list basic information about affiliated clubs?	Basic	Is any information about affiliated clubs published? Can the information be retrieved either from a webpage or from the minutes of the general assembly (published online in accordance with indicator 2.5) or from the annual report (published online in accordance with indicator 6.1)? Is the webpage where the information can be retrieved from linked (either directly or via a chain of links) to the homepage of the website?	Organisation's website; minutes of the general assembly; annual report	
5.2	Does the organisation's website list information about the number of affiliated clubs?	Basic	Can the information be retrieved either from a webpage or from the minutes of the general assembly (published online in accordance with indicator 2.5) or from the annual report (published online in accordance with indicator 6.1)? Is the webpage where the information can be retrieved from linked (either directly or via a chain of links) to the homepage of the website?	Organisation's website; minutes of the general assembly; annual report	
5.3	Does the organisation's website list information about	Basic	Can the information be retrieved either from a webpage or from the minutes of the general	Organisation's website; minutes of the general	

	the number of affiliated athletes?		assembly (published online in accordance with indicator 2.5) or from the annual report (published online in accordance with indicator 6.1)? Is the webpage where the information can be retrieved from linked (either directly or via a chain of links) to the homepage of the website?	assembly; annual report	
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[Principle 6]

The organisation publishes an annual report, including financial statements, on its website.

Relevance

The annual report provides stakeholders with an overview of the organisation’s general (and financial) performance, demonstrating if and how objectives have been accomplished.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
6.1	Does the organisation publish its most recent annual report on its website and is it retrievable through the home page (or sub-levels of the home page accessible through the home page) of the website?	Basic	Did the organisation produce an annual report in the past 12 months? Is the annual report published either separately or as an integral part of the annual policy plan? Is the webpage where the report can be retrieved from linked (either directly or via a chain of links) to the homepage of the website?	Organisation’s website	
6.2	Does the organisation publish its 3 most recent annual reports on its website and are they retrievable through the home page (or sub-levels of the home page accessible	Basic	<i>Note: this indicator is not applicable if the organisation has been established less than 3 years ago.</i>	Organisation’s website	

	through the home page) of the website?				
6.3	Has the organisation's latest annual report been provided to its internal stakeholders through email or a protected member section of the organisation's website?	Basic	<p>Did the organisation produce an annual report in the past 12 months?</p> <p>Has the document been made available to internal stakeholders either via a newsletter or a website section accessible to (a number of) stakeholders via a password?</p> <p><i>Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 6.1 are fulfilled.</i></p>	Organisation's website; additional evidence provided by organisation representative	
6.4	Did the board establish formal internal procedures that ensure timely and accurate reporting within the framework of the annual report?	Intermediate	<p>Do the procedures establish the internal process of producing different types of information that are included in the annual report?</p> <p>Do the procedures require entities and/or individuals to submit relevant information so that the report can be drafted in time?</p> <p><i>Note: the organisation is free to decide when relevant information must be submitted by what entities and/or individuals.</i></p>	Organisation's statutes or internal regulations	
6.5	Does the most recent annual report set out the organisation's objectives and how they have been accomplished over the past year through concrete actions?	Basic	<p>Did the organisation produce an annual report in the past 12 months?</p> <p>Does the most recent annual report provide a summary of concrete actions undertaken?</p> <p>Does the latest annual report make an explicit link between the actions undertaken and concrete objectives?</p>	Most recent annual report	
6.6	Does the most recent annual report give an	Basic	Does the organisation report on its finances	Most recent annual report;	

	account of the organisation's finances (including income and expenses)?		(including income and expenses) either in the annual report or in a separate document, published on its website in accordance with indicator 1.1?	organisation's website	
6.7	Does the most recent annual report contain a report on the activities of all the standing committees?	Basic	Did the organisation produce an annual report in the past 12 months? Does the most recent annual report provide information on the activities of all standing committees (beyond the meeting dates and the number of meetings held)?	Most recent annual report	
6.8	Does the most recent annual report include information on the championships and events (co-)organised by the organisation?	Basic	Did the organisation produce an annual report in the past 12 months? Does the most recent annual report include information on the championships and events (co-)organised by the organisation? Does the information include at least two of the following elements: governance, revenue sponsors, media coverage, infrastructure, attendance, athlete participation, results?	Most recent annual report	
6.9	Does the most recent annual report provide an (anonymised) overview of the declarations of conflicts of interest and of the decisions in which conflicts of interest were involved?	Basic	Did the organisation produce an annual report in the past 12 months? Does the most recent annual report include an (anonymised) overview of the declarations of conflicts of interest made by board members and of the board decisions in which conflicts of interest were involved?	Most recent annual report	

6.10	Does the latest annual report explore the risks faced by the organisation and how it aims to control these risks?	Intermediate	<p>Did the organisation produce an annual report in the past 12 months?</p> <p>Does the most recent annual report include an explicit section covering risks?</p> <p>Does the section address sporting, financial, ethical, operational, or other risks faced by the organisation and how it aims to control these?</p>	Most recent annual report	
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[Principle 7]

The organisation publishes regulations and reports on the remuneration, including compensation and bonuses, of its board members and management on its website.

Relevance

Reporting on both the remuneration of senior officials and management and the pay-setting process generates trust and generates a powerful deterrent for self-dealing.

Indicator		Category	Detailed evaluation criteria	Data source	Score
7.1	Does the organisation's latest annual report include a statement (report) on remuneration?	Basic	<p>Does the organisation report on remuneration by providing at least general figures?</p> <p>Is the information included in either the financial report or the annual report?</p>	financial report; annual report	
7.2	Does the remuneration report include a statement on the organisation's remuneration policy, including on the procedure and rules governing the establishment of the board members' remuneration and (where applicable) on major changes to the remuneration policy	Basic		financial report; annual report	

	that were implemented since the last report?				
7.3	Does the remuneration report include a separate statement on the board members' remuneration, including any fringe benefits, in an anonymous or aggregated manner?	Basic		financial report; annual report	
7.4	Does the remuneration report include a separate statement on the remuneration of management, including any fringe benefits, in an anonymous or aggregated manner?	Basic		financial report; annual report	

Dimension 2: Democracy

[Principle 8]

Board members are democratically (re-)appointed according to clear procedures.

Relevance

The threat of being replaced by a challenger in case of under-achieving or inappropriate behaviour incentivises officials to conform to their constituents' wishes, perform better, and refrain from opportunistic behaviour.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
8.1	Do the organisation's statutes and, where applicable, internal regulations contain procedures for the appointment and reappointment of the members of the board?	Basic	Do the organisation's statutes or internal regulations contain procedures that determine the appointment and reappointment of all the members of the board? <i>Note: under these criteria, board members</i>	Organisation's statutes and internal regulations	

			<i>may be co-opted or ex officio members.</i>		
8.2	Do the rules governing elections cover information on individuals qualified to vote; majority or percentage needed to win the election and, where applicable, weighting of votes; quorum; and election rounds?	Basic	Do the rules governing the election of board members include at least information on individuals qualified to vote and on the majority or percentage needed to win the election?	Organisation's statutes and internal regulations	
8.3	Do the rules governing elections ensure that the general assembly directly elects the majority of the members of the board?	Basic	Do the rules governing elections ensure that the general assembly directly elects more than half of the members of the board? <i>Note: federations may co-opt members of the board (in order to help fill gaps in terms of skill and expertise in the short term). They should form a minority in the board and may only be appointed for a limited period of time. If the latter is not the case, the organisation does not meet the criterion.</i>	Organisation's statutes and internal regulations	
8.4	Do the rules governing elections ensure that elections take place on the basis of secret ballots?	Basic	Do the rules governing elections establish that elections always take place on the basis of secret ballots? <i>Note: if the rules establish that secret ballots can be requested for elections, the organisation does not meet the criteria.</i>	Organisation's statutes and internal regulations	

[Principle 9]

The organisation takes steps to achieve a differentiated and balanced composition of its board.

Relevance

Profiles for board functions help organisations in their search for well-suited candidates. They facilitate establishing a differentiated and balanced composition of the board, which helps organisations to achieve their objectives better.

Indicator		Category	Detailed evaluation criteria	Data source	Score
9.1	Does the board have a document establishing the desired profile (responsibilities, background, competences) of each board function?	Basic	Does the organisation have a document in which per board function (and, thus, not necessarily per person), the desired specific professional and/ or personal competences are defined? <i>Note: it is possible that current board members do not actually meet the outlined criteria.</i>	Document outlining desired board member profiles	
9.2	Does the document motivate these profiles based on the organisation's (long-term) policy objectives?	Basic	Does the organisation have a document in which per board function (and, thus, not necessarily per person), the desired specific professional and/ or personal competences are defined? Are the desired specific professional and/ or personal competences explicitly linked to the organisation's (long-term) policy objectives?	Document outlining desired board member profiles	
9.3	Has the document been approved by the general assembly?	Basic	Does the organisation have a document in which per board function (and, thus, not necessarily per person), the desired specific professional and/ or personal competences are defined? Has the document been approved by the general assembly?	Document outlining desired board member profiles	

9.4	Does the board have a document establishing that the board periodically evaluates the actual and desired profiles and when a vacancy occurs?	Basic	Do organisation's internal regulations establish that the board periodically evaluates the actual and desired profiles and when a vacancy occurs?	Organisation's internal regulations	
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[Principle 10]

The organisation has a nomination committee.

Relevance

A nomination committee helps ensure that elections take place according to established procedures and assists with finding well-suited candidates for vacancies.

Indicator		Category	Detailed evaluation criteria	Data source	Score
10.1	Do the organisation's statutes and/or internal regulations establish a nomination committee that oversees the (re-)election process of the members of the board?	Basic	Do the organisation's statutes and/or internal regulations establish that at least two individuals are appointed to oversee the election process?	Organisation's statutes and internal regulations	
10.2	Do the organisation's statutes and/or internal regulations establish that the president of the board cannot act as the president of the nomination committee?	Basic	Do the organisation's statutes and/or internal regulations establish that the president of the board does not (or cannot) act as the president of the nomination committee or oversee the election process by him/herself?	Organisation's statutes and internal regulations	
10.3	Do the organisation's statutes and/or internal regulations establish that at least one member of the nomination committee should not be a member of the board or an	Intermediate	Do the organisation's statutes and/or internal regulations establish a (permanent or ad hoc) committee tasked with at least overseeing the (re-)election process of the members of the board? Do the organisation's statutes and/or internal	Organisation's statutes and internal regulations	

	employee of the organisation?		regulations establish that at least one member of the committee is independent, meaning that s/he may not be a member of the board or an employee of the organisation?		
10.4	Do the organisation's statutes and/or internal regulations establish that the tasks of the nomination committee include searching for candidates for vacant board mandates?	Intermediate	Do the organisation's statutes and/or internal regulations establish a (permanent or ad hoc) committee tasked with searching for candidates for vacant board mandates? <i>Note: the general assembly should always retain the right to elect the proposed candidates or not or to elect a person who has not been nominated by the committee.</i>	Organisation's statutes and internal regulations	
10.5	Do the organisation's statutes and/or internal regulations establish that the tasks of the nomination committee include searching for candidates for vacant management positions?	Intermediate	Do the organisation's statutes and/or internal regulations establish a (permanent or ad hoc) committee tasked with searching for candidates for vacant management positions?	Organisation's statutes and internal regulations	
10.6	Do the organisation's statutes and/or internal regulations establish that the tasks of the nomination committee include identifying gaps relating to the skill, expertise and composition of the board?	Intermediate	Do the organisation's statutes and/or internal regulations establish a permanent committee tasked with identifying gaps relating to the skill, expertise and differentiated composition of the board?	Organisation's statutes and internal regulations	

[Principle 11]

The organisation establishes a quorum (a minimum number of attendees required to conduct business and to cast votes) in its statutes or internal regulations for the board and the general assembly.

Relevance

A quorum ensures that decision-making is not monopolised by a small group.

Indicator		Category	Detailed evaluation criteria	Data source	Score
11.1	Does the organisation establish a quorum in its statutes or internal regulations for the board?	Basic		Organisation's statutes and internal regulations	
11.2	Does the organisation establish a quorum in its statutes or internal regulations for the general assembly?	Basic		Organisation's statutes and internal regulations	
11.3	Does the organisation establish a quorum of at least 75% in its statutes or internal regulations for the board?	Basic		Organisation's statutes and internal regulations	
11.4	Does the organisation establish a quorum of at least 50% in its statutes or internal regulations for the general assembly?	Basic		Organisation's statutes and internal regulations	

[Principle 12]

The organisation has established term limits as well as a retirement schedule.

Relevance

Term limits remedy high rates of re-election stemming from incumbent advantages. They prevent the monopolisation of power, ensure that office holders do not lose touch with their constituents, and that elections provide new ideas for solving problems.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
12.1	Do the organisation's statutes establish term limits for board members?	Basic	Do the organisation's statutes establish a maximum number of defined terms for all board members?	Organisation's statutes	
12.2	Does the organisation implement a phased schedule for the retirement of board members, establishing that only a proportion of the members is replaced every time (guaranteeing the continuity of the board)?	Basic	Do the organisation's statutes establish term limits for board members? Do the organisation's statutes and/or internal regulations establish that only a proportion of the board members is replaced every time (guaranteeing the continuity of the board)?	Organisation's statutes and internal regulations	

[Principle 13]

The general assembly represents all affiliated members and meets at least once a year.

Relevance

Annual general assembly meetings give constituents the opportunity to annually scrutinise financial accounts and past and future policies and to give input to decision-makers.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
13.1	Does the general assembly represent all the organisation's affiliated members either through direct or indirect representation?	Basic	Is every individual sporting member in practice <i>indirectly</i> and unambiguously represented at the general assembly (i.e. through clubs, regional federations)?	Organisation's statutes and internal regulations	

13.2	Do the organisation's statutes establish that the general assembly meets at least once a year?	Basic		Organisation's statutes	
13.3	Do the organisation's statutes and/ or internal regulations establish procedures that make it possible to convene emergency and extraordinary meetings?	Basic		Organisation's statutes and internal regulations	
13.4	Do the organisation's statutes and/ or internal regulations establish that the members of the general assembly have the opportunity to vote in absentia (e.g. by proxy, via communication technology or via a mandate)?	Basic		Organisation's statutes and internal regulations	

[Principle 14]

The board meets regularly.

Relevance

Regular board meetings enhance an organisation's deliberative processes. Regular open debates lead to more effective policy solutions.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
14.1	Did the board meet at least five times during the past twelve months?	Basic		Evidence provided by organisation representative (agenda, meeting schedule)	
14.2	Do the organisation's statutes or internal	Basic	Do the organisation's statutes or internal regulations establish a	Organisation's statutes and	

	regulations establish that the board must meet at least five times a year?		minimum number of board meetings to be held each year that is equal to or higher than five?	internal regulations	
14.3	Do the organisation's internal regulations establish the procedures for drawing up the agenda for board meetings?	Basic	Do the organisation's internal regulations establish how the agenda of board meetings is established?	Organisation's internal regulations	
14.4	Do the organisation's internal regulations establish the board meeting proceedings?	Basic	Do the organisation's internal regulations establish how board meeting proceed (e.g. voting, taking notes during the meeting, presiding the meeting)?	Organisation's internal regulations	
14.5	Do the organisation's internal regulations establish the procedures for the adoption of decisions?	Basic	Do the organisation's internal regulations establish rules and/or a procedure regarding the adoption of decisions by the board (e.g. unanimity, consensus, or majority voting)?	Organisation's internal regulations	

[Principle 15]

The organisation ensures the participation of athletes in its policy processes.

Relevance

Participatory processes enhance the effectiveness and the legitimacy of policies. Through their inclusion in the policy process, athletes provide specialised knowledge and they come to see policies as their own, so that they are more likely to comply.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
15.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at involving	Basic	Does the organisation have a document that outlines both objectives and specific actions aimed at involving athletes in its policy processes?	Document outlining the policy	

	athletes in its policy processes?				
15.2	Are athletes formally represented within the organisation (e.g. via a consultative body)?	Basic	Does the organisation have a representative body for athletes?	Organisation's website; statutes and internal regulations	
15.3	Is the multi-annual policy plan adopted in consultation with athletes?	Basic	Were athletes (formally or informally) able to provide input into the most recent multi-annual policy plan?	Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence provided by organisation representative	
15.4	Does the organisation undertake other actions aimed at involving athletes in its decision-making procedures?	Basic	Does the organisation undertake (ad hoc) actions (e.g. send questionnaires, organise focus groups etc.) aimed at involving athletes in its decision-making procedures?	Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence provided by organisation representative	

[Principle 16]

The organisation ensures the participation of referees in its policy processes.

Relevance

Participatory processes enhance the effectiveness and legitimacy of policies. Through their inclusion in the policy process, referees provide specialised knowledge and they come to see policies as their own, so that they are more likely to comply.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
16.1	Does the organisation have a formal (written)	Intermediate	Does the organisation have a document that outlines both objectives	Document outlining the policy	

	policy that outlines objectives and specific actions aimed at involving referees in its policy processes?		and specific actions aimed at involving referees in its policy processes?		
16.2	Are referees formally represented within the organisation (e.g. via a consultative body)?	Basic	Does the organisation have a representative body for referees?	Organisation's website; statutes and internal regulations	
16.3	Is the multi-annual policy plan adopted in consultation with referees?	Basic	Were referees (formally or informally) able to provide input into the most recent multi-annual policy plan?	Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence provided by the organisation	
16.4	Does the organisation undertake other actions aimed at involving referees in its decision-making procedures?	Intermediate	Does the organisation undertake (ad hoc) actions (e.g. send questionnaires, organise focus groups etc.) aimed at involving referees in its decision-making procedures?	Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence provided by the organisation	

[Principle 17]

The organisation ensures the participation of coaches in its policy processes.

Relevance

Participatory processes enhance the effectiveness and legitimacy of policies. Through their inclusion in the policy process, coaches provide specialised knowledge and they come to see policies as their own, so that they are more likely to comply.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
17.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at involving coaches in its policy processes?	Intermediate	Does the organisation have a document that outlines both objectives and specific actions aimed at involving coaches in its policy processes?	Document outlining the policy	
17.2	Are coaches formally represented within the organisation (e.g. via a consultative body)?	Basic	Does the organisation have a representative body for coaches?	Organisation's website; statutes and internal regulations	
17.3	Is the multi-annual policy plan adopted in consultation with coaches?	Basic	Were coaches (formally or informally) able to provide input into the most recent multi-annual policy plan?	Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence provided by the organisation	
17.4	Does the organisation undertake other actions aimed at involving coaches in its decision-making procedures?	Intermediate	Does the organisation undertake (ad hoc) actions (e.g. send questionnaires, organise focus groups etc.) aimed at involving coaches in its decision-making procedures?	Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence	

				provided by the organisation	
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[Principle 18]

The organisation ensures the participation of volunteers in its policy processes.

Relevance

Participatory processes enhance the effectiveness and legitimacy of policies. Through their inclusion in the policy process, volunteers provide specialised knowledge and they come to see policies as their own, so that they are more likely to comply.

Indicator		Category	Detailed evaluation criteria	Data source	Score
18.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at involving volunteers in its policy processes?	Intermediate	Does the organisation have a document that outlines both objectives and specific actions aimed at involving volunteers in its policy processes?	Document outlining the policy	
18.2	Are volunteers formally represented within the organisation (e.g. via a consultative body)?	Intermediate	Does the organisation have a representative body for volunteers?	Organisation's website; statutes and internal regulations	
18.3	Is the multi-annual policy plan adopted in consultation with volunteers?	Basic	Were volunteers (formally or informally) able to provide input to the most recent multi-annual policy plan?	Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence provided by the organisation	
18.4	Does the organisation undertake other actions aimed at involving volunteers in its	Intermediate	Does the organisation undertake (ad hoc) actions (e.g. sending questionnaires, organise focus groups...) aimed at involving volunteers in	Organisation's website; statutes and internal regulations; multi-annual	

	decision-making procedures?		its decision-making procedures?	policy plan; additional evidence provided by the organisation	
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[Principle 19]

The organisation ensures the participation of employees its policy processes.

Relevance

Participatory processes enhance the effectiveness and legitimacy of policies. Through their inclusion in the policy process, employees provide specialised knowledge and they come to see policies as their own, so that they are more likely to comply.

Indicator		Category	Detailed evaluation criteria	Data source	Score
19.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at involving employees in its policy processes?	Advanced	Does the organisation have a document that outlines both objectives and specific actions aimed at involving its employees in its policy processes?	Document outlining the policy	
19.2	Are employees formally represented within the organisation (e.g. via a consultative body)?	Advanced	Does the organisation have a representative body for its employees?	Organisation's website; statutes and internal regulations	
19.3	Is the multi-annual policy plan adopted in consultation with employees?	Basic	Were the organisation's employees (formally or informally) able to provide input into the most recent multi-annual policy plan?	Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence provided by the organisation	
19.4	Does the organisation undertake other	Advanced	Does the organisation undertake (ad hoc) actions (e.g. send	Organisation's website; statutes and	

	actions aimed at involving employees in its decision-making procedures?		questionnaires, organise focus groups etc.) aimed at involving its employees in its decision-making procedures?	internal regulations; multi-annual policy plan; additional evidence provided by the organisation	
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[Principle 20]

The organisation implements a gender equality policy.

Relevance

Gender equality contributes to fairness and thus, to legitimacy. It also contributes to diversity, which has a positive impact on performance.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
20.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at encouraging equal access to representation for women and men in all stages of the decision-making process?	Intermediate	Does the organisation have a document that outlines both objectives and specific actions aimed at encouraging equal access to representation for women and men in all stages of the decision-making process?	Document outlining the policy	
20.2	Does the organisation implement gender sensitive procedures for identifying candidates for positions awarded as part of electoral procedures?	Basic	Does the organisation implement procedures that encourage (but not necessarily establish) a more equal representation of males and females (e.g. taking gender into consideration in board member profiles)?	Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence provided by the organisation	
20.3	Does the organisation implement gender sensitive procedures for	Intermediate	Does the organisation implement procedures that encourage equal access to representation for	Organisation's website; statutes and internal regulations; multi-annual	

	identifying candidates for positions awarded as part of human resources policies?		women and men in all stages of the decision-making process?	policy plan; additional evidence provided by the organisation	
20.4	Does the organisation have a gender balanced representation of women and men on the nomination committee seeking candidates for decision-making positions?	Intermediate	Do the organisation's statutes and/or internal regulations establish a (permanent or ad hoc) committee tasked with searching for candidates for vacant board mandates? Is there a gender balanced representation of women and men on the committee (at least 1/3 of the least represented sex)?	Organisation's statutes and internal regulations	
20.5	Does the organisation undertake actions aimed at the reconciliation of family responsibilities and professional or elective obligations for board members and staff?	Intermediate		Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence provided by the organisation	
20.6	Does the organisation undertake other actions aimed at promoting gender equality internally?	Intermediate		Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence provided by the organisation	

Dimension 3: Internal accountability and control

[Principle 21]

The general assembly supervises the board appropriately.

Relevance

A clear separation of powers and checks and balances ensure that an organisation's internal bodies stimulate, control, and inspire each other.

Indicator		Category	Detailed evaluation criteria	Data source	Score
21.1	Has the general assembly approved a multi-annual policy plan?	Basic	Has the general assembly approved a plan that lays out the policies to be implemented in the next two years or more?	Document outlining multi-annual policy plan; minutes of the general assembly	
21.2	Does this plan include a long-term financial plan?	Basic	Has the general assembly approved a plan that lays out the policies to be implemented in the next two years or more? Does this plan include the financial planning for the next two years or more?	Document outlining multi-annual policy plan; minutes of the general assembly	
21.3	Does this plan outline specific objectives and envisioned actions?	Basic	Has the general assembly approved a plan that lays out the policies to be implemented in the next two years or more? Does the document formulate specific objectives (what does the organisation want to achieve?) and actions (how does the organisation want to achieve this?)?	Document outlining multi-annual policy plan; minutes of the general assembly	
21.4	Has the general assembly, in the past twelve months, approved an annual policy plan which is based on the multi-annual policy plan?	Basic	Does the organisation have a separate document outlining an annual plan? Has this document has been approved by the general assembly?	Document outlining annual policy plan; minutes of the general assembly; interview with organisation representative	

21.5	Has the general assembly, in the past twelve months, approved an annual budget which is based on the long-term financial planning?	Basic	Does the organisation have a separate document outlining an annual budget? Has this document has been approved by the general assembly?	Minutes of the general assembly; interview with organisation representative	
21.6	Do the statutes or internal regulations establish that the general assembly must approve the multi-annual policy plan proposed by the board?	Basic	Do the statutes or internal regulations establish that the general assembly must approve a document that lays out the policies to be implemented in the next two years or more?	Organisation's statutes and internal regulations	
21.7	Do the statutes and/or internal regulations establish that the general assembly approves the annual policy plan?	Basic		Organisation's statutes and internal regulations	
21.8	Do the statutes and/or internal regulations establish that the general assembly approves the annual financial statements?	Basic		Organisation's statutes and internal regulations	
21.9	Do the statutes and/or internal regulations establish that the general assembly approves the annual budget?	Basic		Organisation's statutes and internal regulations	
21.10	Do the statutes and/or internal regulations deny the members of the board voting rights in the general assembly (even in another representative capacity)?	Basic	Check if the statutes are drafted in such a way that no board members are granted voting rights in the general assembly. There should not (necessarily) be a specific provision that forbids voting by board members at the general assembly. However, sometimes, statutes can be drafted in such a way that board members have	Organisation's statutes and internal regulations	

			the opportunity to vote, e.g. if they are formally part of the General Assembly. This undermines the supervising/controlling/monitoring capacity of the general assembly vis-a-vis the board. Ask your contact person if board members (can) vote at the general assembly.		
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[Principle 22]

The board establishes procedures regarding the premature resignation of board members.

Relevance

Procedures that settle the premature resignation of board members ensure that under-achieving or unethical board members are forced to step down between elections.

Indicator		Category	Detailed evaluation criteria	Data source	Score
22.1	Do the organisation's internal regulations establish general procedures regarding the premature resignation of board members?	Basic	Do the organisation's internal regulations establish procedures regarding the premature resignation of board members that do not specify circumstances? <i>Note: these criteria are automatically fulfilled if the (stricter) criteria in 22.3, 22.4, 22.5 or 22.6 are fulfilled.</i>	Organisation's internal regulations	
22.2	Do these procedures clearly establish those situations in which the general assembly has to vote on the issue?	Basic		Organisation's internal regulations	
22.3	Do the organisation's internal regulations establish procedures regarding the premature	Basic		Organisation's internal regulations	

	resignation of board members in case of repeated absenteeism in spite of warnings?				
22.4	Do the organisation's internal regulations establish procedures regarding the premature resignation of board members in case of conflicts (such as incompatible views)?	Basic		Organisation's internal regulations	
22.5	Do the organisation's internal regulations establish procedures regarding the premature resignation of board members in case of malfunctioning?	Basic		Organisation's internal regulations	
22.6	Do the organisation's internal regulations establish procedures regarding the premature resignation of board members in case of unethical conduct (as established by the code of ethics)?	Basic	Does the organisation have a code of ethics applicable to board members? Does the organisation establish procedures regarding the premature resignation of board members for breaches of that code of ethics?	Organisation's internal regulations	

[Principle 23]

The organisation defines in its statutes those circumstances in which, due to a serious conflict of interest, a person is ineligible to serve as a member of the board.

Relevance

Conflicts of interest arise when board members decide about certain actions or transactions, which might directly or indirectly benefit them. Conflicts of interest are often unavoidable, yet individuals with particular backgrounds, such as sponsors or judicial body members, are subject to particularly high risks for conflicts of interest.

Indicator		Category	Detailed evaluation criteria	Data source	Score
23.1	Does the organisation define in its statutes those circumstances in which, due to a serious conflict of interest, a person is ineligible to serve as a member of the board?	Basic	Do the statutes establish which individuals, given their professional, personal, or sporting background cannot be a member of the board? <i>Note: these criteria are automatically fulfilled if the (stricter) criteria in 23.2 or 23.4 are fulfilled?</i>	Organisation's statutes	
23.2	Do the organisation's statutes establish that a person who is employed by a company that has a commercial relationship with the organisation (e.g. sponsors) cannot serve as a board member?	Basic	Do the organisation's statutes clearly and unambiguously establish that a person who is employed by a company that has a commercial relationship with the organisation (e.g. sponsors) cannot serve as a board member?	Organisation's statutes	
23.3	Do individuals employed by a company that has a commercial relationship with the organisation (e.g. sponsors) not serve as members of the board in practice?	Basic	Are there indeed no individuals employed by a company that has a commercial relationship with the organisation (e.g. sponsors) who serve as members of the board? <i>Note: a 1 score indicates that in fact, no such individuals serve as members of the board.</i>	Organisation's website; web search; interview with organisation representative	
23.4	Do the organisation's statutes establish that a person who is	Basic	Do the organisation's statutes clearly and unambiguously establish	Organisation's statutes	

	a member of a judicial body within the organisation cannot serve as a board member?		that a member of a judicial body within the organisation cannot serve as a board member?		
23.5	Do members of a judicial body within the organisation not serve as a board member in practice?	Basic	Are there indeed no judicial body members who serve as members of the board? <i>Note: a 1 score indicates that no judicial body members serve as members of the board.</i>	Organisation's website; web search; interview with organisation representative	
23.6	Does the board not include acting national politicians?	Basic	Are there no acting national politicians who serve as members of the board? <i>Note: a 1 score indicates that no acting national politicians serve as members of the board.</i>	Organisation's website; web search; interview with organisation representative	

[Principle 24]

The organisation applies a clear governance structure according to the principle of separation of powers.

Relevance

A clear separation of powers prevents a single person or entity from monopolising power.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
24.1	Do the organisation's statutes and/ or internal regulations define key positions on the board, including those of president and at least one other position (e.g. secretary or treasurer)?	Basic	Do the organisation's statutes and/ or internal regulations define specific board member functions and related tasks, including those of president and at least one other position (e.g. secretary or treasurer)?	Organisation's statutes and internal regulations	

24.2	Do the organisation's statutes and/ or internal regulations establish that the board determines the organisation's general policy such as mission, vision, and strategy?	Basic	Do the statutes and/or internal regulations establish the board's exclusive responsibilities? Do these responsibilities include carrying out the organisation's general policy? (They do not have to mention vision, mission, and strategy explicitly.)	Organisation's statutes and internal regulations	
24.3	Do the organisation's statutes and/ or internal regulations establish that the board has final authority over the organisation's budget and finances?	Basic	Do the statutes and/or internal regulations establish the board's exclusive tasks/ responsibilities? Do these tasks include having final authority over the organisation's budget and finances? <i>Note: it is for the board, and not for management or staff, to determine the organisation's budget and finances. However, the adopted budget may be subject to the general assembly's approval.</i>	Organisation's statutes and internal regulations	
24.4	Do the organisation's statutes and/ or internal regulations establish that management is tasked with defining the organisation's operational policy?	Basic	Do the organisation's statutes establish the management's exclusive tasks? Do these tasks refer to issues of operational policy? <i>Note: the management's functions may not include establishing the organisation's general policy itself or having authority over the organisation's budget and finances.</i>	Organisation's statutes and internal regulations	
24.5	Do the organisation's statutes and/ or internal regulations define the purpose of each of the	Basic	Do the organisation's statutes and/ or internal regulations explicitly and unambiguously define a purpose/ function for each	Organisation's statutes and internal regulations; organisation's website (to check the	

	standing committees?		of the standing committees?	number of standing committees)	
24.6	Do the organisation's statutes and/ or internal regulations define the delegated tasks of each of the standing committees?	Basic	Do the organisation's statutes and/ or internal regulations explicitly and unambiguously define the tasks delegated to each of the standing committees?	Organisation's statutes and internal regulations; organisation's website (to check the number of standing committees)	
24.7	Do the organisation's statutes and/ or internal regulations define the composition of each of the standing committees?	Basic	Do the organisation's statutes and/ or internal regulations explicitly and unambiguously define the composition (number of members and the procedures for appointing the members) of each of the standing committees?	Organisation's statutes and internal regulations; organisation's website (to check the number of standing committees)	
24.8	Do the organisation's statutes and/ or internal regulations define the reporting requirements of each of the standing committees?	Basic	Do the organisation's statutes and/ or internal regulations explicitly and unambiguously define the reporting requirements of each of the standing committees (e.g. who to report to, time frame for reporting, etc.)?	Organisation's statutes and internal regulations; organisation's website (to check the number of standing committees)	

[Principle 25]

The board supervises management appropriately.

Relevance

A clear separation of powers and checks and balances ensures that an organisation's internal bodies stimulate, control, and inspire each other.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
25.1	Do the internal regulations outline the responsibilities	Basic	Do the organisation's internal regulations outline the	Organisation's statutes and	

	and competences delegated to management?		responsibilities or delimit the competences of management? <i>Note: the internal regulations do not need to list all responsibilities.</i>	internal regulations	
25.2	Do the statutes or internal regulations establish that the board determines the remuneration of management?	Basic	<i>Note: If one of more members of management act as board members, the statutes and/or internal regulations must determine that management cannot be a part of discussions and voting on remuneration.</i>	Organisation's statutes and internal regulations	
25.3	Do the statutes or internal regulations establish that management regularly and periodically reports (at least four times a year) to the board about the organisation's operational management and financial situation?	Basic	Do the statutes or internal regulations clearly and unambiguously establish that management regularly and periodically reports (at least four times a year) to the board about the organisation's operational management and financial situation?	Organisation's statutes and internal regulations	
25.4	Do the statutes or internal regulations establish that the board organises an annual appraisal with management to discuss individual performance?	Basic	<i>Note: the annual appraisal may be conducted by a single member of the board (and not necessarily by the entire board).</i>	Organisation's statutes and internal regulations	
25.5	Do the statutes or internal regulations establish that a report is drawn up of this meeting, which is then approved by the board?	Basic	Do the statutes or internal regulations establish that the board organises an annual appraisal with management to discuss individual performance? Do the statutes or internal regulations establish that a report is drawn up of this meeting? Do the statutes or internal regulations	Organisation's statutes and internal regulations	

			establish that this report is approved by the board?		
25.6	Did the board conduct an appraisal with management during the past 12 months?	Basic	Did the board conduct an appraisal with management during the past 12 months and is there a report of this appraisal?	Interview with management and board member (reviewing report may not be possible as it may contain personal/sensitive information)	

[Principle 26]

The organisation has an internal financial or audit committee.

Relevance

The financial or audit committee constitutes a crucial component of internal accountability. The committee monitors whether funds have been allocated efficiently and according to budget and whether financial control and accountability procedures have been complied with. It also checks whether the organisation's (long-term) financial stability is guaranteed.

Indicator		Category	Detailed evaluation criteria	Data source	Score
26.1	Do the organisation's statutes establish an independent financial or audit committee whose members are appointed by the general assembly?	Intermediate	Do the organisation's statutes and/or internal regulations establish unambiguously that the tasks of one of the standing committees relate to overseeing the organisation's finances and/or internal audit? Do the organisation's statutes establish that the majority of the members of the financial or audit committee do not	Organisation's statutes	

			<p>serve as board members?</p> <p>Do the organisation's statutes and/or internal regulations establish unambiguously that the members of the financial or audit committee are appointed by the general assembly?</p> <p><i>Note: the members may be nominated (but not appointed) by another body. If one independent person (i.e. not a board member) with a financial background is appointed by the general assembly to supervise the organisation's financial policy and information, s/he only qualifies as 'audit committee' within the meaning of the indicator when this person does not fulfil the role of treasurer and the organisation has also appointed an external auditor (see Principle 29).</i></p>		
26.2	<p>Do the organisation's statutes and/or internal regulations determine the tasks, operation, and composition of the financial or audit committee?</p>	Intermediate	<p>Do the organisation's statutes and/or internal regulations establish unambiguously that the tasks of one of the standing committees relate to overseeing the organisation's finances and/or internal audit?</p> <p>Do the organisation's statutes and/or internal regulations unambiguously determine the tasks, operation, and</p>	Organisation's statutes and internal regulations	

			composition of the committee?		
26.3	Do the organisation's statutes and/or internal regulations establish that the committee's tasks include the assessment of and recommendations regarding the systems of internal control?	Intermediate	Do the organisation's statutes and/or internal regulations establish unambiguously that the tasks of one of the standing committees include the assessment of and recommendations regarding the systems of internal control?	Organisation's statutes and internal regulations	
26.4	Do the organisation's statutes and/or internal regulations establish that the committee's tasks include the assessment of and recommendations regarding risk management?	Advanced	Do the organisation's statutes and/or internal regulations establish unambiguously that the tasks of one of the standing committees include assessing the organisation's management of operational and/or financial risks and making recommendations based on the assessment?	Organisation's statutes and internal regulations	
26.5	Do the organisation's statutes and/or internal regulations establish that the committee's tasks include the assessment of and recommendations regarding governance?	Advanced	Do the organisation's statutes and/or internal regulations establish unambiguously that the tasks of one of the standing committees include the assessment of and recommendations regarding governance?	Organisation's statutes and internal regulations	
26.6	Do the organisation's statutes and/or internal regulations establish that the committee's tasks include overseeing the internal audit process?	Advanced	Check if the organisation's statutes and/or internal regulations establish unambiguously one of the standing committees has the task of overseeing/ supervising the organisation's internal audit process.	Organisation's statutes and internal regulations	

[Principle 27]

The organisation implements a financial control system.

Relevance

A financial control system prevents fraud, embezzlement, and the misallocation of funds.

Indicator		Category	Detailed evaluation criteria	Data source	Score
27.1	Do the organisation's internal regulations establish a system, in which agreements or payments on behalf of the organisation must be signed by at least two persons?	Basic		Organisation's statutes and internal regulations	
27.2	Do the organisation's internal regulations establish a financial threshold for contracts with external parties, which establishes whether management or the board must take the decision?	Basic		Organisation's statutes and internal regulations	
27.3	Do the organisation's internal regulations establish a separation of duties, so that the same person cannot both initiate and approve payments?	Intermediate		Organisation's statutes and internal regulations	
27.4	Do the organisation's internal regulations establish that the same person cannot receive, record and deposit funds?	Intermediate		Organisation's statutes and internal regulations	
27.5	Do the organisation's internal regulations restrict the use of cash?	Intermediate		Organisation's statutes and internal regulations	
27.6	Do the organisation's internal regulations establish a requirement for	Basic		Organisation's statutes and internal regulations	

	accurate and clear payment categorisations and descriptions in the financial accounts?				
27.7	Do the organisation's internal regulations establish a system, in which (significant) financial transactions are periodically reviewed?	Intermediate		Organisation's statutes and internal regulations	

[Principle 28]

The board annually evaluates its own composition and performance.

Relevance

A self-assessment allows the board to gain insight into its own functioning by openly discussing areas for improvement.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
28.1	Does the organisation have a document reporting on the evaluation of the board's composition and performance that took place in the past twelve months?	Basic	Does the organisation have a report on the (self-)evaluation of the board's composition or performance that took place in the past twelve months? <i>Note: there are no formal requirements for the evaluation. It can be conducted either by the board or an external consultant. The subject of the evaluation can either be the board's composition (e.g. expertise gaps) or performance (e.g. board in its entirety or its individual members).</i>	Performance evaluation document; (anonymised) board minutes.	
28.2	Did external experts assist the board with conducting this evaluation?	Advanced	Does the organisation have a report on the evaluation of its own composition or	Performance evaluation document; (anonymised)	

			performance that took place in the past twelve months? Did individuals not directly affiliated to the organisation and with relevant expertise assist with the evaluation?	board minutes; interview with organisation representative	
28.3	Do the organisation's internal regulations (or statutes) establish that the board has to conduct an annual self-evaluation?	Basic	Do the organisation's internal regulations (or statutes) establish unambiguously that the board has to conduct an annual self-evaluation?	Organisation's statutes and internal regulations	

[Principle 29]

The organisation's finances are externally audited by an independent auditor.

Relevance

The appointment of an external auditor allows independent verification of the accuracy and completeness of financial statements. Modern auditing procedures often extend well beyond financial statement audit and evaluate internal controls, risks, governance, and/or performance.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
29.1	Have the organisation's financial statements and accounting records been reviewed by an independent and officially approved auditor?	Basic	Have the organisation's financial statements and accounting records been reviewed by a person or organisation that has no formal affiliation with the organisation and that is approved by an official party (i.e. the government)?	Organisation's statutes; financial statements and accounting records, interview with organisation representative	
29.2	Have the organisation's risk management procedures and risk assessment methodologies (application and effectiveness) been	Intermediate		Organisation's statutes; interview with organisation representative	

	reviewed at least once by an independent and an officially approved auditor in the past five years?				
29.3	Has the organisation's governance (compliance programme, governance structure, internal processes etc.) been reviewed by an independent and officially approved auditor in the past five years?	Advanced		Organisation's statutes; interview with organisation representative	

[Principle 30]

The organisation has or recognises a code of conduct applicable to the members of the board, management and personnel.

Relevance

Codes of ethics are self-imposed internal norms that define and thus highlight unacceptable behaviour.

Indicator		Category	Detailed evaluation criteria	Data source	Score
30.1	Does the organisation have a code of conduct that applies to its board members?	Basic	Does the organisation have a code of conduct or does it recognise/adopt an existing set of principles? Do these principles apply to its board members?	Organisation's statutes and internal regulations; website; code of conduct	
30.2	Does the organisation have a code of conduct that applies to its management?	Basic	Does the organisation have a code of conduct or does it recognise/adopt an existing set of principles? Do these principles apply to its management?	Organisation's statutes and internal regulations; website; code of conduct	

30.3	Does the organisation have a code of conduct that applies to its staff?	Basic	Does the organisation have a code of conduct or does it recognise/adopt an existing set of principles? Do these principles apply to its staff?	Organisation's statutes and internal regulations; website; code of conduct	
30.4	Does the code of conduct that applies to the organisation's board members contain a general obligation to act with integrity?	Basic	Does the organisation have a code of conduct or does it recognise/adopt an existing set of principles? Do these principles apply to its board members? Do these principles contain a general requirement that obliges board members to refrain from unethical behaviour (e.g. "shall act with integrity"; "shall not engage in corrupt practices"; "shall adhere to principles of ethical conduct", etc.)?	Organisation's statutes and internal regulations; website; code of conduct	
30.5	Does the code of conduct that applies to board members contain rules on expenses?	Basic	Does the organisation have a code of conduct or does it recognise/adopt an existing set of principles? Do these principles apply to its board members? Do these principles contain specific rules on expenses?	Organisation's statutes and internal regulations; website; code of conduct	
30.6	Does the code of conduct that applies to board members contain rules on accepting gifts?	Basic	Does the organisation have a code of conduct or does it recognise/adopt an existing set of principles? Do these principles apply to its board members? Do these principles contain specific rules on accepting gifts?	Organisation's statutes and internal regulations; website; code of conduct	
30.7	Does the code of conduct that applies to board members	Basic	Does the code of conduct that applies to board members contain	Organisation's statutes and internal	

	contain rules on conflicts of interest?		provisions on conflicts of interest?	regulations; website; code of conduct	
30.8	Has the code of conduct been signed by all the members of the board?	Basic	<p>Does the organisation have a code of conduct or does it recognise/adopt an existing set of principles?</p> <p>Do these principles apply to its board members?</p> <p>Has the code of conduct been signed by all the members of the board?</p>	<p>Organisation's statutes and internal regulations; website; code of conduct; interview with organisation representative; additional evidence provided by organisation representative</p>	
30.9	Has the board taken steps during the past twelve months to ensure that all the relevant stakeholders are notified of the contents of the code and that they understand it?	Basic	<p><i>Note: steps may include distributing the code via website announcements, newsletters, publication in general activity reports, or specific actions aimed at education (seminars, electronic resources, etc.).</i></p>	<p>Organisation's statutes and internal regulations; website; code of conduct; interview with organisation representative; additional evidence provided by organisation representative</p>	
30.10	Has the general assembly been informed about the code of conduct?	Basic	<p>Does the organisation have a code of conduct or does it recognise/adopt an existing set of principles?</p> <p>Do these principles apply to its board members?</p> <p>Has the general assembly been informed about the code of conduct?</p>	<p>Organisation's statutes and internal regulations; website; code of conduct; general assembly minutes; interview with organisation representative; additional evidence provided by organisation representative</p>	

[Principle 31]

The board establishes clear conflicts of interest procedures that apply to the members of the board.

Relevance

Clear conflicts of interest procedures enhance trust in decisions by making sure that they are free from improper influence.

Indicator		Category	Detailed evaluation criteria	Data source	Score
31.1	Do the organisation's internal regulations establish procedures regarding conflicts of interest?	Basic	Do the organisation's internal regulations establish procedures that handle board members' conflicts of interest?	Organisation's statutes and internal regulations; code of conduct	
31.2	Do these procedures ensure that (perceived) conflicts of interest are reported, meaning that conflicts of interest are listed in the minutes and recorded in a registry?	Basic	Do the organisation's internal regulations establish procedures that handle board members' conflicts of interest? Do these procedures ensure that (perceived) conflicts of interest are notified, listed in the minutes of the board meetings and recorded in a registry?	Organisation's statutes and internal regulations; code of conduct	
31.3	Do these procedures ensure that commercial transactions with a third party with which a board member has an (in)direct familial or commercial relationship, must be submitted to the general assembly or a body mandated by the general assembly?	Basic	Do the organisation's internal regulations establish procedures that handle board members' conflicts of interest? Do these procedures ensure that commercial transactions with a third party with which a board member has an (in)direct familial or commercial relationship, must be submitted for approval to the general assembly or a body mandated by the general assembly?	Organisation's statutes and internal regulations; code of conduct	

31.4	Do these procedures guarantee that the members of the board may not participate in the vote about certain decisions for which a conflict of interest exists?	Basic	Do the organisation's internal regulations establish procedures that handle board members' conflicts of interest? Do these procedures forbid board members from voting and/or participating in discussions in clearly defined situations, in which a conflict of interest exists? <i>Note: the procedures must not forbid a board member from voting and/or participating in discussions any time a conflict of interest exists. The organisation must determine in which clearly defined cases board members may not participate in discussions or vote on issues.</i>	Organisation's statutes and internal regulations; code of conduct	
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[Principle 32]

The board establishes procedures for the processing of complaints in the internal regulations.

Relevance

Complaint procedures allow stakeholders to express their grievances and call those to account who violate applicable rules.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
32.1	Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of applicable rules of conduct?	Basic	Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of the rules of conduct that have been established/ adopted by the organisation?	Organisation's statutes and internal regulations	

32.2	Do the procedures contain clearly defined rules for submitting complaints?	Basic	Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of the rules of conduct that have been established/ adopted by the organisation? Do the procedures contain clearly defined rules establishing how and where complaints must be submitted?	Organisation's statutes and internal regulations	
32.3	Do the procedures contain clearly defined rules for investigating complaints?	Basic	Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of the rules of conduct that have been established/ adopted by the organisation? Do the procedures contain clearly defined rules establishing how and by whom complaints must be investigated?	Organisation's statutes and internal regulations	
32.4	Do the procedures contain clearly defined rules for notifying the person who submitted the complaint about the outcome of the investigation?	Basic	Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of the rules of conduct that have been established/ adopted by the organisation? Do the procedures contain clearly defined rules establishing how and when the person who submitted the	Organisation's statutes and internal regulations	

			complaint must be notified of the outcome of the investigation?		
32.5	Do the procedures contain clearly defined rules for the reference of the case to an independent internal or external tribunal?	Intermediate	Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of the rules of conduct that have been established/ adopted by the organisation? Do the procedures contain clearly defined rules establishing how and when a case must be submitted to an independent or external tribunal? <i>Note: not every case automatically needs to be referred to an independent/ external tribunal.</i>	Organisation's statutes and internal regulations	
32.6	Do the procedures establish that no person who, in good faith, reports a concern shall be subject to retaliation or negative consequences?	Basic	Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of the rules of conduct that have been established/ adopted by the organisation? Do the procedures establish that no person who, in good faith, reports a concern shall be subject to retaliation or negative consequences?	Organisation's statutes and internal regulations	

32.7	Do the procedures establish that reports of concerns and related investigations must be kept confidential to the extent possible?	Basic	Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of the rules of conduct that have been established/ adopted by the organisation? Do the procedures establish that reports of concerns and related investigations must be kept confidential to the extent possible?	Organisation's statutes and internal regulations	
32.8	Do the procedures enable individuals to file an anonymous complaint?	Intermediate	Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of the rules of conduct that have been established/ adopted by the organisation? Do the procedures enable individuals to file an anonymous complaint?	Organisation's statutes and internal regulations	

[Principle 33]

The organisation's decisions can be contested through internal or external mechanisms.

Relevance

Procedures for contesting the organisation's decisions allow stakeholders to call decision-makers to account.

Indicator		Category	Detailed evaluation criteria	Data source	Score
33.1	Do the organisation's statutes and/ or internal regulations establish procedures that allow athletes,	Basic	Do the organisation's statutes and/ or internal regulations establish a (written) procedure for	Organisation's statutes and internal regulations	

	coaches, referees, delegates and clubs to appeal against a sporting sanction?		appealing against a sporting sanction? Do the organisation's statutes and/ or internal regulations ensure that none of the listed parties are excluded from appealing against a sporting decision? <i>Note: the dispute resolution body where the decision is appealed may be either internal or external.</i>		
33.2	Do the relevant procedures establish that the parties concerned are entitled to a hearing if they so desire?	Basic	Do the organisation's statutes and/ or internal regulations establish a (written) procedure for appealing against a sporting sanction? Do the relevant procedures establish that the parties concerned are entitled to a hearing if they so desire?	Organisation's statutes and internal regulations	
33.3	Do the applicable procedures establish that the members of the relevant dispute resolution body may not belong to the board or to any of the standing committees of the organisation?	Basic	Do the organisation's statutes and/ or internal regulations establish a (written) procedure for appealing against a sporting sanction? Do the applicable procedures establish that the members of the relevant dispute resolution body may not belong to the board or to any of the standing committees of the organisation? <i>Note: these criteria also apply to external dispute resolution bodies.</i>	Organisation's statutes and internal regulations; rules applicable to the external dispute resolution body	

33.4	Do the relevant procedures establish clearly defined rules for appealing the decision of the dispute resolution body?	Basic	Do the organisation's statutes and/ or internal regulations establish a (written) procedure for appealing against a sporting sanction? Do the relevant procedures establish clearly defined rules for appealing the decision of the dispute resolution body?	Organisation's statutes and internal regulations; rules applicable to the external dispute resolution body	
33.5	Does the organisation provide means for legal aid or pro bono counsel?	Advanced	Do the organisation's statutes and/ or internal regulations establish a (written) procedure for appealing against a sporting sanction? Does the organisation provide means for legal aid or pro bono counsel?	Organisation's statutes and internal regulations; interview with organisation representative	

[Principle 34]

The board adopts an annual meeting schedule.

Relevance

A work plan and matching meeting schedule enhances the efficiency, effectiveness and transparency of the board.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
34.1	Does the board have a document outlining an annual meeting schedule?	Basic	Does the board have an applicable (valid) meeting schedule, in which it schedules meetings and establishes topics to be discussed? Has the document been established at one point during the past 12 months?		

34.2	Does the meeting schedule arrange for a meeting to discuss the budget?	Basic	Does the board have an applicable (valid) meeting schedule, in which it schedules meetings and establishes topics to be discussed? Has the document been established at one point during the past 12 months? Does the document schedule a meeting to discuss the budget?		
34.3	Does the meeting schedule arrange for a meeting regarding the financial statements?	Basic	Does the board have an applicable (valid) meeting schedule, in which it schedules meetings and establishes topics to be discussed? Has the document been established at one point during the past 12 months? Does the document schedule a meeting regarding the financial statements?		
34.4	Does the meeting schedule arrange for a meeting regarding the policy plan and the annual report?	Basic	Does the board have an applicable (valid) meeting schedule, in which it schedules meetings and establishes topics to be discussed? Has the document been established at one point during the past 12 months? Does the document schedule a meeting regarding the policy plan and the annual report?		
34.5	Does the meeting schedule arrange for a meeting regarding the	Basic	Does the board have an applicable (valid) meeting schedule, in		

	annual self-assessment?		<p>which it schedules meetings and establishes topics to be discussed?</p> <p>Has the document been established at one point during the past 12 months?</p> <p>Does the document schedule a meeting regarding the policy plan and the annual self-assessment?</p>		
34.6	Does the meeting schedule arrange for a meeting regarding the appraisal of management?	Basic	<p>Does the board have an applicable (valid) meeting schedule, in which it schedules meetings and establishes topics to be discussed?</p> <p>Has the document been established at one point during the past 12 months?</p> <p>Does the document schedule a meeting regarding the policy plan and the appraisal of management?</p>		
34.7	Does the meeting schedule arrange for a meeting regarding the preparation of the general assembly?	Basic	<p>Does the board have an applicable (valid) meeting schedule, in which it schedules meetings and establishes topics to be discussed?</p> <p>Has the document been established at one point during the past 12 months?</p> <p>Does the document schedule a meeting regarding the preparation of the general assembly?</p>		

Dimension 4: Societal responsibility

[Principle 35]

The organisation offers consulting to its member organisations in the areas of management or governance.

Relevance

Sports federations are in a good position to enhance the capacity and expertise of their member organisations in the areas of management or governance through their capacity to engage in cooperative processes with its members and other relevant organisations.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
35.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions to be taken regarding the consulting for its member organisations in the areas of management or governance?	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at providing consulting to member organisations in the areas of management or governance? <i>Note: the specific objectives and actions may be part of a wider policy. Management or governance includes anything that has to do with the operational management of the organisation and the internal structure and procedures and bureaucratic practices of the organisation</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
35.2	Does the organisation have a designated staff member who formally acts as a single point of contact and is responsible for all matters related to management and/	Intermediate	Does the organisation have a designated staff member who formally acts as a single point of contact and is responsible for all matters related to management and/ or governance consulting (i.e. of member organisations)?	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by	

	or governance consulting?			organisation's representative	
35.3	Does the organisation provide some form of consulting to member organisations in the areas of management or governance through knowledge transfer?	Intermediate	<i>Note: these criteria are automatically fulfilled when the criteria in 35.4, 35.5 or 35.6 are fulfilled.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
35.4	Does this consulting include the organisation of workshops or training sessions?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
35.5	Does this consulting include tailored (one-on-one) advice?	Advanced		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
35.6	Does this consulting include the distribution of templates or good practices?	Basic		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report;	

				additional evidence provided by organisation's representative	
35.7	Did the organisation carry out an evaluation of the impact of its relevant actions?	Basic	Does the organisation have a written report that analyses the impact of the specific actions? <i>Note: impact evaluations can either be published as part of the annual report or as a separate document.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	

[Principle 36]

The organisation implements a policy aimed at mitigating health risks of sporting activities.

Relevance

Sports federations are in a good position to stimulate the mitigation of health risks of sporting activities through their capacity to raise awareness, organise events and campaigns, and engage in cooperative actions with their members and other relevant organisations.

Indicator		Category	Detailed evaluation criteria	Data source	Score
36.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at mitigating the health risks of sporting activities?	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at mitigating health risks one faces when practising the relevant sport? <i>Note: the specific objectives and actions may be part of a wider policy.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
36.2	Does the organisation have a designated staff	Intermediate	<i>Note: a medical commission does not (necessarily) qualify as</i>	Organisation's website; multi-annual policy	

	member who formally acts as a single point of contact and is responsible for all matters regarding the health risks of sporting activities?		<i>a “designated staff member” within the meaning of this indicator.</i>	plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation’s representative	
36.3	Does the organisation undertake actions aimed at informing athletes of the specific risks associated with the sport in question?	Basic	<i>Note: these criteria are automatically fulfilled when the criteria in 36.4 are fulfilled.</i>	Organisation’s website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation’s representative	
36.4	Does the organisation undertake actions aimed at preventing or mitigating the specific risks associated with the sport in question?	Basic		Organisation’s website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation’s representative	
36.5	Did the organisation conduct an analysis of the specific risks associated with the sport in question?	Basic		Organisation’s website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation’s representative	

36.6	Did the organisation carry out an evaluation of the impact of its relevant actions?	Basic	Does the organisation have a written report that analyses the impact of the specific actions? <i>Note: impact evaluations can either be published as part of the annual report or as a separate document.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
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[Principle 37]

The organisation implements a policy on combating sexual harassment in sport.

Relevance

Young athletes are often in a vulnerable position regarding sexual harassment. Sports federations are in a good position to combat sexual harassment in sport through their capacity to issue disciplinary rules, raise awareness, organise events and campaigns, and engage in cooperative actions with their members and other relevant organisations.

Indicator		Category	Detailed evaluation criteria	Data source	Score
37.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at combating sexual harassment in sport?	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at combating sexual harassment in sport? <i>Note: the specific objectives and actions may be part of a wider policy.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
37.2	Does the organisation have a code of conduct which outlines rules aimed at promoting the physical integrity of athletes?	Basic	Does the organisation have or does it adopt a code of conduct which outlines rules aimed at promoting the physical integrity of athletes or do the organisation's statutes	Organisation's statutes and internal regulations; code of conduct	

			explicitly forbid sexual harassment in sport?		
37.3	Does the organisation have a designated staff member who formally acts as a single point of contact and is responsible for all matters regarding combating sexual harassment in sport?	Basic		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
37.4	Does the organisation cooperate with other organisations with a view to combating sexual harassment in sport?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
37.5	Does the organisation promote the exchange of best practices on combating sexual harassment among its member organisations?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
37.6	Does the organisation undertake other actions aimed at raising awareness for sexual harassment issues?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations;	

				annual report; additional evidence provided by organisation's representative	
37.7	Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about unwanted sexual behaviour?	Basic	<p>Does the organisation have or does it adopt a code of conduct which outlines rules aimed at promoting the physical integrity of athletes or do the organisation's statutes explicitly forbid sexual harassment in sport?</p> <p>Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of these rules?</p> <p><i>Note: if the organisation has a general complaints procedure which does not exclude these specific complaints (i.e. when the procedure includes an exhaustive list of possible complaints that does not include complaints about unwanted sexual behaviour), this general procedure qualifies as a procedure within the meaning of this indicator.</i></p>	Organisation's statutes and internal regulations	
37.8	Does the procedure contain rules for submitting complaints?	Basic	Does the organisation have or does it adopt a code of conduct which outlines rules aimed at promoting the physical integrity of athletes or do the	Organisation's statutes and internal regulations	

			<p>organisation's statutes explicitly forbid sexual harassment in sport?</p> <p>Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of these rules?</p> <p>Do the procedures contain clearly defined rules establishing how and where complaints must be submitted about violations of these rules?</p>		
37.9	Does the procedure contain rules for investigating complaints?	Basic	<p>Does the organisation have or does it adopt a code of conduct which outlines rules aimed at promoting the physical integrity of athletes or do the organisation's statutes explicitly forbid sexual harassment in sport?</p> <p>Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of these rules?</p> <p>Do the procedures contain clearly defined rules establishing how and by whom complaints about violations of these rules must be investigated?</p>	Organisation's statutes and internal regulations	
37.10	Does the procedure contain rules for notifying the person who submitted the	Basic	Does the organisation have or does it adopt a code of conduct which outlines rules aimed at promoting	Organisation's statutes and internal regulations	

	complaint about the outcome of the investigation?		<p>the physical integrity of athletes or do the organisation's statutes explicitly forbid sexual harassment in sport?</p> <p>Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of these rules?</p> <p>Do the procedures contain clearly defined rules establishing how and when the person who submitted a complaint about violations of these rules must be notified of the outcome of the investigation?</p>		
37.11	Does the procedure contain rules for the establishment of an independent tribunal?	Intermediate	<p>Does the organisation have or does it adopt a code of conduct which outlines rules aimed at promoting the physical integrity of athletes or do the organisation's statutes explicitly forbid sexual harassment in sport?</p> <p>Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of these rules?</p> <p>Do the procedures contain clearly defined rules establishing how and when a case about violations of these rules must be submitted to an</p>	Organisation's statutes and internal regulations	

			independent or external tribunal?		
37.12	Did the organisation carry out an evaluation of the impact of its relevant actions?	Basic	Does the organisation have a written report that analyses the impact of the specific actions? <i>Note: impact evaluations can either be published as part of the annual report or as a separate document.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	

[Principle 38]

The organisation implements an anti-doping policy.

Relevance

Sports federations constitute a crucial chain in the international anti-doping regime through their capacity to issue disciplinary rules, raise awareness, and engage in cooperative actions with their members, anti-doping authorities, and other relevant organisations.

Indicator		Category	Detailed evaluation criteria	Data source	Score
38.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at preventing, detecting, and combating doping practices?	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at preventing, detecting, and combating doping practices? <i>Note: the specific objectives and actions may be part of a wider policy.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
38.2	Does the organisation implement	Basic	Does the organisation implement the	Organisation's statutes and internal	

	disciplinary rules to combat doping in conformity with the World Anti-Doping Code?		WADA Code Anti-Doping Rules either directly or by reference to its rules?	regulations; disciplinary rules; additional evidence provided by organisation's representative	
38.3	Does the organisation have a designated staff member who formally acts as a single point of contact and is responsible for all matters regarding combating doping in sport?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
38.4	Does the organisation undertake actions aimed at raising awareness for anti-doping rules?	Basic	<i>Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 38.5 are fulfilled.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
38.5	Does the organisation undertake actions aimed at educating athletes about the dangers of doping use?	Basic		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
38.6	Does the organisation	Basic	Does the organisation have	Organisation's statutes and	

	implement formal procedures establishing its cooperation with the National Anti-Doping Authority?		written procedures establishing the cooperation (i.e. exchange of information) between the organisation and the National Anti-Doping Authority?	internal regulations; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
38.7	Did the organisation carry out an evaluation of the impact of its relevant actions?	Basic	Does the organisation have a written report that analyses the impact of the specific actions? <i>Note: impact evaluations can either be published as part of the annual report or as a separate document.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	

[Principle 39]

The organisation implements a policy on social inclusion through sport.

Relevance

Sports federations are in a good position to stimulate social inclusion through sport via their capacity to raise awareness, organise events and campaigns, and engage in cooperative actions with their members and other relevant organisations.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
39.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at improving the social, cultural, educational or psychological	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at improving the social, cultural, educational or psychological	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence	

	circumstances of marginalised and/or fractured communities through sport?		circumstances of marginalised and/or fractured communities (e.g. economically disadvantaged groups, refugees, individuals with disabilities, the elderly etc.) through sport?	provided by organisation's representative	
39.2	Does the organisation have a designated staff member who formally acts as a single point of contact and is responsible for all matters regarding social inclusion through sport?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
39.3	Does the organisation promote the exchange of best practices on social inclusion among its member organisations?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
39.4	Does the organisation cooperate with other organisations with a view to improving the social, cultural, educational or psychological circumstances of marginalised and/or fractured	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by	

	communities through sport?			organisation's representative	
39.5	Does the organisation undertake other actions aimed at improving the social, cultural, educational or psychological circumstances of marginalised and/or fractured communities through sport?	Advanced		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
39.6	Did the organisation carry out an evaluation of the impact of its relevant actions?	Basic	Does the organisation have a written report that analyses the impact of the specific actions? <i>Note: impact evaluations can either be published as part of the annual report or as a separate document.</i>		

[Principle 40]

The organisation implements a policy combating discrimination in sport.

Relevance

Sports federations are in a good position to combat discrimination in sport through their capacity to issue disciplinary rules, raise awareness, organise events and campaigns, and engage in cooperative actions with their members and other relevant organisations.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
40.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at combating	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at combating	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report;	

	discrimination in sport?		discrimination in sport? <i>Note: the specific objectives and actions may be part of a wider policy.</i>	additional evidence provided by organisation's representative	
40.2	Does the organisation have a code of conduct which outlines rules aimed at combating discrimination in sport?	Basic	Does the organisation have or does it adopt a code of conduct which outlines rules aimed at combating discrimination in sport or do the organisation's statutes explicitly forbid discrimination in sport?	Organisation's statutes, internal regulations, code of conduct	
40.3	Does the organisation have a designated staff member who formally acts as a single point of contact and is responsible for all matters regarding discrimination in sport?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
40.4	Does the organisation cooperate with other organisations with a view to combating discrimination in sport?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
40.5	Does the organisation undertake actions aimed at raising awareness for	Basic	Note that the aims pursued by the actions must be raising awareness for discrimination issues.	Organisation's website; multi-annual policy plan; annual policy plan;	

	discrimination issues?		Actions with another explicit aim that may have an indirect effect on raising awareness for discrimination issues do not qualify as actions within the meaning of the indicator.	policy evaluations; annual report; additional evidence provided by organisation's representative	
40.6	Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about discrimination?	Basic	<p>Does the organisation have or does it adopt a code of conduct which outlines rules aimed at combating discrimination in sport?</p> <p>Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of these rules?</p> <p><i>Note: if the organisation has a general complaints procedure which does not exclude these specific complaints (i.e. when the procedure includes an exhaustive list of possible complaints that does not include complaints about discrimination), this general procedure qualifies as a procedure within the meaning of this indicator.</i></p>	Organisation's statutes and internal regulations	
40.7	Does the procedure contain rules for submitting complaints?	Basic	Does the organisation have or does it adopt a code of conduct which outlines rules aimed	Organisation's statutes and internal regulations	

			<p>at combating discrimination in sport?</p> <p>Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of these rules?</p> <p>Do the procedures contain clearly defined rules establishing how and where complaints must be submitted about violations of these rules?</p>		
40.8	Does the procedure contain rules for investigating complaints?	Basic	<p>Does the organisation have or does it adopt a code of conduct which outlines rules aimed at combating discrimination in sport?</p> <p>Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of these rules?</p> <p>Do the procedures contain clearly defined rules establishing how and by whom complaints about violations of these rules must be investigated?</p>	Organisation's statutes and internal regulations	
40.9	Does the procedure contain clearly defined rules for notifying the person who submitted the complaint about	Basic	Does the organisation have or does it adopt a code of conduct which outlines rules aimed at combating	Organisation's statutes and internal regulations	

	the outcome of the investigation?		<p>discrimination in sport?</p> <p>Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of these rules?</p> <p>Do the procedures contain clearly defined rules establishing how and when the person who submitted a complaint about violations of these rules must be notified of the outcome of the investigation?</p>		
40.10	Does the procedure contain rules for the establishment of an independent tribunal?	Basic	<p>Does the organisation have or does it adopt a code of conduct which outlines rules aimed at combating discrimination in sport?</p> <p>Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of these rules?</p> <p>Do the procedures contain clearly defined rules establishing how and when a case about violations of these rules must be submitted to an independent or external tribunal?</p>	Organisation's statutes and internal regulations	

40.11	Did the organisation carry out an evaluation of the impact of its relevant actions?	Basic	Does the organisation have a written report that analyses the impact of the specific actions? <i>Note: impact evaluations can either be published as part of the annual report or as a separate document.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
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[Principle 41]

The organisation implements a policy to promote gender equality in sport.

Relevance

Sports federations are in a good position to promote gender equality in sport through their capacity to raise awareness, organise events and campaigns, and engage in cooperative actions with their members and other relevant organisations.

Indicator		Category	Detailed evaluation criteria	Data source	Score
41.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at promoting gender equality in sport?	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at promoting gender equality in sport? <i>Note: the specific objectives and actions may be a part of a wider policy.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
41.2	Does the organisation raise awareness via educational materials for all decision-makers on the importance of having a diverse	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional	

	population in decision-making organs throughout the sport?			evidence provided by organisation's representative	
41.3	Does the organisation undertake actions aimed at supporting (future) leaders of both sexes through either formal training or informal arrangements (e.g. mentoring system)?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
41.4	Does the organisation have a designated staff member who formally acts as a single point of contact and is responsible for all matters regarding gender equality issues?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
41.5	Does the organisation cooperate with other organisations with a view to promoting gender equality in sport?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
41.6	Did the organisation carry out an evaluation of the impact of its relevant actions?	Intermediate	Does the organisation have a written report that analyses the impact of the specific actions? <i>Note: impact evaluations can either be published as part of the annual report or as</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	

			<i>a separate document.</i>		
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[Principle 42]

The organisation implements a policy to combat match-fixing.

Relevance

Sports federations constitute a crucial chain in the international anti-match-fixing regime through their capacity to issue disciplinary rules, raise awareness, and engage in cooperative actions with their members, gambling authorities, and other relevant organisations.

Indicator		Category	Detailed evaluation criteria	Data source	Score
42.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at combating match-fixing?	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at combating match-fixing? <i>Note: the specific objectives and actions may be part of a wider policy.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
42.2	Does the organisation have a designated staff member who formally acts as a single point of contact and is responsible for all matters regarding match-fixing issues?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
42.3	Does the organisation implement disciplinary rules to combat match-fixing?	Basic	<i>Note: these criteria are automatically fulfilled if the (stricter) criteria in 42.4, 42.5, 42.6, or 42.7 are fulfilled.</i>	Organisation's statutes and internal regulations; disciplinary rules	
42.4	Do these rules include provisions banning any	Basic	<i>Note: 'members of the federation' include, amongst</i>	Organisation's statutes and internal	

	member of the federation from placing a bet related to youth leagues and a competition or match that he/she may (in)directly influence?		<i>others, trainers, coaches, athletes, and referees. They do not include staff members of the organisation unless they have (in)direct influence on competitions / matches.</i>	regulations; disciplinary rules	
42.5	Do these rules include provisions banning any member of the federation from spreading confidential information which may reasonably be expected to be used in the framework of a bet?	Basic		Organisation's statutes and internal regulations; disciplinary rules	
42.6	Do these rules include provisions establishing the obligation for every member of the federation to report any requests to unduly influence competitions or matches to the federation?	Basic		Organisation's statutes and internal regulations; disciplinary rules	
42.7	Do these rules include provisions establishing the procedure for punishing any violations of the above rules?	Basic		Organisation's statutes and internal regulations; disciplinary rules	
42.8	Does the organisation undertake actions to educate elite athletes, promising young athletes, coaches, referees, trainers, and clubs	Basic		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided	

	about risks relating to match-fixing?			by organisation's representative	
42.9	Did the organisation carry out an evaluation of the impact of its relevant actions?	Basic	Does the organisation have a written report that analyses the impact of the specific actions? <i>Note: impact evaluations can either be published as part of the annual report or as a separate document.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	

[Principle 43]

The organisation implements a policy for the promotion of environmental sustainability.

Relevance

The practice of sport and the organisation of sports events often leads to environmental degradation. Sports federations are in a good position to promote environmental sustainability in sport through their capacity to implement sustainability rules, raise awareness, organise sustainable events, and engage in cooperative actions with their members and other relevant organisations.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
43.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at promoting environmental sustainability?	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at mitigating environmental degradation / harm through the practice of sport? <i>Note: the specific objectives and actions may be part of a wider policy.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
43.2	Does the organisation have a designated staff member who	Intermediate		Organisation's website; multi-annual policy plan; annual	

	formally acts as a single point of contact and is responsible for all matters regarding the promotion of environmental sustainability?			policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
43.3	Does the organisation undertake actions aimed at promoting the environmental sustainability of the sporting events it (co-)organises?	Basic		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
43.4	Does the organisation undertake actions aimed at promoting the exchange of best practices on environmental sustainability among its member organisations?	Basic		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
43.5	Does the organisation undertake other actions (not related to the exchange of best practices) aimed at promoting the environmental sustainability of sporting activities?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
43.6	Does the organisation cooperate with other organisations with a view to promoting the environmental	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional	

	sustainability of sporting activities?			evidence provided by organisation's representative	
43.7	Did the organisation carry out an evaluation of the impact of its relevant actions?	Basic	Does the organisation have a written report that analyses the impact of the specific actions? <i>Note: impact evaluations can either be published as part of the annual report or as a separate document.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	

[Principle 44]

The organisation implements a policy on promoting the dual career of athletes.

Relevance

Elite athletes face serious difficulties in combining their sporting career with education or work. Sports federations are in a good position to promote the dual career of athletes through their capacity to raise awareness, organise events, and engage in cooperative actions with their members and other relevant organisations.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
44.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at helping athletes combine their sporting career with education or work?	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at helping athletes combine their sporting career with education or work? <i>Note: the specific objectives and actions may be part of a wider policy. Relevant activities could pertain to</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	

			<i>educating senior athletes or promoting a balance between the sporting and formal education of young individuals.</i>		
44.2	Does the organisation have a designated staff member who formally acts as a single point of contact and is responsible for all matters regarding dual careers?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
44.3	Does the organisation undertake actions aimed at promoting the exchange of best practices on dual careers with its member organisations?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
44.4	Does the organisation undertake other actions aimed at promoting and supporting the inclusion of the concept of dual careers in the activities of its member organisations?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
44.5	Does the organisation cooperate with other organisations with a view to helping athletes combine their sporting career	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by	

	with education or work?			organisation's representative	
44.6	Did the organisation carry out an evaluation of the impact of its relevant actions?	Basic	Does the organisation have a written report that analyses the impact of the specific actions? <i>Note: impact evaluations can either be published as part of the annual report or as a separate document.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	

[Principle 45]

The organisation implements a policy on promoting sport for all.

Relevance

Sports federations are in a good position to promote recreational sport through their capacity to raise awareness, organise events, and engage in cooperative actions with their members and other relevant organisations.

	Indicator	Category	Detailed evaluation criteria	Data source	Score
45.1	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at promoting sport for all?	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at promoting sport for all? <i>Note: there may be overlap with the other indicators. Consider as sport for all any form of recreational sport that does not fall under one of the previous indicators (e.g. the organisation of mass sports events).</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	

45.2	Does the organisation have a designated staff member who formally acts as a single point of contact and is responsible for sport for all?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
45.3	Does the organisation undertake actions aimed at promoting sport for all?	Basic		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
45.4	Does the organisation undertake other actions aimed at promoting and supporting sport for all in the activities of its member organisations?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
45.5	Does the organisation cooperate with other organisations with a view to promoting sport for all?	Intermediate		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	

45.6	Did the organisation carry out an evaluation of the impact of its relevant actions?	Basic	Does the organisation have a written report that analyses the impact of the specific actions? <i>Note: impact evaluations can either be published as part of the annual report or as a separate document.</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
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[Principle 46]

The organisation ensures the fair treatment of professional athletes.

Relevance

Sports federations are in a good position to promote the fair treatment of professional athletes through their capacity to establish minimum requirements for standard athlete contracts where relevant.

Indicator		Category	Detailed evaluation criteria	Data source	Score
46.1	Does the organisation implement the use of minimum requirements for standard athlete contracts?	Basic	Does the organisation have a document establishing minimum requirements for standard athlete contracts? <i>Note: minimum requirements may also be part of a collective bargaining agreement concluded at the national / regional level.</i>	Organisation's website; additional evidence provided by organisation's representative	
46.2	Do these minimum requirements include a standard on minimum wages?	Intermediate		Standard athlete contract; collective bargaining agreement	

46.3	Do these minimum requirements include a standard on internal disciplinary rules with sanctions/penalties (fines) and the necessary procedures?	Intermediate		Standard athlete contract; collective bargaining agreement	
46.4	Do these minimum requirements include a standard on the process for the resolution of disputes not covered by the contract?	Intermediate		Standard athlete contract; collective bargaining agreement	
46.5	Does the organisation undertake actions aimed at promoting social dialogue (between athletes and clubs)?	Advanced		Standard athlete contract; collective bargaining agreement	



Play the Game