

NATIONAL SPORTS GOVERNANCE OBSERVER

Indicators of good governance in national federations. Preliminary report

Arnout Geeraert

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Executive summary

This report presents the National Sports Governance Observer indicators, a comprehensive set of 274 indicators of good governance in sports federations that operate at the national or sub-national level.

The indicators are 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) acts as the coordinator of the project, which brings together academics and sports leaders from Belgium (Flanders), Cyprus, Denmark, Germany, the Netherlands, Norway, Poland and Romania.

Thanks to earmarked subsidies from the Danish Parliament to support the work of Play the Game in the field of good governance, researchers from Montenegro and Brazil also take part in the project. Additional researchers may be included at a later stage. For reasons of comparability, the data from Brazil are not included in this (interim) report.

The author of this report, dr. Arnout Geeraert (KU Leuven), acts as the scientific coordinator of the NSGO project and has devised the indicators. The project partners had the opportunity to comment on a draft set of indicators.

Relevant to sport federations, public actors, stakeholders, and researchers, the indicators permit a 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 also easy to apply. The indicators are dispersed over four good governance dimensions that emerge from relevant academic literatures, namely *transparency*, *democratic processes*, *internal accountability and control*, and *societal responsibility*.

The indicators are 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 the indicators in the *advanced* category, while the *state-of-the-art* category comprises indicators that are particularly relevant to the largest federations.

The indicators are applied by the project's official and affiliated partners to explore the state of the art in relation to good governance in sport federations in nine European countries and Brazil. This interim report presents the first preliminary findings of their research efforts.

On the basis of the collected data, a method is being developed for aggregating each federation's scores in governance indexes. This method will take into account the federations' size and capacity. A higher weight will be given to those indicators that are most important.

The project's final report, to be published by the end of 2018, will provide a detailed overview of the status quo of the governance of eight federations in the partner countries.

1. 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. Currently, few sports federations would deny its importance and relevance. The reality is, however, that good governance is difficult to define, measure, and implement. That sport federations require a tailored application of good governance's nebulous parameters exacerbates the matter. Consequently, there often exists a gap between discourse and practice and between expectations and reality.

Good governance should be regarded not as an end in itself but, rather, as a means to an end. Implementing good governance enhances organisations' legitimacy, effectiveness, and resistance to unethical practices. It therefore enables sport 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 implemented adequately. To achieve this goal, sports federations need to understand what principles must be implemented and how and why. Public actors, stakeholders, and researchers, then, need reliable and valid tools to monitor the implementation of these principles so that 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 permit a 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), moreover, they are relatively easy to apply. The indicators are dispersed over four good governance dimensions that emerge from the relevant academic literatures, namely *transparency*, *democratic processes*, *internal accountability and control*, and *societal responsibility*.

In Annex 1 you will find the full set of indicators. Annex 2 holds a Dutch translation of the indicators and principles to honour the commitment by the Dutch government and sports environment in arranging Play the Game 2017, the conference where the indicators were first published.

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 in 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 *advanced* category, while the *state-of-the-art* category comprises indicators that are particularly 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 are applied by the project's research partners to explore the state of the art in relation to good governance in sports federations in nine European countries and Brazil. This interim report presents the first preliminary results of their research efforts. The project's final report, to be published by the end of 2018, will provide a detailed overview of the status quo of the governance of eight federations in the partner countries.

The NSGO partners call upon all interested parties (researchers, public actors, sport (con)federations) to engage with their research. Interested parties should contact Play the Game via info@playthegame.org.

2. The project

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) acts 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* conduct the academic research and produce national reports in their respective countries.

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

The *associated partners* give advice and assist with the development and implementation of the 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 Sports 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)
- Marco Begovic (private researcher; Montenegro)
- University of Central Lancashire and Molde University College (MUC), in collaboration with the Cyprus Sports Organisation (Cyprus)'

The main aim of the NSGO project is to assist and inspire national sports organisations to raise 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 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 knowledge and tools that 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 and national 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.

3. Indicators of good governance in (national) sport federations

The NSGO indicators are presented in Annex 1; a Dutch translation is provided in Annex 2. The indicators were devised by the author of this report on the basis of insights from related theories and a review of more than 30 relevant sets of good governance principles that exist worldwide. The review includes codes, indicators, and principles in the areas of sports governance, corporate governance, as well as cultural/ volunteer governance that have been issued at the international, national, and local levels. 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.

NSGO dimensions, principles, and indicators

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

The four dimensions of are defined as follows.

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; affected actors' involvement 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 and a system of rules and procedures that ensures that staff and officials comply with internal rules and norms.

Societal responsibility refers to deliberately employing organisational potential and impact to have a positive effect on internal and external stakeholders and society at large.

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 on 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, abuses of power, and unethical conduct.
- Demonstrating *societal responsibility* has a positive impact on legitimacy because it enhances external audiences' trust. 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 in three categories.

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.

Advanced indicators are costlier and, thus, more demanding to implement. This category should be implemented by mid-size to large federations.

State-of-the-art indicators are particularly relevant to the largest federations 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, on an indicator-by-indicator basis, the category (basic, advanced, or state-of-the-art) and relevant data source(s).

Implementing the indicators

The NSGO indicators are specifically developed for external assessments of good governance. Nonetheless, federations can conduct a self-assessment for internal purposes. Though a useful exercise for informing governance reforms, self-assessments do not produce reliable scores as actors typically have incentives to report favourably on themselves. An objective picture of the status quo necessitates external assessment.

Public actors should take into account that both the measuring process and the implementation of the principles and indicators by sports federations requires significant resources. The standardized assessment process (explained below) takes about one week per federation to

complete. Sports federations should be able to implement the (basic) indicators over a two to four-year period. That is, if a policy is implemented that allows for capacity building (funding for small federations, exchange of best practices, workshops, one-on-one advice).

An external assessment of good governance should be conducted according to the following standardized process, which comprises six phases.

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.

Phase 3: Feedback

Send a questionnaire to the federations in which you ask 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. **Write comments** in case of uncertainty so that you (or an external party) can review your score later.

Phase 5: Final feedback

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

Phase 6: Final scoring

Conduct the final scoring and inform the federations.

First preliminary findings and next steps

Data collecting

At a research committee meeting held on 30-31 May 2017 at the German Sport University Cologne, the official research partners and additional researchers from Brazil and Montenegro agreed to each review eight federations.

More specifically, the researchers agreed that all would review the federations of five sports, namely athletics, football, handball, swimming, and tennis. This selection was made based

on the historical importance of these sports with regard to the Olympic Games (athletics, handball, swimming, and tennis) and the general importance of the sport in Europe (football).

Furthermore, three sports were *recommended* for review: gymnastics, triathlon, and the national umbrella federation (confederation). The rationale behind this non-compulsory selection was to ensure the final sample of eight federations includes large, small and medium-size federations and to allow for reviews of extreme, influential, or special cases.

The partners (official and affiliated) are responsible for their own data gathering process. They committed to reviewing the following federations.

- Danish Institute for Sports Studies/Play the Game (Denmark)

Dansk Atletik Forbund (athletics); Dansk Boldspil-Union (football); Dansk Håndbold Forbund (handball); Danmarks Idrætsforbund (The National Olympic Committee and Sports Confederation of Denmark); Dansk Tennis Forbund (tennis); Dansk Triatlon Forbund (triathlon); Dansk Svømmeunion (swimming)

- German Sports University Cologne (Germany)

Deutscher Fußball-Bund (football); Deutsche Turner-Bund (gymnastics); Deutschen Schwimm-Verband (swimming); Deutscher Handballbund (handball); Deutsche Leichtathletik Verband (athletics); Deutsche Olympische Sportbund (German Olympic Committee); Deutscher Skiverband (skiing); Deutsche Triathlon Union (triathlon); Deutscher Volleyball-Verband e.V. (volleyball)

- KU Leuven (Belgium/ Flanders)

Gymnastiekfederatie Vlaanderen (gymnastics); Tennis Vlaanderen (tennis); Triatlon Vlaanderen (triathlon); Vlaamse Atletiekliga (athletics); Vlaamse Handbalvereniging (handball); Vlaamse Sportfederatie (umbrella federation of Flemish sport federations); Voetbal Vlaanderen (Football); Vlaamse Zwemfederatie (swimming)

- Molde University College (MUC) (Norway)

Data gathering process is ongoing.

- Private researcher (Montenegro)

Atletski savez Crne Gore (athletics); Crnogorski olimpijski komitet (Montenegrin Olympic Committee); Fudbalski savez Crne Gore (football); Gimnastički savez Crne Gore (gymnastics); Rukometni savez Crne Gore (handball); Triatlon savez Crne Gore (triathlon); Teniski savez Crne Gore (tennis); Vaterpolo i plivački savez Crne Gore (water polo)

- Sou do Esporte (Brazil)

Confederação Brasileira de Atletismo (athletics); Confederação Brasileira de Ginástica (gymnastics); Confederação Brasileira de Handball; Confederação Brasileira de Vela (sailing); Confederação Brasileira de Desporto Aquatico (swimming); Confederação Brasileira de Tênis (tennis); Confederação Brasileira de Desporto Triathlon (triathlon)

- University Bucharest (Romania)

Federatia Romana de Atletism (athletics); Federatia Romana de Baschet (basketball), Federatia Romana de Fotbal (football); Federatia Romana de Gimnastica (gymnastics); Federatia Romana de Handbal (handball); Federatia Romana de Rugby (rugby); Federatia Romana de Natatie si Pentatlon Modern (swimming and modern pentathlon); Federatia Romana de Tenis (tennis); Federatia Romana de Triatlon (triathlon)

- University of Central Lancashire and Molde University College (MUC), in collaboration with the Cyprus Sports Organisation (Cyprus)

Κυπριακή Ομοσπονδία Γυμναστικής (gymnastics); Ολυμπιακή Επιτροπή Κύπρου (Cyprus Olympic Committee); Κυπριακή Ομοσπονδία Ερασιτεχνικού Αθλητισμού Στίβου (athletics); Κυπριακή Ομοσπονδία Ποδοσφαίρου (football); Κυπριακή Ομοσπονδία Χαντμπολ (handball); Κυπριακή Ομοσπονδία Ερασιτεχνικής Κολυμβησης (swimming); Ομοσπονδία Αντισφαιρισέως Κύπρου (tennis); Κυπριακή Ομοσπονδία Τριαθλίου (triathlon)

- University of Warsaw (Poland)

Polski Związek Lekkiej Atletyki (athletics); Polski Związek Kajakowy (canoe); Polski Związek Łyżwiarstwa Figurowego (figure skating); Polski Związek Piłki Nożnej (football); Polski Związek Gimnastyczny (gymnastics); Związek Piłki Ręcznej w Polsce (handball); Polski Związek Pływacki (swimming); Polski Związek Tenisowy (tennis); Polski Związek Triathlonu (triathlon)

- Utrecht University (the Netherlands)

Koninklijke Nederlandse Atletiek Unie (athletics); Koninklijke Nederlandse Gymnastiek Unie (gymnastics); Koninklijke Nederlandse Hockey Bond (hockey); Koninklijke Nederlandse Lawn Tennis Bond (tennis); Koninklijke Nederlandse Voetbalbond (football); Koninklijke Nederlandse Zwembond (swimming); Nederlands Handbal Verbond (handball); Nederlands Olympisch Comité - Nederlandse Sport Federatie (The National Olympic Committee and Sports Confederation of the Netherlands)

First preliminary findings

At the time of writing this report, data has been collected for most federations. This permits reporting on some first preliminary findings. For the sake of comparability, these findings are limited to the European federations included in the project. Consequently, data from Brazilian federations are excluded here. The data gathering process in Norway is ongoing so these data are also excluded from the analysis. For Germany, data has not yet been collected

on the Football, Gymnastics, and Swimming federations. For Romania, data collecting for the Basketball federation is ongoing.

A number of partners are seeking additional data on the federations under review. In Germany in particular, several federations have not had the opportunity to review and supplement data. These preliminary findings may therefore be adjusted in the final report, which will report in detail on missing data and the input from the federations. In order to minimise the impact of measurement errors, focus here is on a limited number of indicators for which the collected data is sufficiently reliable. In addition, the data are aggregated by presenting averages of all the reviewed federations combined.

First preliminary findings: transparency

Major strengths

- 95% of the federations publish their statutes and sport rules on their website.
- 78% of the federations publish their internal regulations.
- 94% of the federations list the names of all the current members of the board.
- 86% of the federations list basic information about affiliated clubs.

Major weaknesses

- 34% of the federations publish board decisions on their website and 28% explain the rationale behind certain (important) decisions. Flanders and Denmark (both 63%) are the positive outliers.
- 34% of the federations publish information on remuneration and 25% of the federations publish a separate statement on the remuneration of board members. Only in Denmark, all federations do the latter.

Other key indicators

- 48% of the federations publish a recent annual report on their website. In Denmark, the Netherlands, and Flanders, all federations publish an annual report on their websites, while in Poland and Montenegro, no federations do so. Germany (17%), Cyprus (29%), and Romania (38%) achieve low scores.
- 61% of the federations publish information on finances (annual income and expenses). Denmark (100%) and the Netherlands (88%) achieve the highest scores.

First preliminary findings: democratic processes

Major strengths

- 96% of the federations have written rules and procedures for the (re-)appointment of board members.
- 88% of the federations have clear voting rules for the elections of board members.
- In 88% of the federations, at least half of the members of the board are elected by the general assembly.
- 94% of the federations establish a quorum for board meetings.
- 72% of the federations establish a quorum for general assembly meetings. In 60% of the federations, this quorum is at 50% or higher. Negative outliers are the Netherlands (25%) and Denmark (20%).

Major weaknesses

- 38% of the federations formally involve athletes in their policy processes. Positive outliers are Germany (83%), Denmark (67%), and the Netherlands (63%). The other countries achieve weak scores: Cyprus (13%), Flanders (14%), Montenegro (25%), Poland (13%), and Romania (25%).
- 26% of the federations adopt their multi-annual policy plans in consultation with athletes. Denmark (67%) and the Netherlands (63%) are the positive outliers.
- 22% of the federations undertake certain actions aimed at promoting gender equality internally. Denmark (83%) is the positive outlier.

Other key indicators

- 44% of the federations establish term limits for elected board members. The Netherlands (100%) and Poland (100%) are the positive outliers. None of the reviewed federations in Denmark and Montenegro have term limits. Cyprus (57%), Flanders (50%), Germany (33%), and Romania (13%) achieve moderate to weak scores.

First preliminary findings: internal accountability and control

Major strengths

- 89% of the federations have statutes that establish that the general assembly approves the annual financial statements.
- 66% of the federations have statutes and/or internal regulations that establish that the general assembly approves the annual budget. Negative outliers are Cyprus (38%), Denmark (40%), and Poland (13%).
- 75% of the federations have statutes and/ or internal regulations that establish that the board determines the organisation's general policy (e.g., mission, vision, and strategy).
- 69% of the federations have statutes and/ or internal regulations that establish that the board has the final authority over the organisation's budget. Montenegro (13%) is the negative outlier.
- 68% of the federations have statutes and/ or internal regulations that establish that management is tasked with defining the organisation's operational policy.
- 71% of the federations have their financial statements externally audited.
- 80% of the federations have statutes and/ or internal regulations that establish procedures that allow athletes, coaches, referees, delegates and clubs to appeal against a sporting sanction. Cyprus (14%) is the negative outlier.

Major weaknesses

- 26% of the federations establish a long-term financial planning.
- In 34% of the federations, the general assembly approved an annual policy plan in the past twelve months which is based on the multi-annual policy plan. Positive outliers are the Netherlands (100%) and Romania (71%).
- In 20% of the federations, the board has held an appraisal with management during the past 12 months. The Netherlands (83%) is the positive outlier.
- 44 % of the federations have a code of conduct that applies to board members. Positive outliers are Denmark (100%) and the Netherlands (88%). Negative outliers are Cyprus (0%) and Montenegro (0%). Flanders (38%), Germany (50%), Poland (38%), and Romania (50%) achieve moderate to weak scores.
- 38% of the federations have a code of conduct for board members that contains rules on conflicts of interest. Positive outliers are the Netherlands (88%) and Denmark (100%). Cyprus (13%), Flanders (25%), Montenegro (0%) and Poland (0%) achieve particularly weak scores. Germany (40%) and Romania achieve weak scores (43%).

Other key indicators

- 45 % of the federations have statutes that establish those circumstances in which, due to a serious conflict of interest, a person is ineligible to serve as a member of the board. Positive outliers are Denmark (86%), Flanders (75%), and Poland (88%). Negative outliers are Germany (0%) and Montenegro (0%). Cyprus (38%) and Romania (13%) achieve weak scores. The Netherlands achieves a moderate score (63%).
- In 43% of the federations, the general assembly has approved a multi-annual policy plan. The Netherlands (100%) and Romania (88%) are positive outliers. Negative outliers are Cyprus (13%) and Poland (13%). Germany (40%), Flanders (38%), Denmark (29%) and Montenegro (25%) achieve weak scores.
- 42% of the federations establish procedures regarding conflicts of interest. Denmark (71%), Flanders (63%), Poland (63%), and the Netherlands (63%) achieve good scores. Negative outliers are Cyprus (13%), Germany (17%), and Montenegro (0%). Romania achieves a moderate score (50%).

First preliminary findings: societal responsibility

Major strengths

- 84% of the federations implement disciplinary rules to combat doping in conformity with the World Anti-Doping Code. Montenegro (25%) is the negative outlier.
- 76% of the federations implement formal procedures establishing their cooperation with the National Anti-Doping Authority. Cyprus (25%) is the negative outlier.
- 66% of the federations undertake specific actions aimed at promoting sport for all. Negative outliers are Cyprus (25%) and Montenegro (0%).

Major weaknesses

- 37% of the federations have a code of conduct which outlines rules aimed at promoting the physical integrity of athletes. Positive outliers are the Netherlands (100%) and Denmark (88%).
- 32% of the federations establish procedures for processing complaints about unwanted sexual behavior in their statutes and/ or internal regulations. The Netherlands (100%) and Denmark (67%) are the positive outliers.
- 32% of the federations have a formal (written) policy that outlines objectives and specific actions aimed at combating discrimination in sport.
- 20% of the federations undertake actions aimed at promoting the environmental sustainability of the sporting events it (co-)organizes. Denmark (67%) is the positive outlier.

Other key indicators

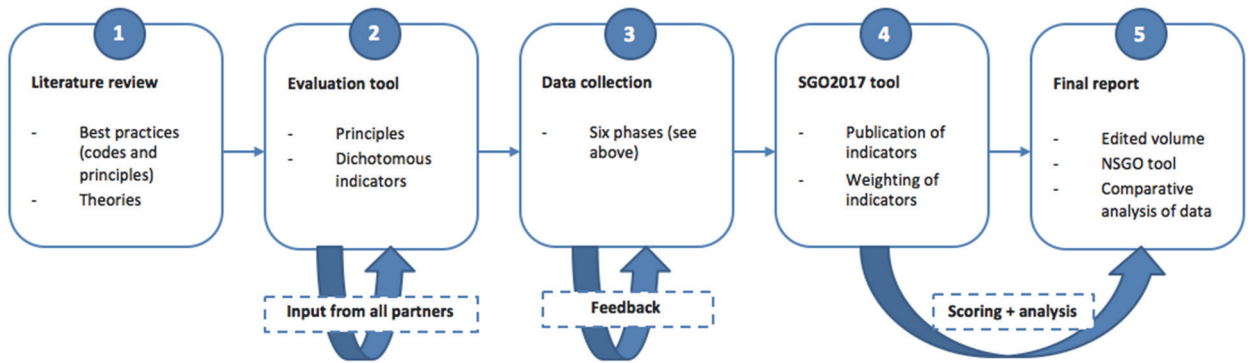
- 43% of the federations provide some form of consulting to member organisations in the areas of management or governance. Denmark (100%), the Netherlands (100%), and Flanders (88%) achieve the highest scores. Romania (38%), Germany (20%), Poland (0%), Montenegro (0%), Cyprus (0%) have the lowest scores.
- 44% of the federations undertake actions aimed at informing athletes about the specific health risks associated with the sport in question. Positive outliers are the Netherlands (86%), Flanders (86%), and Denmark (100%). Negative outliers are Cyprus (14%), Germany (0%), Montenegro (13%), and Poland (0%).
- 39% of the federations implement disciplinary rules to combat match-fixing. Positive outliers are Denmark (100%) and Flanders (63%).

Next steps

The research part of the project is currently in phase four (see Figure 1). The data gathered by the research partners have been reviewed for inconsistencies and measurement errors. A number of minor issues have been discovered, which will be addressed by the research partners. As noted, a number of partners are gathering additional data.

On the basis of the collected data, a method is being developed for aggregating each federation's scores in governance indexes. This method will take into account the federations' size and capacity. A higher weight will be given to those indicators that are most important. The indexes will be published in the project's final report, which will be available by the end of 2018, and in the national reports, which will be drafted by the research partners. The final report will provide a detailed overview of the status quo of the governance of eight federations in the partner countries and provide recommendations that aim to inform and stimulate federations' governance policies. In addition to drafting the research reports, the research partners will also organise national training seminars for sports officials and policy makers.

Figure 1. The five phases of the NSGO research



Annex 1. Indicators and meta-data sheets

General information

Item	Answer
Official name	
Official acronym	
Year of establishment	
Most recent 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? <i>Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 1.1 are fulfilled.</i>	Organisation's website; interview with organisation representative	
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	Basic	Have the documents been made available to internal stakeholders either via a newsletter or a website section accessible to (a	Organisation's website; additional evidence provided by organisation representative	

	member section of its website?		number of) stakeholders via a password? <i>Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 1.3 are fulfilled.</i>		
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? <i>Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 1.5 are fulfilled.</i>	Organisation's website; additional evidence provided by organisation representative	
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? <i>Note: these criteria are automatically fulfilled if the (stricter) criteria of indicator 1.7 are fulfilled.</i>	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 legislative 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 page (or sub-levels of the home page accessible through the home page) of the website?	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	
2.2	Does the published agenda contain the various agenda items with a word of explanation, the list of topics to be discussed and specify which items shall be put to the vote?	Basic	Does the document list agenda items? Does the document provide words of explanation with a number of agenda items? Does the document specify 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 specify which items shall be put to the vote?	Basic	Are agenda items listed? Are words of explanation provided with some agenda items? Does the document specify 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 the home page) of the website?	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	
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 motivated to take decisions in the general interest of their organisation/ sport.

Indicator	Category	Detailed evaluation criteria	Data source	Score
3.1	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</i>	Organisation's website	

			<i>produce a public version of the minutes, but it may also publish newsletters on its website that contain reporting on decisions.</i>		
3.2	Does this version contain an explanation behind the rationale of 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 behind the rationale of 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 sport 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 on a webpage or in the minutes of the general assembly (published online in accordance with indicator 2.5) or in the annual report (published online in accordance with indicator 6.1)? Is the webpage where the information can be retrieved 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 on a webpage or in the minutes of the general assembly (published online in accordance with indicator 2.5) or in the annual report (published online in accordance with indicator 6.1)? Is the webpage where the information can be retrieved 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	Can the information be retrieved either on a webpage or in the minutes of the general assembly (published online in accordance with indicator 2.5) or in the annual report (published online in accordance with indicator 6.1)? Is the webpage where the information can be retrieved 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	

4.4	Does the organisation's website provide biographical information about individual board members, including their professional background?	Basic	Can the information be retrieved either on a webpage or in the minutes of the general assembly (published online in accordance with indicator 2.5) or in the annual report (published online in accordance with indicator 6.1)? Is the webpage where the information can be retrieved 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	
4.5	Does the organisation's website provide information on other positions in sport organisations held by the board members?	Basic	Can the information be retrieved either on a webpage or in the minutes of the general assembly (published online in accordance with indicator 2.5) or in the annual report (published online in accordance with indicator 6.1)? Is the webpage where the information can be retrieved 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; interview with organisation representative; web search	
4.6	Does the organisation's website lists at least one (general) e-mail address, which may be used to contact the board?	Basic	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? Can the information be retrieved either on a webpage or in the minutes of the general assembly (published online in accordance with indicator 2.5) or in the annual report (published online in accordance with indicator 6.1)? Is the webpage where the information can be retrieved 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	

[Principle 5]

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

Relevance

Information about members gives an indication of the 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	<p>Is some information about affiliated clubs published?</p> <p>Can the information be retrieved either on a webpage or in the minutes of the general assembly (published online in accordance with indicator 2.5) or in the annual report (published online in accordance with indicator 6.1)?</p> <p>Is the webpage where the information can be retrieved linked (either directly or via a chain of links) to the homepage of the website?</p>	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	<p>Can the information be retrieved either on a webpage or in the minutes of the general assembly (published online in accordance with indicator 2.5) or in the annual report (published online in accordance with indicator 6.1)?</p> <p>Is the webpage where the information can be retrieved linked (either directly or via a chain of links) to the homepage of the website?</p>	Organisation's website; minutes of the general assembly; annual report	
5.3	Does the organisation's website list information about the number of affiliated athletes?	Basic	<p>Can the information be retrieved either on a webpage or in the minutes of the general assembly (published online in accordance with indicator 2.5) or in the annual report (published online in accordance with indicator 6.1)?</p> <p>Is the webpage where the information can be retrieved linked (either directly or via a chain of links) to the homepage of the website?</p>	Organisation's website; minutes of the general assembly; annual report	

[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 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 through the home page) of the website?	Basic	<i>Note: this indicator is not applicable if the organisation has been established less than 3 years ago.</i>	Organisation's 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	Did the organisation produce an annual report in the past 12 months? 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 6.1 are fulfilled.</i>	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?	Advanced	Do the procedures establish the internal process of producing different types of information that are included in the annual report? Do the procedures require entities and/or persons to	Organisation's statutes or internal regulations	

			submit relevant information so that the report can be drafted in time? <i>Note: the organisation is free to decide when relevant information must be submitted by what entities and/or persons.</i>		
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	Did the organisation produce an annual report in the past 12 months? Does the most recent annual report provide a summary of concrete actions undertaken? Does the latest annual report make an explicit link between the actions undertaken and concrete objectives?	Most recent annual report	
6.6	Does the most recent annual report give an account of the organisation's finances (including income and expenses)?	Basic	Does the organisation report on its finances (including income and expenses) either in the annual report or in a separate document, published on its website in accordance with indicator 1.1?	Most recent annual report; 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 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 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?	Advanced	Did the organisation produce an annual report in the past 12 months? Does the most recent annual report include an explicit section covering risks. Does the section address sporting, financial, ethical, operational, or other risks faced by the organisation and how it aims to control these?	Most recent annual report	

[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 deterrence effect 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	Does the organisation report on remuneration by providing at least general figures? Is the information included in either the financial report or the annual report?	financial report; annual report	
7.2	Does the remuneration report include a statement on the organisation's remuneration policy, including the procedure and rules governing the establishment of the remuneration of the board members and (where applicable) major changes to the remuneration policy that were implemented since the last report?	Basic		financial report; annual report	
7.3	Does the remuneration report include a separate statement on the remuneration of the board members, 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 incentivizes 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 may be co-opted or ex officio members.</i>	Organisation's statutes and internal regulations	
8.2	Do the rules governing elections cover information on people 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 people qualified to vote and 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 criteria.</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	
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[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 suited candidates. They facilitate establishing a differentiated and balanced composition of the board, which helps organisation 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?	Document outlining desired board member profiles	

			Has the document been approved by the general assembly?		
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	

[Principle 10]

The organisation has a nomination committee.

Relevance

A nomination committee helps ensuring that elections take place according to established procedures and assists with finding 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 persons 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 employee of the organisation?	Advanced	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 regulations establish that at least one member of the committee is independent, meaning that s/he	Organisation's statutes and internal regulations	

			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?	Advanced	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?	Advanced	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 differentiated composition of the board?	Advanced	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)?	Advanced	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 scrutinize financial accounts and past and future policies and 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 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 regulations establish that the board must meet at least five times a year?	Basic	Do the organisation's statutes or internal regulations establish a minimum number of board meetings to be held each year that is equal to or higher than five?	Organisation's statutes and 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 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 athletes in its policy processes?	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	
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 to 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?	Advanced	Does the organisation undertake (ad hoc) actions (e.g. sending questionnaires, organise focus groups,...) 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 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) policy that outlines objectives and specific actions aimed at involving referees in its policy processes?	Advanced	Does the organisation have a document that outlines both objectives and specific actions aimed at involving referees in its policy processes?	Document outlining the policy	
16.2	Are referees 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	
16.3	Is the multi-annual policy plan adopted in consultation with referees?	Basic	Were referees (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	
16.4	Does the organisation undertake other actions aimed at involving referees in its decision-making procedures?	Advanced	Does the organisation undertake (ad hoc) actions (e.g. sending questionnaires, organise focus groups,...) 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 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?	Advanced	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 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	
17.4	Does the organisation undertake other actions aimed at involving coaches in its decision-making procedures?	Advanced	Does the organisation undertake (ad hoc) actions (e.g. sending questionnaires, organise focus groups,...) 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	

[Principle 18]

The organisation ensures the participation of volunteers 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?	Advanced	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)?	Basic	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 decision-making procedures?	Advanced	Does the organisation undertake (ad hoc) actions (e.g. sending questionnaires, organise focus groups,...) aimed at involving volunteers in its decision-making procedures?	Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence provided by the organisation	

[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 document that outlines both 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	Does the organisation have a representative body for employees?	Advanced	Does the organisation have a representative body for its employees?	Organisation's website; statutes and internal regulations	
19.3	Were employees (formally or informally) able to provide input to the most recent multi-annual policy plan?	Basic	Were the organisation's employees (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	
19.4	Does the organisation undertake (ad hoc) actions (e.g. sending questionnaires, organise focus groups,...) aimed at involving employees in its decision-making procedures?	Advanced	Does the organisation undertake (ad hoc) actions (e.g. sending questionnaires, organise focus groups,...) aimed at involving its employees in its decision-making procedures?	Organisation's website; statutes and internal regulations; multi-annual policy plan; additional evidence provided by the organisation	

[Principle 20]

The organisation implements a gender equality policy.

Relevance

Gender equality contributes to fairness and, thus, 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 the equal access to representation for women and men in all stages of the decision-making process?	Advanced	Does the organisation have a document that outlines both objectives and specific actions aimed at encouraging the 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 identifying candidates for positions awarded as part of human resources policies?	Advanced	Does the organisation implement procedures that encourage encouraging the equal access to representation for women and men in all stages of the decision-making process?	Organisation's website; statutes and internal regulations; multi-annual 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?	Advanced	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?	Organisation's statutes and internal regulations	

			Is there a gender balanced representation of women and men on the committee (at least 1/3 of the least represented sex)?		
20.5	Does the organisation undertake actions aimed at the reconciliation of family responsibilities and professional or elective obligations for board members and staff?	Advanced		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?	Advanced		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 ensures 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 planning?	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 approved an annual policy plan which is based on the multi-annual policy plan in the past twelve months?	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 approved an annual budget which is based on the long-	Basic	Does the organisation have a separate document outlining an annual budget?	Minutes of the general assembly; interview	

	term financial planning in the past twelve months?		Has this document has been approved by the general assembly?	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 not grant the members of the board voting rights in the general assembly (not 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 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.	Organisation's statutes and internal regulations	

[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 resignation of board members in case of repeated absenteeism in spite of warnings?	Advanced		Organisation's internal regulations	
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)?	Advanced		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?	Advanced		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 the code of ethics?	Organisation's internal regulations	
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[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 people with particular backgrounds, such as sponsors or judicial body members, are subject to particularly high conflicts of interest risks.

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 persons, 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?	Advanced	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 persons 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 no persons employed by a company that has a commercial relationship with the organisation (e.g., sponsors) who serve as members of the board?	Organisation's website; web search; interview with organisation representative	

			<i>Note: a 1 score indicates that persons employed by a company that has a commercial relationship with the organisation (e.g., sponsors) do not serve as members of the board.</i>		
23.4	Do the organisation's statutes establish that a person who is a member of a judicial body within the organisation cannot serve as a board member?	Basic	Do the organisation's statutes clearly and unambiguously establish that a member of a judicial body within the organisation cannot serve as a board member?	Organisation's statutes	
23.5	Do members of a judicial body within the organisation not serve as a board member in practice?	Basic	Are there no judicial body members who serve as members of the board? <i>Note: a 1 score indicates that judicial body members do not 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 acting national politicians do not 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	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 (e.g., 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 the 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 management's exclusive tasks? Do these tasks refer to issues of operational policy? <i>Note: management's functions may not include establishing the organisation's general policy 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 standing committees?	Basic	Do the organisation's statutes and/ or internal regulations explicitly and unambiguously define a purpose/ function for each of the standing committees?	Organisation's statutes and internal regulations; organisation's website (to check the 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; or-	

				ganisa- tion's web- site (to check the number of standing commit- tees)	
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?	Organisa- tion's stat- utes and internal regula- tions; or- ganisa- tion's web- site (to check the number of standing commit- tees)	
24.8	Do the organisation's statutes and/ or internal regulations define the reporting requirements of each of the standing committees?	Ad- van- ced	Do the organisation's statutes and/ or internal regulations explicitly and unambiguously define the reporting requirements of each of the standing committees?	Organisa- tion's stat- utes and internal regula- tions; or- ganisa- tion's web- site (to check the number of standing commit- tees)	

[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		Cate- gory	Detailed evaluation criteria	Data source	Score
25.1	Do the internal regulations outline the responsibilities and competences delegated to management?	Basic	Do the organisation's internal regulations outline the responsibilities or delimit the competences of management?	Organisa- tion's stat- utes and in- ternal regu- lations	

			<i>Note: the internal regulations do not need to list all responsibilities.</i>		
25.2	Do the statutes or internal regulations establish that the board determines the remuneration of management?	Basic	<i>Note: If (a) member(s) of management act as (a) board member(s), the statutes and/or internal regulations must determine that management cannot be a part of the 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?	Advanced	<i>Note: the annual appraisal may be conducted by a member of the board (and not 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 approved by the board?	Advanced	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 establish that this report is approved by the board?	Organisation's statutes and internal regulations	
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 as budgeted and 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?	Advanced	<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 establish that the majority of the members of the financial or audit committee do not 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>	Organisation's statutes	
26.2	Do the organisation's statutes and/or internal regulations deter-	Advanced	Do the organisation's statutes and/or internal regulations establish unambiguously that the tasks of one of	Organisation's statutes and	

	mine the tasks, operation, and composition of the committee?		the standing committees relate to overseeing the organisation's finances and/or internal audit? Do the organisation's statutes and/or internal regulations unambiguously determine the tasks, operation, and composition of the committee?	internal regulations	
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?	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 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?	State-of-the-art	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?	State-of-the-art	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?	State-of-the-art	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.	Advanced		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?	Advanced		Organisation's statutes and internal regulations	
27.5	Do the organisation's internal regulations restrict the use of cash?	Advanced		Organisation's statutes and internal regulations	
27.6	Do the organisation's internal regulations establish a requirement for accurate and clear payment categorizations and descriptions in the financial accounts?	Advanced		Organisation's statutes and internal regulations	
27.7	Do the organisation's internal regulations establish a system, in which (significant) financial transactions are periodically reviewed?	Advanced		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 its own composition and performance that took place in the past twelve months?	Basic	Does the organisation have a report on the evaluation of its own 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?	State-of-the-art	Does the organisation have a report on the evaluation of its own composition or 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?	Performance evaluation document; (anonymised) 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 reviewed at least once by an independent and an officially approved auditor in the past five years?	Advanced		Organisation's statutes; interview with organisation representative	
29.3	Has the organisation's governance (compliance programme, governance structure, internal processes...) been reviewed by an independent and officially approved auditor in the past five years?	State-of-the-art		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 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 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 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 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 recognise/ adopt an existing set of principles? Do these principles apply to its board members?	Organisation's statutes and internal regulations	

			Do these principles contain specific rules on expenses?	tions; 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 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 contain rules on conflicts of interest?	Basic	Does the code of conduct that applies to board members contain provisions on conflicts of interest?	Organisation's statutes and internal regulations; website; code of conduct	
30.8	Has the code of conduct been signed by all the members of the board?	Advanced	Does the organisation have a code of conduct or recognise/ adopt an existing set of principles? Do these principles apply to its board members? Has the code of conduct been signed by all the members of the board?	Organisation's statutes and internal regulations; website; code of conduct; interview with organisation representative; additional evidence provided by organisation representative	
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 understand it?	Advanced	<i>Note: steps may include distributing the code via website announcements, newsletters, publication in general activity report, or specific actions aimed at education (seminars, electronic resources, etc.).</i>	Organisation's statutes and internal regulations; website; code of conduct; interview with organisation representative; additional evidence provided by organisation representative	

30.10	Has the general assembly been informed about the code of conduct?	Basic	<p>Does the organisation have a code of conduct or 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>	
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[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	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	Basic	<p>Do the organisation's internal regulations establish procedures that handle board members' conflicts of interest?</p> <p>Do these procedures ensure that (perceived) conflicts of interest are notified, listed in the minutes of the board meetings, and recorded in a registry?</p>	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?	Advanced	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?	Advanced	Do the organisation's internal regulations establish procedures that handle board members' conflicts of interest? Do these procedures forbid board members to vote and/or participate in discussions in clearly defined situations, in which a conflict of interest exists? <i>Note: the procedures must not forbid a board member to vote and/or participate in discussions any time when 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	

[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 to account those that 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	Basic Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of the rules	Organisation's statutes and internal regulations	

	about violations of applicable rules of conduct?		of conduct that have been established/ adopted by the organisation?		
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 complaint must be notified of the outcome of the investigation?	Organisation's statutes and internal regulations	
32.5	Do the procedures contain clearly defined rules for the reference of the case to an independent internal or external tribunal?	Advanced	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	Organisation's statutes and internal regulations	

			<p>must be submitted to an independent or external tribunal?</p> <p><i>Note: not every case automatically needs to be referred to an independent/ external tribunal.</i></p>		
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	<p>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?</p> <p>Do the procedures establish that no person who, in good faith, reports a concern shall be subject to retaliation or negative consequences?</p>	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	<p>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?</p> <p>Do the procedures establish that reports of concerns and related investigations must be kept confidential to the extent possible?</p>	Organisation's statutes and internal regulations	
32.8	Do the procedures enable persons to file an anonymous complaint?	Advanced	<p>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?</p> <p>Do the procedures enable persons to file an anonymous complaint?</p>	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, coaches, referees, delegates and clubs to appeal against a sporting sanction?	Basic	Do the organisation's statutes and/ or internal regulations establish a (written) procedure for 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>	Organisation's statutes and internal regulations	
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?	State-of-the-art	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 on 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 on the budget?		
34.3	Does the meeting schedule arrange for a	Basic	Does the board have an applicable (valid) meeting schedule, in which it schedules		

	meeting on the financial statements?		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 on the financial statements?		
34.4	Does the meeting schedule arrange for a meeting on 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 on the policy plan and the annual report?		
34.5	Does the meeting schedule arrange for a meeting on the annual self-assessment?	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 on the policy plan and the annual self-assessment?		
34.6	Does the meeting schedule arrange for a meeting on the appraisal of management?	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 on the policy plan and the appraisal of management?		
34.7	Does the meeting schedule arrange for a meeting on the preparation of the general assembly?	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 on the preparation of the general assembly?		

Dimension 4: Societal responsibility

[Principle 35]

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

Relevance

Sport 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 of 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 a 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/ or governance consulting?	Advanced	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 organisation's representative	
35.3	Does the organisation provide some form of consulting to member organisations in the areas of management or	Advanced	<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;	

	governance through knowledge transfer?			policy evaluations; annual report; additional evidence provided by organisation's representative	
35.4	Does this consulting include the organisation of workshops or training sessions?	Advanced		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?	Advanced	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 36]

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

Relevance

Sport federations are in a good position to stimulate the mitigation of the health risks of sporting activities through their capacity to raise awareness, organise events and campaigns, and engage in cooperative actions with its 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 the health risks one faces when exercising the relevant 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	
36.2	Does the organisation have a designated staff member who formally acts as a single point of contact and is responsible for all matters regarding the health risks of sporting activities?	Advanced	<i>Note: a medical commission does not (necessarily) qualify as a "designated staff member" within the meaning of this indicator.</i>	Organisation's website; multi-annual policy 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?	Organisation's website; multi-annual policy plan; annual	

			<i>Note: impact evaluations can either be published as part of the annual report or as a separate document.</i>	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. Sport 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 its 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 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	
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 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?	Organisation's statutes and internal regulations; code of conduct	
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	Advanced		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; an-	

	combating sexual harassment in sport?			nual report; additional evidence provided by organisation's representative	
37.4	Does the organisation cooperate with other organisations with a view of combating sexual harassment in sport?	Advanced		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?	Advanced		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?	Advanced		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	Does the organisation have or 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? Do the organisation's statutes and/ or internal regulations establish procedures for processing complaints about violations of these rules?	Organisation's statutes and internal regulations	

			<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>		
37.8	Does the procedure contain rules for submitting complaints?	Basic	<p>Does the organisation have or 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 where complaints must be submitted about violations of these rules?</p>	Organisation's statutes and internal regulations	
37.9	Does the procedure contain rules for investigating complaints?	Basic	<p>Does the organisation have or 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</p>	Organisation's statutes and internal regulations	

			and by whom complaints about violations of these rules must be investigated?		
37.10	Does the procedure contain rules for notifying the person who submitted the complaint about the outcome of the investigation?	Basic	<p>Does the organisation have or 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 the person who submitted a complaint about violations of these rules must be notified of the outcome of the investigation?</p>	Organisation's statutes and internal regulations	
37.11	Does the procedure contain rules for the establishment of an independent tribunal?	Advanced	<p>Does the organisation have or 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 independent or external tribunal?</p>	Organisation's statutes and internal regulations	

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	
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[Principle 38]

The organisation implements an anti-doping policy.

Relevance

Sport 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 its 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 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	
38.2	Does the organisation implement disciplinary rules to combat doping in conformity with the World Anti-Doping Code?	Basic	Does the organisation implement the WADA Code Anti-Doping Rules either directly or by reference into its rules?	Organisation's statutes and internal 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?	Advanced		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 on 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 implement formal procedures establishing its cooperation with the National Anti-Doping Authority?	Basic	Does the organisation have a written procedures establishing the cooperation between the organisation (i.e. exchange of information) and the National Anti-Doping Authority?	Organisation's statutes and 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

Sport federations are in a good position to stimulate on social inclusion through sport via their capacity to raise awareness, organise events and campaigns, and engage in cooperative actions with its 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 circumstances of marginalised and/or fractured communities through sport?	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at improving the social, cultural, educational or psychological circumstances of marginalised and/or fractured communities (e.g. economically disadvantaged groups, refugees, persons with disabilities, elderly, etc.) through sport?	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence 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?	Advanced		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?	Advanced		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 of improving the	Advanced		Organisation's website; multi-annual policy plan; annual	

	social, cultural, educational or psychological circumstances of marginalised and/or fractured communities through sport?			policy plan; policy evaluations; annual report; additional evidence provided by 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?	State-of-the-art		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

Sport 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 its members and other relevant organisations.

Indicator	Category	Detailed evaluation criteria	Data source	Score
40.1	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at combating discrimination 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	
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 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?	Advanced		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 of combating discrimination in sport?	Advanced		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 discrimination issues?	Advanced	Note that the aims pursued by the actions must be raising awareness for 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.	Organisation's website; multi-annual policy plan; annual policy plan; 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	Does the organisation have or adopt a code of conduct which outlines rules aimed at combating discrimination in sport? Do the organisation's statutes and/ or internal regulations establish procedures for processing	Organisation's statutes and internal regulations	

			<p>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>		
40.7	Does the procedure contain rules for submitting complaints?	Basic	<p>Does the organisation have or 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 where complaints must be submitted about violations of these rules?</p>	Organisation's statutes and internal regulations	
40.8	Does the procedure contain rules for investigating complaints?	Basic	<p>Does the organisation have or 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 adopt a code of conduct which outlines rules aimed at combating discrimination in sport?	Organisation's statutes and internal regulations	

	the outcome of the investigation?		<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?	Advanced	<p>Does the organisation have or 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	<p>Does the organisation have a written report that analyses the impact of the specific actions?</p> <p><i>Note: impact evaluations can either be published as part of the annual report or as a separate document.</i></p>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	

[Principle 41]

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

Relevance

Sport 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 its 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 combating sexual harassment 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 representation on decision-making organs throughout the sport?	Advanced		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional 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)?	Advanced		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?	Advanced		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 of promoting gender equality in sport?	Advanced		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?	Advanced	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 42]

The organisation implements a policy to combat match-fixing.

Relevance

Sport 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 its members, gambling authorities, and other relevant organisations.

Indicator	Category	Detailed evaluation criteria	Data source	Score
42.1	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 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	
42.2	Advanced		Organisation's website; multi-annual policy	

	contact and is responsible for all matters regarding match-fixing issues?			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 member of the federation from placing a bet related to youth leagues and a competition or match that he/she may (in)directly influence?	Basic	<i>Note: 'members of the federation' include, amongst others, trainers, coaches, athletes, and referees. They do not include staff members of the organisation unless they have (in)direct influence on competition / matches.</i>	Organisation's statutes and internal 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 about risks relating to match-fixing?	Basic		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence	

				provided 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 sport events often leads to environmental degradation. Sport federations are in a good position to promote gender equality in sport through their capacity to implement sustainability rules, raise awareness, organise sustainable events, and engage in cooperative actions with its members and other relevant organisations.

Indicator	Category	Detailed evaluation criteria	Data source	Score
43.1	Basic	Does the organisation have a formal (written) policy that outlines objectives and specific actions aimed at promoting environmental sustainability? <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	
43.2	Advanced		Organisation's website; multi-annual policy plan; annual 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?	Advanced		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?	Advanced		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 of promoting the environmental sustainability of sporting activities?	Advanced		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional 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. Sport 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 its members and other relevant organisations.

Indicator	Category	Detailed evaluation criteria	Data source	Score
<p>44.1</p> <p>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?</p>	Advanced	<p>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?</p> <p><i>Note: the specific objectives and actions may be a part of a wider policy Relevant activities could pertain to educating senior athletes or promoting a balance between the sporting and formal education of young people.</i></p>	<p>Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative</p>	
<p>44.2</p> <p>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?</p>	Advanced		<p>Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative</p>	
<p>44.3</p> <p>Does the organisation undertake actions aimed at promoting the exchange of best practices on dual careers with its member organisations?</p>	Advanced		<p>Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative</p>	

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?	Advanced		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 of helping athletes combine their sporting career with education or work?	Advanced		Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by organisation's representative	
44.6	Did the organisation carry out an evaluation of the impact of its relevant actions?	Advanced	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

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

Indicator	Category	Detailed evaluation criteria	Data source	Score
45.1	Basic	Does the organisation have a written policy that defines specific objectives and actions, specifically aimed at combating sexual harassment in sport?	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by	

			<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, etc.).</i>	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?	Advanced		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?	Advanced		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 of promoting sport for all?	Advanced		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</i>	Organisation's website; multi-annual policy plan; annual policy plan; policy evaluations; annual report; additional evidence provided by	

			<i>the annual report or as a separate document.</i>	organisation's representative	
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[Principle 46]

The organisation ensures the fair treatment of professional athletes.

Relevance

Sport federations are in a good position to promote the fair treatment of professional athletes through its capacity, where relevant, to establish minimum requirements for standard athlete contracts?

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?	Advanced		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?	Advanced		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?	Advanced		Standard athlete contract; collective bargaining agreement	
46.5	Does the organisation undertake actions aimed at promoting social dialogue (between athletes and clubs)?	State-of-the-art		Standard athlete contract; collective bargaining agreement	

Annex 2. Dutch translation of the indicators and principles

Algemene informatie

Indicator	Antwoord
Officiële naam	
Officieel acroniem	
Jaar van oprichting	
Meest recente ontvangen jaarlijkse overheidsfinanciering	
Aantal aangesloten clubs	
Aantal aangesloten individuele sportende leden	
Aantal betaalde werknemers	

Dimensie 1: Transparantie

[Principe 1]

De organisatie publiceert haar statuten, interne reglementen, organigram, sportregels en meerjarenplan op haar website.

Indicator	Score
1.1	Publiceert de organisatie de statuten op haar website en zijn deze voor iedereen toegankelijk en terug te vinden via (doorklikken op) de homepagina?
1.2	Stelt de organisatie de statuten ter beschikking aan haar interne belanghebbenden via email of een met paswoord beveiligde afdeling van haar website?
1.3	Publiceert de organisatie het interne reglement op haar website en is het voor iedereen toegankelijk en terug te vinden via (doorklikken op) de homepagina?
1.4	Stelt de organisatie het interne reglement ter beschikking aan haar interne belanghebbenden via email of een met paswoord beveiligde afdeling van haar website?
1.5	Publiceert de organisatie de sportregels op haar website en zijn deze voor iedereen toegankelijk en terug te vinden via (doorklikken op) de homepagina?
1.6	Stelt de organisatie de sportregels ter beschikking aan haar interne belanghebbenden via email of een met paswoord beveiligde afdeling van haar website?
1.7	Publiceert de organisatie het geldend meerjarenplan op haar website en is dit voor iedereen toegankelijk en terug te vinden via (doorklikken op) de homepagina?
1.8	Stelt de organisatie het geldend meerjarenplan ter beschikking aan haar interne belanghebbenden via email of een met paswoord beveiligde afdeling van haar website?

[Principe 2]

De organisatie publiceert de agenda en notulen van de algemene vergadering op haar website.

Indicator	Score
2.1	Publiceerde de organisatie de agenda van de laatste algemene vergadering voorafgaand aan de vergadering op haar website en is deze voor iedereen toegankelijk en terug te vinden via (doorklikken op) de homepagina?
2.2	Bevat de gepubliceerde agenda de agendapunten met toelichting, de lijst van te behandelen onderwerpen, en specificeert deze welke het voorwerp vormen van stemming?
2.3	Stelde de organisatie de agenda van de laatste algemene vergadering voorafgaand aan de vergadering ter beschikking aan haar interne belanghebbenden via email of een met paswoord beveiligde afdeling van haar website?
2.4	Bevat de ter beschikking gestelde agenda de agendapunten met toelichting, de lijst van te behandelen onderwerpen, en specificeert deze welke het voorwerp vormen van stemming?

2.5	Publiceert de organisatie de notulen van de algemene vergadering op haar website en zijn deze voor iedereen toegankelijk en terug te vinden via (doorklikken op) de homepage?	
2.6	Stelt de organisatie de notulen van de algemene vergadering ter beschikking aan haar interne belanghebbenden via email of een met paswoord beveiligde afdeling van haar website?	
2.7	Geven de notulen een samenvatting van de besprekingen en stemmingen binnen de algemene vergadering?	

[Principe 3]

De organisatie publiceert de beslissingen van de raad van bestuur op haar website.

Indicator	Score
3.1	Publiceert de organisatie een publieke versie van de notulen van alle vergaderingen van de raad van bestuur van de afgelopen 12 maanden op haar website en zijn deze voor iedereen toegankelijk en terug te vinden via (doorklikken op) de homepage?
3.2	Geven de gepubliceerde notulen de motiveringen van bepaalde (belangrijke) beslissingen weer?
3.3	Stelt de organisatie een publieke versie van de notulen van alle vergaderingen van de raad van bestuur van de afgelopen 12 maanden aan haar interne belanghebbenden via email of een met paswoord beveiligde afdeling van haar website?
3.4	Geven de ter beschikking gestelde notulen de motiveringen van bepaalde (belangrijke) beslissingen weer?

[Principe 4]

De organisatie publiceert informatie over haar bestuursleden op haar website.

Indicator	Score
4.1	Vermeldt de website van de organisatie de actuele samenstelling van de raad van bestuur?
4.2	Vermeldt de website van de organisatie voor elk lid van de raad van bestuur de start- en einddatum van het mandaat?
4.3	Vermeldt de website eveneens de duurtijd van en het aantal voorgaande mandaten indien van toepassing?
4.4	Vermeldt de website van de organisatie biografische informatie over de individuele bestuursleden, met inbegrip van hun professionele achtergrond?
4.5	Vermeldt de website van de organisatie de nevenfuncties van de individuele bestuursleden in andere sportorganisaties?
4.6	Vermeldt de website van de organisatie minstens één algemeen e-mailadres op basis waarvan de raad van bestuur kan worden gecontacteerd?

[Principe 5]

De organisatie publiceert informatie over haar leden (individuele sportende leden en clubs) op haar website.

Indicator		Score
5.1	Vermeldt de website van de organisatie basisinformatie over de aangesloten clubs?	
5.2	Vermeldt de website van de organisatie het aantal aangesloten clubs?	
5.3	Vermeldt de website van de organisatie het aantal aangesloten individuele sportende leden?	

[Principe 6]

De organisatie publiceert een jaarverslag met inbegrip van een financieel verslag.

Indicator		Score
6.1	Publiceert de organisatie het meest recente jaarverslag op haar website en is dit voor iedereen toegankelijk en terug te vinden via (doorklikken op) de homepage?	
6.2	Publiceert de organisatie de drie meest recente jaarverslagen van de 4 voorgaande jaren en zijn deze voor iedereen toegankelijk en terug te vinden via (doorklikken op) de homepage?	
6.3	Stelde de organisatie het meest recente jaarverslag ter beschikking aan haar interne belanghebbenden via email of een met paswoord beveiligde afdeling van haar website?	
6.4	Heeft de raad van bestuur interne procedures vastgelegd die leiden tot tijdige en nauwgezette interne rapportering in het kader van het jaarverslag?	
6.5	Rapporteert het meest recente jaarverslag over de beleidsdoelstellingen van de organisatie en door middel van welke beleidsacties de organisatie deze het afgelopen jaar heeft bereikt?	
6.6	Rapporteert het meest recente jaarverslag over de financiële toestand en resultaten van de organisatie?	
6.7	Rapporteert het meest recente jaarverslag over de werking van alle interne comités?	
6.8	Rapporteert het meest recente jaarverslag over de door de organisatie (mede-) georganiseerde kampioenschappen en evenementen?	
6.9	Rapporteert het meest recente jaarverslag (op geanonimiseerde wijze) over de verklaringen van belangenconflicten en de goedgekeurde besluiten waarbij sprake is van belangenconflicten?	
6.10	Rapporteert het meest recente jaarverslag over de risico's waarmee de organisatie wordt geconfronteerd en hoe ze deze tracht te beheersen?	

[Principe 7]

De organisatie publiceert reglementen en verslagen over de remuneratie van de bestuursleden en directie.

Indicator		Score
7.1	Bevat het meest recente jaarverslag een remuneratieverslag?	
7.2	Rapporteert het remuneratieverslag op expliciete wijze over het remuneratiebeleid van de organisatie, met inbegrip van de procedure en regels met betrekking tot de vaststelling van de remuneratie van de leden van de raad van bestuur en, indien van toepassing, de belangrijke wijzigingen van het remuneratiebeleid die sinds het laatste verslag werden doorgevoerd?	
7.3	Rapporteert het remuneratieverslag op individuele of geaggregeerde wijze over de bestuursvergoeding en de voordelen in natura van de leden van de raad van bestuur?	
7.4	Rapporteert het remuneratieverslag op individuele of geaggregeerde wijze over de verloning en de voordelen in natura van de directie?	

Dimensie 2: Democratie

[Principe 8]

Bestuurders worden op democratische wijze en volgens heldere procedures (her)benoemd.

Indicator		Score
8.1	Bevatten de statuten en, indien van toepassing, het interne reglement, procedures voor de benoeming en herbenoeming van de leden van de raad van bestuur?	
8.2	Leggen deze procedures vast wie stemgerechtigd is, welke soort meerderheid noodzakelijk is om verkozen te worden en, indien van toepassing, hoe stemmen gewogen worden, welk quorum van toepassing is en hoeveel stemrondes worden georganiseerd?	
8.3	Verzekeren deze procedures dat de algemene vergadering de meerderheid van de bestuurders rechtstreeks verkiest?	
8.4	Verzekeren deze procedures dat de stemming geheim verloopt?	

[Principe 9]

De organisatie streeft naar een gedifferentieerde en evenwichtige raad van bestuur.

Indicator		Score
9.1	Heeft de raad van bestuur een document opgesteld waarin per bestuursfunctie een gewenst profiel (bestuurstaken, verantwoordelijkheden, gevraagde achtergrond en gevraagde competenties) wordt vastgelegd?	
9.2	Worden deze profielen gemotiveerd op basis van de (lange termijn) beleidsdoelstellingen van de organisatie?	
9.3	Werd het document goedgekeurd door de algemene vergadering?	
9.4	Heeft de raad van bestuur procedures vastgelegd die bepalen dat de raad van bestuur de reële en de gewenste profielen periodiek en bij het ontstaan van elke vacature evalueert?	

[Principe 10]

De organisatie heeft een benoemingscomité.

Indicator		Score
10.1	Leggen de statuten en/of het intern reglement vast dat de organisatie een benoemingscomité heeft dat de taak heeft om toezicht houden op het benoemingsproces en herbenoemingsproces van de leden van de raad van bestuur?	

10.2	Leggen de statuten en/of het intern reglement vast dat de voorzitter van de raad van bestuur geen voorzitter kan zijn van het benoemingscomité?	
10.3	Leggen de statuten en/of het intern reglement vast dat ten minste een lid van het benoemingscomité geen andere positie bekleedt in de organisatie?	
10.4	Leggen de statuten en/of het intern reglement vast dat het benoemingscomité de taak heeft om kandidaten te zoeken voor openstaande mandaten in de raad van bestuur?	
10.5	Leggen de statuten en/of het intern reglement vast dat het benoemingscomité de taak heeft om kandidaten te zoeken voor openstaande directiefuncties?	
10.6	Leggen de statuten en/of het intern reglement vast dat het benoemingscomité de taak heeft om hiaten te identificeren inzake de vaardigheid, deskundigheid en ge-differentieerde samenstelling van de raad van bestuur?	

[Principe 11]

De organisatie legt een quorum vast in de statuten of het bestuursreglement voor de raad van bestuur en de algemene vergadering.

Indicator		Score
11.1	Leggen de statuten en/of het intern reglement een quorum vast dat van toepassing is op de raad van bestuur?	
11.2	Leggen de statuten en/of het intern reglement een quorum vast dat van toepassing is op de algemene vergadering?	
11.3	Leggen de statuten en/of het intern reglement een quorum van ten minste 75% vast dat van toepassing is op de raad van bestuur?	
11.4	Leggen de statuten en/of het intern reglement een quorum van ten minste 50% vast dat van toepassing is op de algemene vergadering?	

[Principe 12]

De organisatie heeft een vastgestelde zittingstermijn en een gefaseerd rooster van aftreden voor bestuurders.

Indicator		Score
12.1	Bepalen de statuten dat de mandaten van de leden van de raad van bestuur beperkt zijn in de tijd?	
12.2	Hanteert de organisatie een gefaseerd rooster van aftreden voor de leden van de raad van bestuur waardoor telkens slechts een deel van de leden vervangen wordt (en de continuïteit van het bestuur gewaarborgd blijft)?	

[Principe 13]

De algemene vergadering vertegenwoordigt de leden en komt minimaal een keer per jaar samen.

Indicator		Score
13.1	Vertegenwoordigt de algemene vergadering op directe manier of via getrapte vertegenwoordiging alle leden van de organisatie?	
13.2	Leggen de statuten vast dat de algemene vergadering minimaal een keer per jaar samenkomt?	
13.3	Leggen de statuten en/of het intern reglement procedures vast die het mogelijk maken dat bijzondere en buitengewone algemene vergaderingen te allen tijde kunnen worden bijeengeroepen?	
13.4	Leggen de statuten en/of het intern reglement de mogelijkheid vast voor de leden van de algemene vergadering om in absentia te stemmen (bijvoorbeeld via volmacht of via communicatietechnologie)?	

[Principe 14]

De raad van bestuur komt op regelmatige basis samen.

Indicator		Score
14.1	Kwam de raad van bestuur minstens vijf keer samen gedurende de voorbije 12 maanden?	
14.2	Leggen de statuten en/of het intern reglement vast dat de raad van bestuur jaarlijks minstens vijf keer bijeen moet komen?	
14.3	Legt het intern reglement de procedure vast voor het opstellen van de agenda voor elke vergadering?	
14.4	Legt het intern reglement de procedure vast voor het verloop van de vergadering?	
14.5	Legt het intern reglement de procedure vast voor de goedkeuring van besluiten door de raad van bestuur?	

[Principe 15]

De organisatie zorgt voor de betrokkenheid van atleten in de besluitvorming.

Indicator		Score
15.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het betrekken van atleten in de besluitvorming?	

15.2	Zijn atleten formeel vertegenwoordigd in de organisatie (vb. via een consultatief orgaan)?	
15.3	Werden atleten betrokken bij het opstellen van het meerjarenbeleidsplan?	
15.4	Onderneemt de organisatie andere activiteiten met het oog op het betrekken van atleten in de besluitvorming van de organisatie?	

[Principe 16]

De organisatie zorgt voor de betrokkenheid van scheidsrechters in de besluitvorming.

Indicator		Score
16.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het betrekken van scheidsrechters in de besluitvorming?	
16.2	Zijn scheidsrechters formeel vertegenwoordigd in de organisatie (vb. via een consultatief orgaan)?	
16.3	Werden scheidsrechters betrokken bij het opstellen van het meerjarenbeleidsplan?	
16.4	Onderneemt de organisatie andere activiteiten met het oog op het betrekken van atleten in het beleid van de organisatie?	

[Principe 17]

De organisatie zorgt voor de betrokkenheid van trainers in de besluitvorming.

Indicator		Score
17.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het betrekken van trainers in de besluitvorming?	
17.2	Zijn trainers formeel vertegenwoordigd in de organisatie (vb. via een consultatief orgaan)?	
17.3	Werden trainers betrokken bij het opstellen van het meerjarenbeleidsplan?	
17.4	Onderneemt de organisatie andere activiteiten met het oog op het betrekken van trainers in het beleid van de organisatie?	

[Principe 18]

De organisatie zorgt voor de betrokkenheid van vrijwilligers in het beleid.

Indicator		Score
18.1	Legt de organisatie een formeel (geschreven) beleid vast dat doelstellingen en specifieke beleidsacties formuleert met het oog op het betrekken van vrijwilligers in de besluitvorming?	
18.2	Zijn vrijwilligers formeel vertegenwoordigd in de organisatie (vb. via een consultatief orgaan)?	
18.3	Werden vrijwilligers betrokken bij het opstellen van het meerjarenbeleidsplan?	
18.4	Onderneemt de organisatie andere activiteiten met het oog op het betrekken van vrijwilligers in het beleid van de organisatie?	

[Principe 19]

De organisatie zorgt voor de betrokkenheid van haar werknemers in het beleid.

Indicator		Score
19.1	Legt de organisatie een formeel (geschreven) beleid vast dat doelstellingen en specifieke beleidsacties formuleert met het oog op het betrekken van haar werknemers in de besluitvorming?	
19.2	Zijn werknemers formeel vertegenwoordigd in de organisatie (vb. via een consultatief orgaan)?	
19.3	Werden werknemers betrokken bij het opstellen van het meerjarenbeleidsplan?	
19.4	Onderneemt de organisatie andere activiteiten met het oog op het betrekken van werknemers in het beleid van de organisatie?	

[Principe 20]

De organisatie voert een beleid inzake het bevorderen van gendergelijkheid.

Indicator		Score
20.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het bevorderen van gelijke toegang voor mannen en vrouwen tot alle fases van de besluitvorming.	
20.2	Implementeert de organisatie gendergevoelige procedures voor het identificeren van kandidaten voor verkozen interne mandaten?	

20.3	Implementeert de organisatie gendergevoelige procedures voor het identificeren van kandidaten voor niet-verkozen interne functies.	
20à.4	Heeft de organisatie een gebalanceerde vertegenwoordiging van mannen en vrouwen in het benoemingscomité?	
20.5	Onderneemt de organisatie acties gericht op de verzoening van gezinsverantwoordelijkheden met professionele verantwoordelijkheden voor bestuurders en personeel?	
20.6	Onderneemt de organisatie andere acties gericht op het bevorderen van de interne gendergelijkheid?	

Dimensie 3: Interne verantwoording en controle

[Principe 21]

De algemene vergadering houdt op passende wijze toezicht op de raad van bestuur.

Indicator		Score
21.1	Heeft de algemene vergadering een meerjarenbeleidsplan goedgekeurd?	
21.2	Bevat het goedgekeurde meerjarenbeleidsplan een lange termijn financiële planning?	
21.3	Formuleert dit plan specifieke beleidsdoelstellingen en beoogde beleidsacties?	
21.4	Heeft de algemene vergadering gedurende de voorbije twaalf maanden een jaarlijks beleidsplan goedgekeurd dat gebaseerd is op het meerjarenbeleidsplan?	
21.5	Heeft de algemene vergadering gedurende de voorbije twaalf maanden een jaarlijks budget goedgekeurd dat gebaseerd is op de lange termijn financiële planning?	
21.6	Leggen de statuten en/of het intern reglement vast dat de algemene vergadering het door de raad van bestuur voorgestelde meerjarenbeleidsplan moet goedkeuren?	
21.7	Leggen de statuten en/of het intern reglement vast dat de algemene vergadering het door de raad van bestuur voorgestelde jaarlijks beleidsplan moet goedkeuren?	
21.8	Leggen de statuten en/of het intern reglement vast dat de algemene vergadering de jaarrekening moet goedkeuren?	
21.9	Leggen de statuten en/of het intern reglement vast dat de algemene vergadering de jaarlijkse begroting moet goedkeuren?	
21.10	Verlenen de statuten en/of het intern reglement de leden van de raad van bestuur geen stemrecht in de algemene vergadering (zelfs niet in een andere vertegenwoordigende hoedanigheid)?	

[Principe 22]

De organisatie legt procedures vast inzake het tussentijds aftreden van bestuurders.

Indicator		Score
22.1	Legt het intern reglement algemene procedures vast inzake het tussentijds aftreden van leden van de raad van bestuur?	
22.2	Bepalen deze procedures dat de algemene vergadering een stem uitbrengt in welomschreven gevallen?	
22.3	Legt het intern reglement procedures vast inzake het tussentijds aftreden van leden van de raad van bestuur bij herhaaldelijk absentieisme ondanks waarschuwingen?	

22.4	Legt het intern reglement procedures vast inzake het tussentijds aftreden van leden van de raad van bestuur bij conflicten (zoals onverenigbare inzichten)?	
22.5	Legt het intern reglement procedures vast inzake het tussentijds aftreden van leden van de raad van bestuur bij gebrek aan functioneren?	
22.6	Legt het intern reglement procedures vast inzake het tussentijds aftreden van leden van de raad van bestuur bij onethisch gedrag (zoals gedefinieerd door de gedragscode)?	

[Principe 23]

De organisatie legt in de statuten de onverenigbaarheden met lidmaatschap van de raad van bestuur vast.

Indicator		Score
23.1	Definieert de organisatie in haar statuten de omstandigheden waarin, door een ernstig belangenconflict, een persoon geen lid mag zijn van de raad van bestuur?	
23.2	Leggen de statuten vast dat een persoon die een arbeidsrelatie heeft met een bedrijf dat een commerciële relatie heeft met de organisatie (bijvoorbeeld sponsoren) geen lid mag zijn van de raad van bestuur?	
23.3	Maken personen die een arbeidsrelatie hebben met een bedrijf dat een commerciële relatie heeft met de organisatie in de praktijk geen deel uit van de raad van bestuur?	
23.4	Leggen de statuten vast dat een persoon die lid is van een rechtsprekend orgaan binnen de organisatie geen lid mag zijn van de raad van bestuur?	
23.5	Maken leden van rechtsprekende organen binnen de organisatie in de praktijk geen deel uit van de raad van bestuur?	
23.6	Zijn er geen personen met een nationaal politiek mandaat lid van de raad van bestuur?	

[Principe 24]

De organisatie past een duidelijke bestuursstructuur toe waarbij rekening wordt gehouden met het principe van de scheiding der machten.

Indicator		Score
24.1	Definiëren de statuten en/of het intern reglement sleutelfuncties in de raad van bestuur, met inbegrip van deze van voorzitter en minstens één andere functie (bijvoorbeeld secretaris of penningmeester)?	
24.2	Leggen de statuten en/of het intern reglement vast dat de raad van bestuur het algemeen beleid van de organisatie bepaalt (zoals de visie, missie en strategie)?	
24.3	Leggen de statuten en/of het intern reglement vast dat de raad van bestuur de uiteindelijke bevoegdheid heeft over de begroting en de financiën?	

24.4	Leggen de statuten en/of het intern reglement vast dat de directie het operationele beleid uitvoert?	
24.5	Definiëren de statuten en/of het intern reglement het specifieke doel van elk van de ondersteunende comités?	
24.6	Definiëren de statuten en/of het intern reglement de gedelegeerde taken van elk van de ondersteunende comités?	
24.7	Definiëren de statuten en/of het intern reglement de samenstelling van elk van de ondersteunende comités?	
24.8	Definiëren de statuten en/of het intern reglement de rapporteringsverplichtingen van elk van de ondersteunende comités?	

[Principe 24]

De raad van bestuur houdt op passende wijze toezicht op de directie.

Indicator		Score
25.1	Legt het intern reglement de aan de directie gedelegeerde verantwoordelijkheden en bevoegdheden vast?	
25.2	Leggen de statuten en/of het intern reglement vast dat de raad van bestuur de remuneratie van de directie bepaalt?	
25.3	Leggen de statuten en/of het intern reglement vast dat de directie op regelmatige (minimaal viermaal per jaar) en periodieke basis aan de raad van bestuur rapporteert over de operationele leiding en de financiële situatie van de organisatie?	
25.4	Leggen de statuten en/of het intern reglement vast dat de raad van bestuur jaarlijks een functioneringsgesprek met de directie voert over de individuele prestaties?	
25.5	Leggen de statuten en/of het intern reglement vast dat een verslag wordt gemaakt van dit gesprek dat door de raad van bestuur wordt goedgekeurd?	
25.6	Vond de voorbije 12 maanden een functioneringsgesprek plaats tussen een lid van de raad van bestuur en de directie?	

[Principe 26]

De organisatie heeft een financieel of auditcomité.

Indicator		Score
26.1	Leggen de statuten en/of het intern reglement vast dat de organisatie een auditcomité heeft dat door de algemene vergadering benoemd wordt?	
26.2	Leggen de statuten en/of het intern reglement de taken, werking en samenstelling van het comité vast?	

26.3	Leggen de statuten en/of het intern reglement vast dat het auditcomité de systemen van interne controle evalueert en aanpassingen aanbeveelt?	
26.4	Leggen de statuten en/of het intern reglement vast dat het auditcomité het risicomanagement van de organisatie evalueert en aanpassingen aanbeveelt?	
26.5	Leggen de statuten en/of het intern reglement vast dat het auditcomité de governance van de organisatie evalueert en aanpassingen aanbeveelt?	
26.6	Leggen de statuten en/of het intern reglement vast dat het auditcomité toezicht houdt op het interne auditproces?	

[Principe 27]

De organisatie past een financieel controlesysteem toe.

Indicator		Score
27.1	Legt het intern reglement een systeem vast dat bepaalt dat betalingen door de organisatie geautoriseerd (ondertekend) moeten worden door ten minste twee personen?	
27.2	Definieert het intern reglement een (financiële) grens gedefinieerd die bepaalt of de directie dan wel de raad van bestuur bevoegd is inzake het afsluiten van contracten met externe partijen?	
27.3	Legt het intern reglement een scheiding van verantwoordelijkheden vast zodat dezelfde persoon niet verantwoordelijk kan zijn voor het initiëren en het goedkeuren van betalingen?	
27.4	Legt het intern reglement vast dat dezelfde persoon geen geld kan ontvangen, registreren en storten?	
27.5	Beperkt het intern reglement het gebruik van cash geld?	
27.6	Legt het intern reglement de vereiste vast vereiste voor accurate en duidelijke betalingscategorieën en beschrijvingen in de financiële rekeningen?	
27.7	Legt het intern reglement een systeem vast op basis waarvan (significante) financiële transacties periodiek worden nagekeken?	

[Principe 28]

De raad van bestuur evalueert op jaarlijkse basis haar eigen samenstelling en werking.

Indicator		Score
28.1	Beschikt de organisatie over een verslag van een zelfevaluatie door de raad van bestuur die de voorbije 12 maanden werd uitgevoerd?	
28.2	Heeft de raad van bestuur zich hiervoor laten bijstaan door externe deskundigen?	
28.3	Legt het intern reglement (of de statuten) vast dat de raad van bestuur zichzelf op jaarlijkse basis moet evalueren?	

[Principe 29]

De organisatie wordt gecontroleerd door een externe, onafhankelijke revisor.

Indicator		Score
29.1	Werd de jaarrekening nagekeken door een onafhankelijke en officieel erkende revisor?	
29.2	Werden de procedures voor risicomanagement gedurende de voorbije vijf jaar minstens eenmaal geanalyseerd door een onafhankelijke en officieel erkende revisor?	
29.3	Werd de governance van de organisatie (controlesystemen, governancestructuur, interne procedures,...) gedurende de voorbije vijf jaar minstens eenmaal geanalyseerd door een onafhankelijke en officieel erkende revisor?	

[Principe 30]

De organisatie legt een gedragscode vast voor de leden van de raad van bestuur, de directie en het personeel.

Indicator		Score
30.1	Heeft de organisatie een gedragscode die van toepassing is op de leden van de raad van bestuur?	
30.2	Heeft de organisatie een gedragscode die van toepassing is op de directie?	
30.3	Heeft de organisatie een gedragscode die van toepassing is op het personeel?	
30.4	Bevat de gedragscode die van toepassing is op de leden van de raad van bestuur een algemene verplichting om integer te handelen?	
30.5	Bevat de gedragscode die van toepassing is op de leden van de raad van bestuur een onkostenregeling?	
30.6	Bevat de gedragscode die van toepassing is op de leden van de raad van bestuur een geschenkenregeling?	
30.7	Bevat de gedragscode die van toepassing is op de leden van de raad van bestuur regels inzake belangenvermenging?	
30.8	Werd de gedragscode ondertekend door alle leden van de raad van bestuur?	
30.9	Heeft de raad van bestuur de voorbije 12 maanden stappen ondernomen om te waarborgen dat alle relevante actoren op de hoogte zijn van de inhoud van de code en deze begrijpen?	
30.10	Werd de algemene vergadering in kennis gesteld van de code?	

[Principe 31]

De organisatie legt procedures inzake belangenconflicten vast die van toepassing zijn op de leden van de raad van bestuur.

Indicator		Score
31.1	Legt het intern reglement procedures inzake belangenconflicten vast?	
31.2	Waarborgen deze procedures dat gepercipieerde of daadwerkelijke belangenconflicten worden gemeld in de notulen en bijgehouden in een register?	
31.3	Waarborgen deze procedures dat dat commerciële transacties met een derde partij waarmee een bestuurslid een (in)directe familiale en/of commerciële relatie heeft voorafgaand ter goedkeuring worden voorgelegd aan de algemene vergadering of een door de algemene vergadering gemandateerd orgaan?	
31.4	Waarborgen deze procedures dat leden van de raad van bestuur in bepaalde beslissingen waarin er sprake is van een belangenconflict niet mogen deelnemen aan de stemming?	

[Principe 32]

De raad van bestuur legt procedures voor de afhandeling van klachten vast in het intern reglement.

Indicator		Score
32.1	Leggen de statuten en/of het intern reglement procedures vast voor de afhandeling van klachten inzake de schending van de gedragscode?	
32.2	Bevatten deze procedures duidelijk omschreven regels voor het indienen van klachten?	
32.3	Bevatten deze procedures duidelijk omschreven regels voor het onderzoeken van klachten?	
32.4	Bevatten deze procedures duidelijk omschreven regels voor het in kennis stellen van de indiener van de klacht van de uitkomst van het onderzoek?	
32.5	Bevatten deze procedures duidelijk omschreven regels voor het instellen van een onafhankelijk tribunaal?	
32.6	Leggen deze procedures vast dat niemand die te goeder trouw een bezorgdheid meldt vergelding of andere negatieve gevolgen zal ondervinden?	
32.7	Leggen deze procedures vast dat klachten en gerelateerde onderzoeken zo vertrouwelijk mogelijk worden behandeld?	
32.8	Laten de procedures toe om een anonieme klacht in te dienen?	

[Principe 33]

De beslissingen van de organisatie kunnen worden aangevochten via interne of externe mechanismen.

Indicator		Score
33.1	Leggen de statuten en/of het intern reglement procedures vast die atleten, trainers, scheidsrechters en clubs toelaten om in te beroep te gaan tegen een sportieve sanctie?	
33.2	Leggen de procedures vast dat de betrokken partijen recht hebben op een hoorzitting indien zij dit wensen?	
33.3	Leggen de procedures vast dat de leden van het geschillenbeslechtsorgaan geen lid mogen zijn van de raad van bestuur of de adviserende comités van de organisatie?	
33.4	Leggen de procedures heldere regels vast voor het in beroep gaan tegen de uitspraken van het geschillenbeslechtsorgaan?	
33.5	Stelt de organisatie middelen ter beschikking voor rechtsbijstand of pro bono advocaten?	

[Principe 34]

De raad van bestuur legt jaarlijks een vergaderschema vast.

Indicator		Score
34.1	Beschikt de organisatie over een document waarin het werkplan en bijpassend vergaderschema voor een periode van 12 maanden is vastgelegd?	
34.2	Voorziet dit schema een vergadering over het vastleggen van de begroting?	
34.3	Voorziet dit schema een vergadering over de jaarrekening?	
34.4	Voorziet dit schema een vergadering over het beleidsplan en het jaarverslag?	
34.5	Voorziet dit schema een vergadering over de jaarlijkse zelfevaluatie?	
34.6	Voorziet dit schema een vergadering over de evaluatie van de directie?	
34.7	Voorziet dit schema een vergadering over het voorbereiden van de algemene vergadering?	

Dimensie 4: Maatschappelijke verantwoordelijkheid

[Principe 35]

De organisatie adviseert haar ledenorganisaties op het gebied van management en governance.

Indicator		Score
35.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het adviseren van ledenorganisaties op het gebied van management en governance?	
35.2	Heeft de organisatie een aangewezen personeelslid dat fungeert als contactpersoon en verantwoordelijk is voor alle zaken die te maken hebben met management en governance advies?	
35.3	Biedt de organisatie haar ledenorganisaties enige vorm van advies aan inzake management of governance via kennisoverdracht?	
35.4	Omvatten de uitgevoerde adviserende taken de organisatie van workshops of opleidingssessies?	
35.5	Omvatten de uitgevoerde adviserende taken het geven van advies op maat van individuele organisaties?	
35.6	Omvatten de uitgevoerde adviserende taken het verspreiden van sjablonen of goede praktijken?	
35.7	Heeft de organisatie de impact van haar gerelateerde acties geëvalueerd?	

[Principe 36]

De organisatie voert een beleid inzake het inperken van de gezondheidsrisico's van de sportbeoefening.

Indicator		Score
36.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het inperken van de gezondheidsrisico's van de sportbeoefening?	
36.2	Heeft de organisatie een aangewezen personeelslid dat fungeert als contactpersoon en verantwoordelijk is voor alle zaken die te maken hebben met de gezondheidsrisico's van de sportbeoefening?	
36.3	Onderneemt de organisatie acties met het oog op het informeren van atleten over de specifieke gezondheidsrisico's gerelateerd aan de desbetreffende sport?	
36.4	Onderneemt de organisatie acties met het oog op het voorkomen of inperken van de specifieke gezondheidsrisico's gerelateerd aan de desbetreffende sport?	
36.5	Heeft de organisatie een analyse uitgevoerd van de specifieke gezondheidsrisico's gerelateerd aan de desbetreffende sport?	
36.6	Heeft de organisatie de impact van haar gerelateerde acties geëvalueerd?	

[Principe 37]

De organisatie voert een beleid inzake de bestrijding van seksueel grensoverschrijdend gedrag in de sport.

Indicator		Score
37.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op de bestrijding van seksueel grensoverschrijdend gedrag in de sport?	
37.2	Heeft de organisatie een gedragscode die regels opstelt met het doel de fysieke integriteit van atleten te beschermen?	
37.3	Heeft de organisatie een aangewezen personeelslid dat fungeert als contactpersoon en verantwoordelijk is voor alle zaken die te maken hebben met de gezondheidsrisico's van de sportbeoefening?	
37.4	Werkt de organisatie samen met andere organisaties inzake de bestrijding van seksueel grensoverschrijdend gedrag in de sport?	
37.5	Bevordert de organisatie het uitwisselen van goede praktijken inzake de bestrijding van seksueel grensoverschrijdend gedrag in de sport?	
37.6	Onderneemt de organisatie andere acties met het oog op het verhogen van het bewustzijn van problemen inzake seksueel grensoverschrijdend gedrag in de sport?	
37.7	Leggen de statuten en/of het intern reglement procedures vast voor het indienen van klachten over seksueel grensoverschrijdend gedrag in de sport?	
37.8	Bevat de procedure regels omtrent het indienen van klachten?	
37.9	Bevat de procedure regels omtrent het onderzoeken van klachten?	
37.10	Bevat de procedure regels omtrent het inlichten van de persoon die de klacht indiende over de uitkomst van het onderzoek?	
37.11	Bevat de procedure regels voor het oprichten van een onafhankelijk geschillenbeslechtsorgaan?	
37.12	Heeft de organisatie de impact van haar gerelateerde acties geëvalueerd?	

[Principe 38]

De organisatie voert een beleid inzake dopingbestrijding.

Indicator		Score
38.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het voorkomen, opsporen en bestrijden van dopingpraktijken?	
38.2	Implementeert de organisatie tuchtregels om doping te bestrijden in overeenstemming met de Wereld Anti-Doping Code?	

38.3	Heeft de organisatie een aangewezen personeelslid dat fungeert als contactpersoon en verantwoordelijk is voor alle zaken die te maken hebben met de bestrijding van doping in de sport?	
38.4	Onderneemt de organisatie acties met het oog op het verhogen van het bewustzijn van anti-doping regels?	
38.5	Onderneemt de organisatie acties met het oog op het voorlichten van atleten over de gevaren van dopinggebruik?	
38.6	Legt de organisatie formele procedures vast die de samenwerking met de Nationale Anti-Doping Autoriteit regelt?	
38.7	Heeft de organisatie de impact van haar gerelateerde acties geëvalueerd?	

[Principe 39]

De organisatie voert een beleid inzake sociale inclusie door middel van sport.

Indicator		Score
39.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het verbeteren van de sociale, culturele, educatieve of psychologische toestand van gemarginaliseerde en/of achtergestelde groepen door middel van sport?	
39.2	Heeft de organisatie een aangewezen personeelslid dat fungeert als contactpersoon en verantwoordelijk is voor alle zaken die te maken hebben met sociale inclusie door middel van sport?	
39.3	Bevordert de organisatie de uitwisseling van goede praktijken over sociale inclusie door middel van sport onder haar ledenorganisaties?	
39.4	Werkt de organisatie samen met andere organisaties inzake het verbeteren van de sociale, culturele, educatieve of psychologische toestand van gemarginaliseerde en/of achtergestelde groepen door middel van sport?	
39.5	Onderneemt de organisatie andere acties gericht op het verbeteren van de sociale, culturele, educatieve of psychologische toestand van gemarginaliseerde en/of achtergestelde groepen door middel van sport?	
39.6	Heeft de organisatie de impact van haar gerelateerde acties geëvalueerd?	

[Principe 40]

De organisatie voert een beleid inzake het bestrijden van discriminatie in de sport.

Indicator		Score
40.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het bestrijden van discriminatie in de sport?	

40.2	Heeft de organisatie een gedragscode die regels opstelt met het doel om discriminatie in de sport te bestrijden?	
40.3	Heeft de organisatie een aangewezen personeelslid dat fungeert als contactpersoon en verantwoordelijk is voor alle zaken die te maken hebben met het bestrijden van discriminatie in de sport?	
40.4	Werkt de organisatie samen met andere organisaties inzake het bestrijden van discriminatie in de sport?	
40.5	Onderneemt de organisatie andere acties met het oog op het verhogen van het bewustzijn van problemen inzake discriminatie in de sport?	
40.6	Leggen de statuten en/of het intern reglement procedures vast voor het indienen van klachten over discriminatie in de sport?	
40.7	Bevat de procedure regels omtrent het indienen van klachten?	
40.8	Bevat de procedure regels omtrent het onderzoeken van klachten?	
40.9	Bevat de procedure regels omtrent het inlichten van de persoon die de klacht indiende over de uitkomst van het onderzoek?	
40.10	Bevat de procedure regels voor het oprichten van een onafhankelijk geschillenbeslechtsorgaan?	
40.11	Heeft de organisatie de impact van haar gerelateerde acties geëvalueerd?	

[Principe 41]

De organisatie voert een beleid inzake het bevorderen van gendergelijkheid in de sport.

Indicator		Score
41.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het bevorderen van gendergelijkheid in de sport?	
41.2	Verhoogt de organisatie het bewustzijn van het belang van genderdiversiteit in alle beslissingsorganen in de sport door middel van educatief materiaal voor alle besluitvormers?	
41.3	Onderneemt de organisatie acties gericht op het ondersteunen van (toekomstige) leiders van beide geslachten door middel van formele opleidingen of informele afspraken (vb. mentorsystemen)?	
41.4	Heeft de organisatie een aangewezen personeelslid dat fungeert als contactpersoon en verantwoordelijk is voor alle zaken die gendergelijkheid aanbelangen?	
41.5	Werkt de organisatie samen met andere organisaties inzake het bevorderen van gendergelijkheid in de sport?	
41.6	Heeft de organisatie de impact van haar gerelateerde acties geëvalueerd?	

[Principe 42]

De organisatie voert een beleid inzake de bestrijding van wedstrijdvervalsing (match-fixing).

Indicator		Score
42.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het bestrijden van wedstrijdvervalsing?	
42.2	Heeft de organisatie een aangewezen personeelslid dat fungeert als contactpersoon en verantwoordelijk is voor alle zaken die te maken hebben met wedstrijdvervalsing?	
42.3	Implementeert de organisatie tuchtregels om wedstrijdvervalsing te bestrijden?	
42.4	Bevatten deze regels verbodsbepalingen voor ieder lid van de federatie om een weddenschap te plaatsen gerelateerd aan jeugdcompetities en een wedstrijd of competitie waarop hij/zij (in)direct invloed kan uitoefenen?	
42.5	Bevatten deze regels verbodsbepalingen voor ieder lid van de federatie om vertrouwelijke informatie te verspreiden waar redelijkerwijs van kan worden verwacht dat deze gebruikt kan worden in het kader van een weddenschap?	
42.6	Bevatten deze regels bepalingen die elk lid van de federatie verplichten om verzoeken tot het onrechtmatig beïnvloeden van wedstrijden of competities te melden aan de federatie?	
42.7	Bevatten deze regels bepalingen die de procedure ter behandeling van overtredingen van bovenstaande regels vastleggen?	
42.8	Onderneemt de organisatie acties gericht op het voorlichten van topsporters, talentvolle atleten, trainers, scheidsrechters en clubs over de risico's gerelateerd aan wedstrijdvervalsing?	
42.9	Heeft de organisatie de impact van haar gerelateerde acties geëvalueerd?	

[Principe 43]

De organisatie voert een beleid inzake het bevorderen van milieuduurzaamheid.

Indicator		Score
43.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het bevorderen van milieuduurzaamheid?	
43.2	Heeft de organisatie een aangewezen personeelslid dat fungeert als contactpersoon en verantwoordelijk is voor alle zaken die te maken hebben met het bevorderen van milieuduurzaamheid?	
43.3	Onderneemt de organisatie acties gericht op het bevorderen van de milieuduurzaamheid van de sportevenementen die het (mede) organiseert?	
43.4	Onderneemt de organisatie acties gericht op het bevorderen van de uitwisseling van goede praktijken inzake milieuduurzaamheid tussen haar ledenorganisaties?	

43.5	Onderneemt de organisatie andere acties (niet gerelateerd aan het uitwisselen van goede praktijken) gericht op het bevorderen van de milieuduurzaamheid van sportactiviteiten?	
43.6	Werkt de organisatie samen met andere organisaties inzake het bevorderen van de milieuduurzaamheid van sportactiviteiten?	
43.7	Heeft de organisatie de impact van haar gerelateerde acties geëvalueerd?	

[Principe 44]

De organisatie voert een beleid inzake het bevorderen van de dubbele loopbaan (dual career) van atleten.

Indicator		Score
44.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het helpen van atleten om hun sportloopbaan te combineren met studies of werk?	
44.2	Heeft de organisatie een aangewezen personeelslid dat fungeert als contactpersoon en verantwoordelijk is voor alle zaken die te maken hebben met de dubbele loopbaan van atleten?	
44.3	Onderneemt de organisatie acties gericht op het bevorderen van de uitwisseling van goede praktijken over dubbele loopbanen met haar ledenorganisaties?	
44.4	Onderneemt de organisatie andere acties gericht op het bevorderen en ondersteunen van dubbele loopbanen in de activiteiten van haar ledenorganisaties?	
44.5	Werkt de organisatie samen met andere organisaties inzake het helpen van atleten om hun sportloopbaan te combineren met studies of werk?	
44.6	Heeft de organisatie de impact van haar gerelateerde acties geëvalueerd?	

[Principe 45]

De organisatie voert een beleid inzake het bevorderen van de breedtesport.

Indicator		Score
45.1	Legt de organisatie een formeel (geschreven) beleid vast dat beleidsdoelstellingen en specifieke beleidsacties formuleert met het oog op het bevorderen van de breedtesport?	
45.2	Heeft de organisatie een aangewezen personeelslid dat fungeert als contactpersoon en verantwoordelijk is voor alle zaken die te maken hebben met breedtesport?	
45.3	Onderneemt de organisatie activiteiten gericht op het bevorderen van de breedtesport?	

45.4	Onderneemt de organisatie andere activiteiten gericht op het bevorderen en ondersteunen van de breedtesport in de activiteiten van haar ledenorganisaties?	
45.5	Werkt de organisatie samen met andere organisaties inzake het bevorderen van de breedtesport?	
45.6	Heeft de organisatie de impact van haar gerelateerde acties geëvalueerd?	

[Principe 46]

De organisatie verzekert de eerlijke behandeling van professionele atleten.

Indicator		Score
46.1	Implementeert de organisatie het gebruik van minimumvoorwaarden voor standaard arbeidscontracten voor atleten?	
46.2	Bevatten deze minimumvoorwaarden een standaard over de minimumverlo- ning?	
46.3	Bevatten deze minimumvoorwaarden een standaard over interne disciplinaire regels met inbegrip van sancties/ straffen (boetes) en de noodzakelijke procedu- res?	
46.4	Bevatten deze minimumvoorwaarden een standaard over de beslechting van geschillen die niet onder het contract vallen?	
46.5	Onderneemt de organisatie acties gericht op het bevorderen van de sociale dia- loog (tussen atleten en clubs)?	