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DRAFT Second Review of Governance
of AIOWF IF Members

August 2018

A study by I Trust Sport commissioned by AIOWF

DRAFT Second Review of Governance of AIOWF IF Members

Updated 7 August 2018

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1 Executive summary

1.1 Background

The Association of International Olympic Winter Sports Federations ([AIOWF](#)) commissioned a second review of International Federation (IF) governance for 2018, adopting the same procedure as the Association of Summer Olympic International Federations (ASOIF), whose report of a governance assessment of its 33 full and associate members was [published](#) in April 2018. The current state of governance of the seven IF members of AIOWF was evaluated using the self-assessment [questionnaire](#) developed by ASOIF with input from AIOWF.

Co-operation from the IFs is much appreciated, particularly considering that Congresses and other important events have been taking place during the assessment period.

1.2 Methodology

The questionnaire comprised 50 indicators (questions) divided equally among five principles or sections: Transparency, Integrity, Democracy, Development and Control Mechanisms. Each indicator was scored on a scale from 0 (“not fulfilled”) to 4 (“totally fulfilled”). IFs were asked to evidence their scores, such as via a link to a relevant web page or a brief explanation.

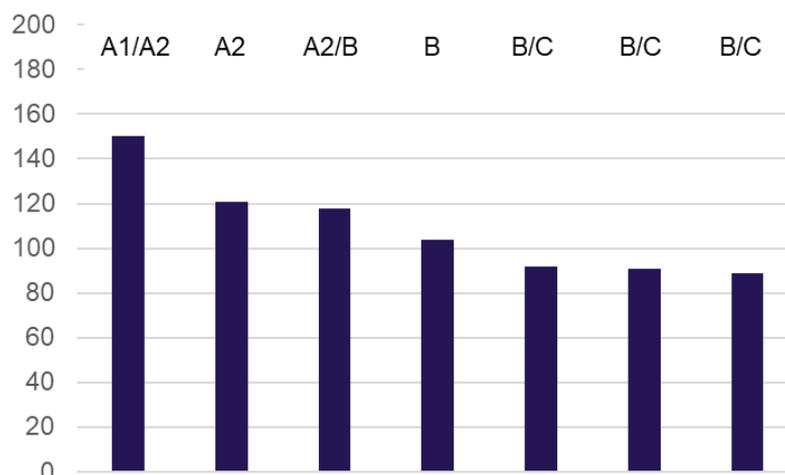
There were amendments to the questionnaire based on the experience of the first round of assessments in 2017 and on feedback received. Four of the 50 questions were replaced and the wording of some indicators/scoring definitions was edited. The net outcome of the amendments was that the questionnaire was a few points more lenient.

Sports governance consultancy [Trust Sport](#) provided support, reviewing the responses to the self-assessment questionnaires, moderating scores, and producing analysis for this report.

1.3 Headline findings

There was large variation among the seven IFs with total moderated scores ranging from 89 to 150 out of a theoretical maximum of 200. It is important to note that there are significant differences between IFs in size and scale, which should be taken into account. For example, staff numbers range from fewer than 10 full-time personnel to 70 or more.

Total moderated scores for AIOWF members in rank order (anonymised):



In the ASOIF assessment, the IFs were divided into four groups:

- Group A1 – 6 IFs scoring 152 to 177
- Group A2 – 8 IFs scoring 120 to 142
- Group B – 10 IFs scoring 96 to 112
- Group C – 9 IFs scoring 46 to 89

Based on these divisions, there is one AIOWF member on the borderline between groups A1 and A2, one in A2, one on the margin between A2 and B, one IF in group B and three IFs on the borderline between B and C.

1.3.1 Comparison with 2017

The mean score for the AIOWF IFs increased from about 93 to 109 – an improvement of 16 points. While encouraging, this is slightly less than the average increase among ASOIF members of 20 points.

Changes in scores from 2017 to 2018 varied from a small decline of 3 points in one case (largely attributable to changes in the questionnaire), to an increase of 37 points. Two other IFs also saw an increase of 20 points or more. The remaining three IFs had increases of between nine and 12 points. Judging from the boost in scores, there have been meaningful improvements in IF governance. The lowest overall score among the AIOWF members was 89 in 2018, compared to 64 last year.

1.3.2 Categorising IFs by resources

The 2018 questionnaire incorporated two multiple-choice indicators to categorise IFs by numbers of staff and by revenue. Five of the seven winter sport IFs had fewer than 20 full-time equivalent staff and contractors, one employed 20 to 49 and one had between 50 and 119 people.

In terms of revenue, the winter sports are divided between three which earned less than 8m CHF per year on average from 2012-2015 and four others with revenue of 20m-50m CHF.

Analysis of ASOIF members grouped by number of staff and revenue suggested some correlation between IFs having more resources and higher scores in the questionnaire. However, there were examples of IFs with fewer than 20 staff and/or revenue under 8m CHF per year which performed very well in the assessment exercise. Due to the small sample size, similar analysis is not provided for the AIOWF members but there were IFs which both over- and under-performed. Each will be able to see how their score measures up to other IFs of comparable scale.

1.3.3 Transparency

All of the AIOWF members published their full Constitution or Statutes and competition rules effectively, plus information about their members.

Three winter sport IFs published full, audited accounts (up from two last year), one other published some financial information, and the remaining three provided virtually no financial details. In the case of the ASOIF IFs, 21 out of 28 full members had published audited accounts by the time of the review in March 2018.

1.3.4 Integrity

An indicator on anti-doping activity produced the highest average score in the section. A new question on gender balance was introduced for 2018. Only one IF had more than 25% female representation on their Executive Board. The general pattern of many IFs having only one or two women on their board is similar across both summer and winter sports.

1.3.5 Democracy

All seven IFs had rules in place regarding the election process. In most cases, the President is elected by all of the members of the IF, as are the majority of the Executive Board or equivalent. Two IFs had some type of term limit (no change from last year), compared to 16 out of 28 ASOIF members. Three of the winter sports have at least one athlete representative on the Executive Board with one more IF expected to follow shortly.

1.3.6 Development and Solidarity

The highest scoring indicator in the section related to the provision of education programmes for coaches, judges, referees and athletes, which seem to be well-established in most cases. There was an improvement in the level of information available about development work. Four of the seven IFs were found to have a defined, transparent process for allocating resources in development objectives. In general, less detail was provided about the finances of any redistribution programmes and other development activity.

A new question was added about resources dedicated to the Paralympic / disability discipline in the sport. Two of the AIOWF members govern the disability discipline themselves while two co-operate with federations which are under the auspices of the International Paralympic Committee (IPC). The three other IFs currently lack established disability disciplines in their sports.

1.3.7 Control Mechanisms

The right of appeal to the Court of Arbitration for Sport was incorporated in the rules of all IFs. Most but not all of the sports have had experience of at least one case. By contrast, there was relatively little evidence of open tendering for contracts offered by IFs.

An indicator on the topic of Ethics Committees saw some improvement since 2017. Three IFs had an Ethics Committee in place with a majority of independent representation that could propose sanctions. One more IF is expected to follow shortly.

1.4 Evolution of the study

The main findings of this second review of AIOWF IF governance build on the work done in 2017 and are believed to be valid. The review process has evolved, taking account of the first project and of feedback received. Improvements evident in most of the responses suggest that both the IFs and moderators had a better understanding of the process for 2018.

Nevertheless, some remaining limitations of the study should be acknowledged. The scoring system for the questionnaire is partly subjective and the responses represent a snapshot in time.

1.5 Additional comments

Significant variation in governance practices among the AIOWF members was apparent in the study. There were some good examples of high standards, including important improvements from 2017, but there were also some noticeable gaps which give cause for concern and need to be addressed.

With a small sample size of seven, averages should be treated with caution. However, only one of the winter IFs was comparable to the best of the summer sports.

Perhaps the most positive finding is that there is extensive work going on to improve different aspects of governance. Several of the IFs introduced important reforms at their Congresses in 2018 and more are look set to follow in the months ahead.

Governance is an ongoing process and IFs are under more scrutiny than ever. It will require strong commitment from leaders and their teams for IFs to aim for and reach the high standards of governance which the public and the sports community have a right to expect. Policies and processes are an important component but other factors play a huge role, including the culture and behaviour within an organisation and among its stakeholders.

1.6 Potential next steps

The ASOIF Governance Taskforce plans to continue with the governance assessment project. Development work is ongoing. AIOWF also intends to continue their involvement. Potential next steps are as follows:

Timing	Activity
September – October 2018	Meet individual IFs to review their governance assessments (on request)
October	ASOIF to establish and implement Governance Monitoring Unit with input from AIOWF
Autumn 2019	ASOIF to revise the questionnaire and assessment process, taking account of feedback including from AIOWF
Autumn 2019	Third iteration of governance assessment process

2 Background

The Association of International Olympic Winter Sports Federations ([AIOWF](#)) commissioned a second review of International Federation (IF) governance for 2018, adopting the same procedure as the Association of Summer Olympic International Federations (ASOIF), which acted with the oversight of the [Governance Taskforce](#) (GTF).

A report on the findings of the governance assessment of the 33 full and associate members of ASOIF was [published](#) at the organisation's General Assembly on 17 April 2018.

Subsequently, the current state of governance of the seven IF members of AIOWF was evaluated using a self-assessment [questionnaire](#). The questionnaire was identical to the one developed for the ASOIF project and was re-used with ASOIF's approval.

Sports governance consultancy [Trust Sport](#) provided support, reviewing the responses to self-assessment questionnaires, moderating scores where needed, and producing analysis for this report.

The questionnaire consisted of 50 fairly simple and measurable indicators covering five principles or sections: Transparency, Integrity, Democracy, Development and Control Mechanisms.

3 Methodology

3.1 Scoring

Each of the 50 indicators in the questionnaire incorporated a separate definition for scores on a scale from 0 to 4. The scores in each case were designed to assess the level of fulfilment of the indicator by the IF, as follows:

- 0 – Not fulfilled at all
- 1 – Partially fulfilled
- 2 – Fulfilled
- 3 – Well-fulfilled according to published rules/procedures
- 4 – Totally fulfilled in a state of the art way

IFs were asked to provide evidence to justify their scores, such as a link to the relevant page/document on their website or a brief explanation.

The introductory section consisted of several questions requiring yes or no answers that referenced compliance with the foundation documents of the Olympic Movement, such as the Olympic Charter and the World Anti-Doping Code. There were also questions asking about the context of each IF, such as its size and the country in which it is based. This section was not scored.

3.2 Changes to the questionnaire since 2016-17

The first edition of the questionnaire in 2016-17 served its purpose in differentiating between standards of governance among IFs and in highlighting both good and poor practices. However, it was essentially a pilot study. The questionnaire lacked clarity in places and there were differences in the interpretations of a few indicators by the respondents. Inconsistencies were dealt with as far as possible in the moderation process.

For 2017-18, the GTF took the opportunity to amend the [questionnaire](#) based on the experience of the first assessment and on feedback received. An important objective was to limit the number of substantive changes to ensure that a degree of comparison would be possible between years, and to reduce the need for IFs to repeat work.

Four of the 50 questions were replaced and there was some minor re-numbering as a consequence. In various places, wording of indicators and of scoring definitions was edited to take account of feedback. The net outcome of the amendments to the questionnaire was that it was a few points more lenient.

Two new multiple-choice questions were added asking about the number of staff and size of revenue of IFs to assist with grouping and to enable fairer comparison.

Details of the changes to the questionnaire are explained in appendix B.

3.3 Independent moderation

I Trust Sport reviewed the questionnaire responses and moderated the scores to ensure as much consistency as possible.

Scores were checked against the defined criteria in the questionnaire for each indicator for all seven responses. Evidence provided by IFs was also checked (such as references to clauses in the Constitution or specific web pages) and, where evidence was absent or incomplete, additional information was researched from IF websites. Six of the seven IFs provided detailed evidence in their questionnaire responses.

The co-operation of the IFs is much appreciated, particularly considering that Congresses and other important events have been taking place during the assessment period.

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

During the course of the ASOIF project, a number of policy guidelines were applied regarding the scoring of specific indicators to make the scoring as fair as possible. The same guidelines were applied to the AIOWF member questionnaires to ensure consistency. An explanation of the guidelines is reproduced in appendix B.

It is important to note that the assessment represents a snapshot in time. Questionnaires were returned by IFs in June and July 2018. The moderation process took place in July, during which time documents were downloaded and pages of IF websites reviewed. As is to be expected soon after the Olympic Winter Games, several IFs were in the process of implementing governance reforms or preparing for Congresses. The analysis is based on regulations that were in place on the day of moderation, not taking account of future changes, even where these were imminent and/or certain to be implemented. This seemed to be the fairest approach.

The findings in paragraphs 4 to 7 below relate to the five sections Transparency, Integrity, Democracy, Development / Solidarity and Control Mechanisms with a brief reference to the Background section.

3.4 Outcomes of moderation

Table 1 - Changes in scores after moderation

	Self-assessed score	Moderated score
Mean for total*	130	109
Median for total*	129	104
Mean per indicator	2.59	2.19

Maximum increase	+6 (moderated score is above self-assessed score)
Maximum decrease	-44 (moderated score is 44 below self-assessed score)
Mean change	-20
Median change	-19

(*) Note on mean and median:

The mean is the sum of the figures divided by the number of figures (so divided by seven to calculate a mean score for each IF). The median is the mid-point when a set of numbers are listed from smallest to largest (so the 4th largest if seven IF scores are being considered). The median is less impacted by an unusually high or low number in the series. Both mean and median are used in this report.

The moderated scores of six of the seven IFs were lower than the self-assessed scores (consistent with the ASOIF project where 32 out of 33 were marked down).

The mean and median reductions in scores in the moderation process of -20 and -19 respectively were a fraction smaller than last year (-23 and -20 respectively). Among the seven IFs, two were about as accurate in their scoring as last year, four had a slightly smaller gap between the self-assessed and moderated scores, and one was much less accurate in the scoring than in 2017.

The fact that quite a number of scores were moderated down should not be interpreted as a criticism of the work of the IFs in completing the questionnaire. It is recognised that scoring is not a scientific process and that multiple staff with different perspectives may have been involved in compiling responses.

Nevertheless, the amendments made to the questionnaire following the experience of the project in 2017 resulted in a higher quality of response, at least in some instances. The fact that IF answers and moderation comments from last year were also provided probably contributed to this improvement.

In the cases where there were very large differences between the moderated and self-assessed scores (four out of seven IFs were marked down by 19 points or more), the discrepancy tended to relate to the interpretation of “publishing”: IFs sometimes allocated scores of 4 for indicators relating to the publication of information such as Congress minutes when details were available to members only. In the moderation process high scores were awarded for these indicators only when information was published openly on the IF website.

Once the questionnaire had been submitted by the IF, there was no further dialogue with I Trust Sport before the moderated scores were finalised. This was partly for consistency with

the ASOIF study (where the timetable was very tight and it would not have been feasible to arrange calls or meetings with even a portion of the 33 IFs) and partly to incentivise IFs to compile all of the relevant material in one go. It is possible that a few scores have been adversely affected in the moderation process due to a misunderstanding of responses to specific indicators, or because the IF did not provide evidence which they had available. However, as this is the second iteration of the questionnaire and all of the last year's responses and moderated comments were provided to the IFs, the risk of misunderstandings should be reduced.

Note that all of the analysis which follows from paragraph 4 onwards is based on moderated scores, not self-assessed scores.

3.5 Allowing a margin of error

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

In recognition that some of these judgements could be debatable, each IF total score should be understood to have a margin of error from -7 to +7. This was also the policy adopted for the ASOIF project and in 2017.

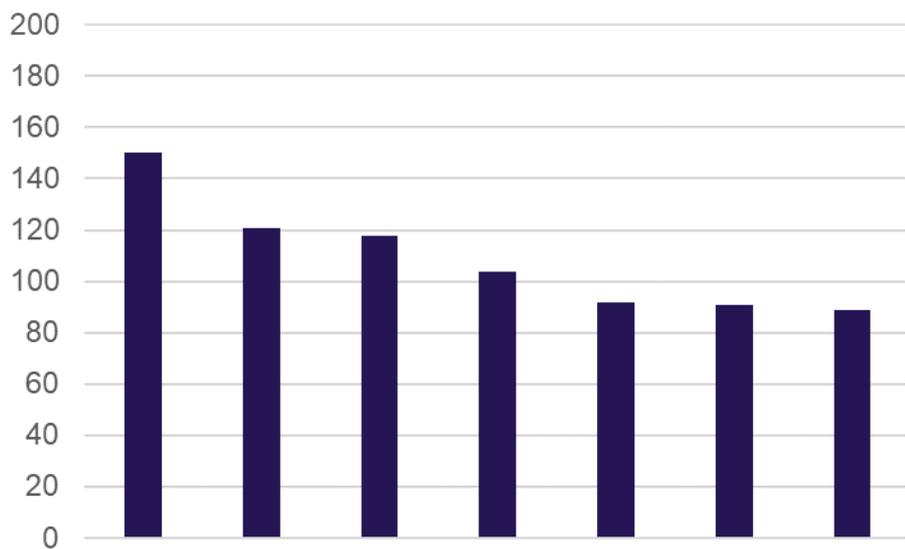
4 Headline findings

Questionnaire data has been anonymised so that scores from individual IFs are not readily identifiable. While the approach adopted does limit the potential for external scrutiny, it takes into account the nature of the project (see appendix B) and this study is intended only as one aspect of a committed attempt to improve the governance of IFs.

Please note that all of the analysis is based on moderated scores, not self-assessed scores.

4.1 Overall moderated scores

Figure 1 - Moderated total scores for each AIOWF IF in rank order



There was large variation among the seven IFs with total moderated scores ranging from 89 to 150 out of a theoretical maximum of 200. Considering the margin of error, the precise rank order is not certain.

Table 2 - Scores of AIOWF members

Scores of AIOWF members in 2018
150
121
118
104
92
91
89

4.2 Grouping IFs by score

The [First Review of ASOIF IF Governance](#) published in April 2017 divided the 28 IFs into three groups labelled A, B and C (see pages 3-4 and 9-10) based on their overall moderated scores.

Table 3 - Groups for 2016-17

Scores were out of a theoretical maximum of 200.

Groups	Total score	Number of IFs (out of 28)
Group A	122-170	8
Group B	91-113	11
Group C	65-83	9

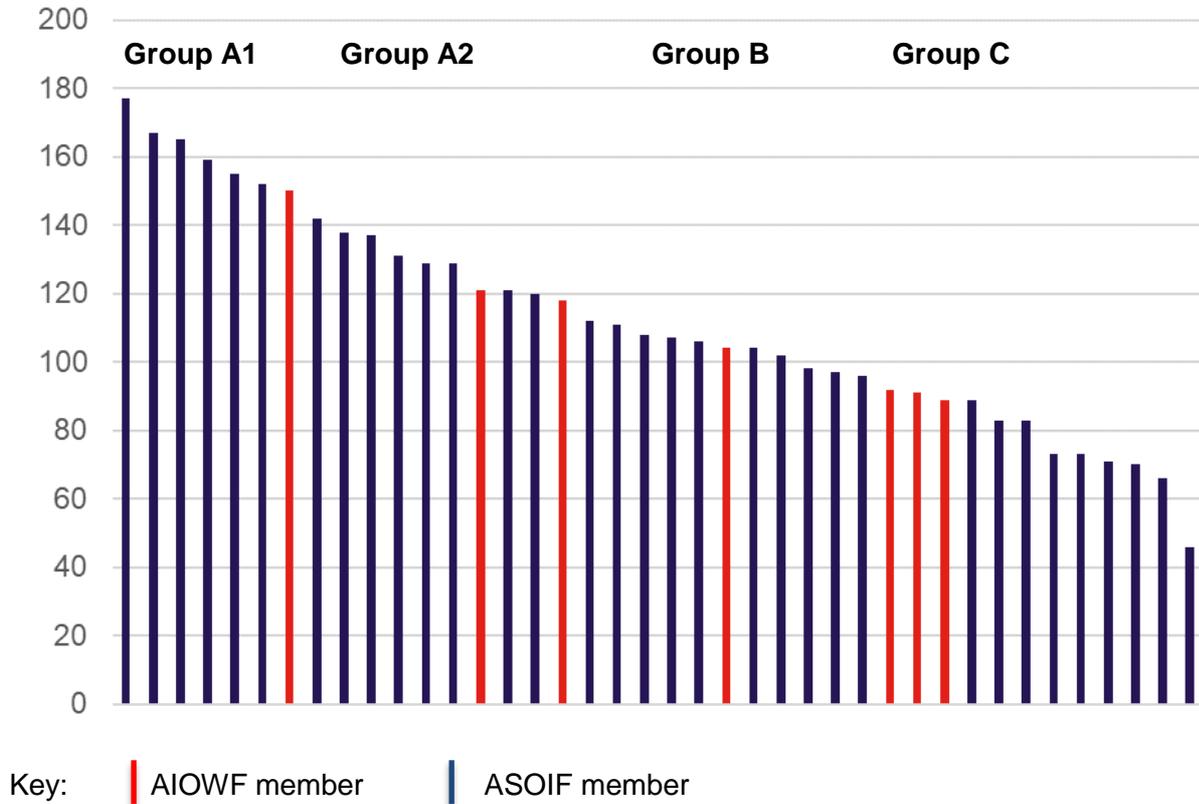
For the second review a similar exercise took place. The division was made into four groups rather than three as 33 ASOIF IFs were reviewed compared to 28 the previous year. The revised grouping also took account of the fact that group A in 2017 covered a wide spectrum of scores.

Table 4 - Groups for 2017-18

Groups	Total score	Number of IFs (out of 33)
Group A1	152-177	6
Group A2	120-142	8
Group B	96-112	10
Group C	46-89	9

4.3 Comparison of ASOIF and AIOWF members

Figure 2 - Distribution of scores



The chart shows the total scores of each of the 40 Olympic IFs (for PyeongChang 2018 and Tokyo 2020) with the AIOWF members marked in red.

The mean score of the AIOWF members was about 109, slightly lower than the average of 113 for the 33 ASOIF members (or 121 if the five associate members of ASOIF are excluded).

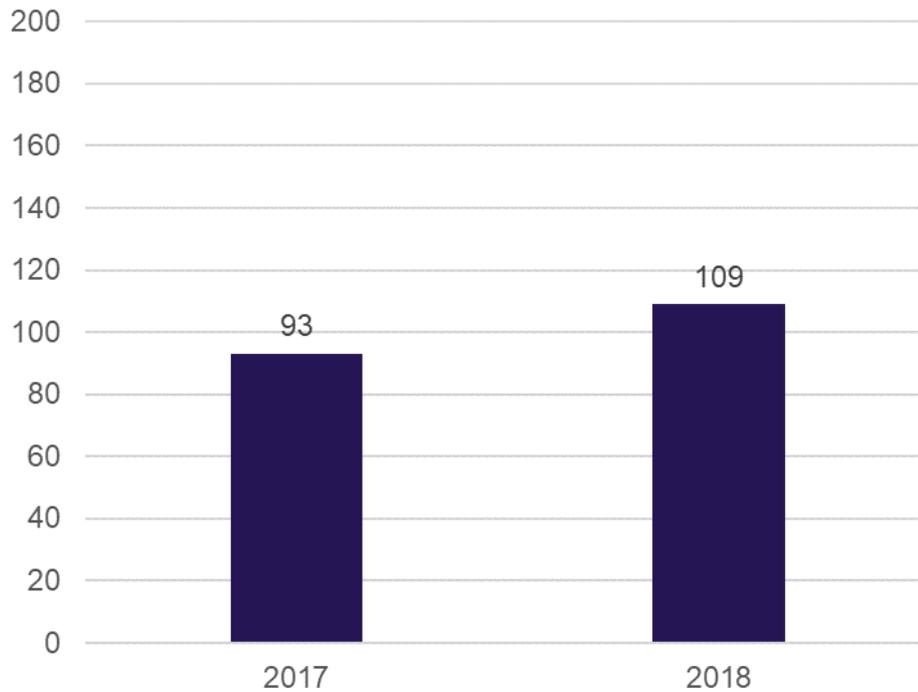
Table 5 - Scores of AIOWF members and corresponding groups

Scores of AIOWF members in 2018	Group
150	A1 / A2
121	A2
118	A2 / B
104	B
92	B / C
91	B / C
89	B / C

As it happens, five of the seven AIOWF members fall on the boundaries of the groups developed for the ASOIF members in 2017-18. For this reason, the dividing lines between groups are not shown in the graph above.

5 Summary comparison with 2017

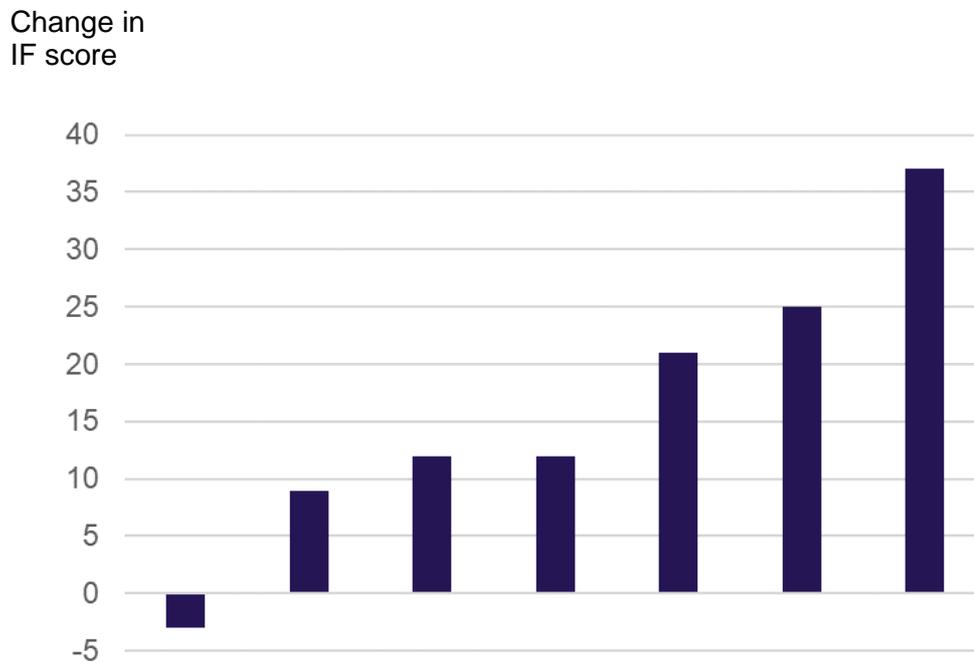
Figure 3 - Mean scores of AIOWF members for 2017 and 2018



The mean score of the AIOWF members has increased by about 16 points, from 93 to 109, which is encouraging. However, it is slightly less than the average improvement of about 20 points across the 28 ASOIF members which have been studied in both 2017 and 2018.

The lowest overall AIOWF member score in 2018 was 89, considerably up on the low of 64 in 2017.

Figure 4 - Summary of changes in scores from 2017 to 2018



The changes in scores from 2017 to 2018 varied from a small decline of 3 points in one case (which could largely be attributed to the amendments in the questionnaire) to an increase of 37 points. Two other IFs also saw an increase of 20 points or more. The remaining three IFs had increases of between nine and 12 points. The spread of score increases is comparable to the pattern for ASOIF members.

While a portion of the uplift can be attributed to changes to the questionnaire and to improved understanding of the assessment process by the participants, the scores suggest there have also been meaningful improvements in IF governance.

6 Categorising IFs by resources

For 2018 the new edition of the questionnaire incorporated two multiple-choice indicators intended to help categorise IFs by numbers of staff (under 20, 20-49, 50-119 or over 119) and by revenue (average of less than 8m CHF per year from 2012-2015, 8m-20m, 20m-50m or over 50m). See appendix B for more details.

A test analysis of the number of national member federations belonging to each IF among the ASOIF members revealed no obvious correlation, either positive or negative, in relation to questionnaire scores.

Table 6 – Summary of IF revenue

Annual revenue of IF and subsidiaries 2012-2015	Number of ASOIF IFs (out of 33)	Number of AIOWF IFS (out of 7)
<8m CHF	18	3
8m-20m CHF	4	
20m-50m CHF	5	4
>50m CHF	6	

The winter sports are divided between three which earned less than 8m CHF per year on average from 2012-2015 and four others with revenue of 20m-50m CHF. None of the winter sports generated as much as the top six summer sports, each of which had income of over 50m CHF per year.

Table 7 - Numbers of paid staff

Full-time equivalent staff	Number of ASOIF IFs (out of 33)	Number of AIOWF IFS (out of 7)
<20	12	5
20-49	13	1
50-119	4	1
>120	4	0

According to the self-assessed responses, five of the seven winter sport IFs had fewer than 20 full-time equivalent staff and contractors, one had 20 to 49 and one employed between 50 and 119 people. On average, it looks as if the winter sports have fewer staff than the summer IFs.

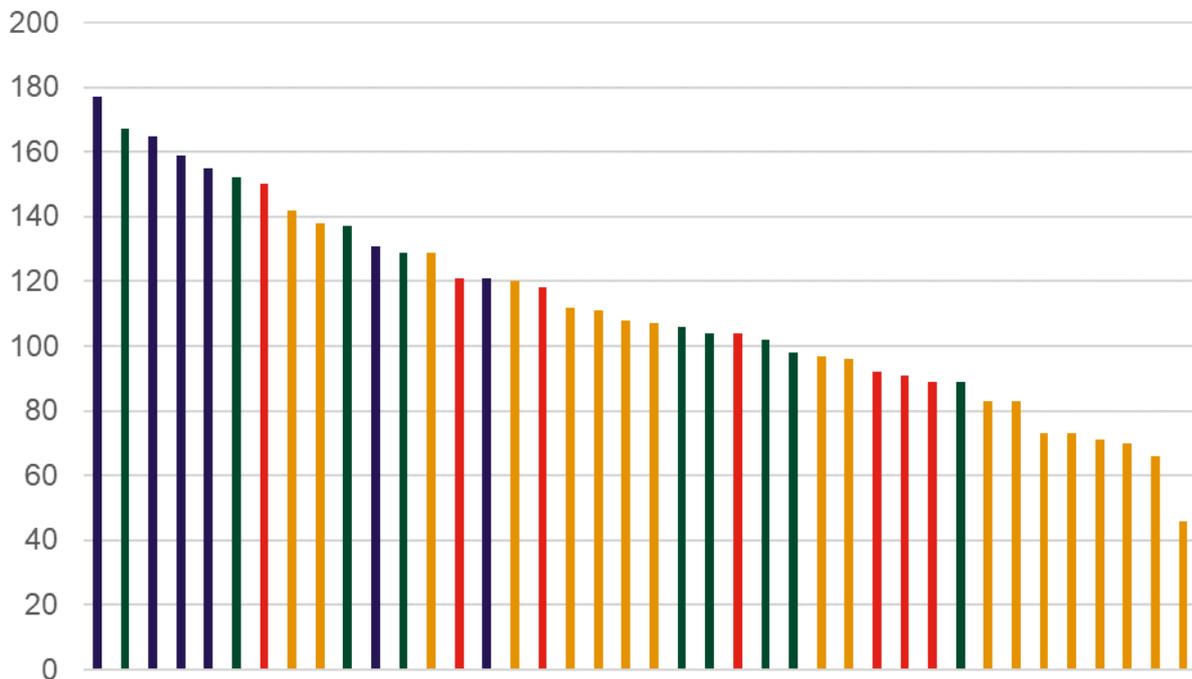
6.1 Impact of resources on scores

Table 8 - Mean moderated score by revenue group - ASOIF

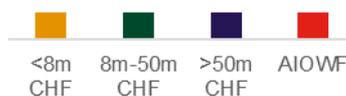
Annual revenue of IF and subsidiaries 2012-2015	Number of IFs (33)	Mean moderated score (33 IFs)
<8m CHF	18	96
8m-20m CHF	4	108
20m-50m CHF	5	130
>50m CHF	6	151

Among the ASOIF members there was some evidence of a correlation between a high level of revenue and a higher overall moderated score, although there was little difference between the mean scores of IFs with under 8m CHF annual income and those with between 8m and 20m CHF. Caution is needed in drawing conclusions as the sample sizes are small. In the graph below the groups of ASOIF members that earned between 8m-20m and 20m-50m CHF have been combined.

Figure 5 - Distribution of scores by IF revenue group



Key – Annual IF revenue 2012-2015:



The graph shows the overall scores of the ASOIF members colour-coded by revenue group: yellow for under 8m CHF; green for 8m-50m CHF, and blue for over 50m CHF (in each case this refers to annual revenue from 2012 to 2015). The scores of the AIOWF members are inserted in red. The revenue groups of the AIOWF members are not shown to maintain their anonymity. However, there are examples of IFs which both over- and under-perform by this measure, as there were among the summer sports.

Four of the top five IFs in the ranking by overall score earned over 50m CHF in annual revenue with one less wealthy IF ranking second (these are all ASOIF members).

The “medium” group by revenue, earning 8m to 50m CHF, were fairly well spread with scores ranging from 89 to 167.

Among those ASOIF members with under 8m CHF annual revenue, the highest score was 142 – at the upper end of the A2 group. As might be expected, the lowest scoring IFs tend to have lower revenue but plenty of the smaller IFs scored very well.

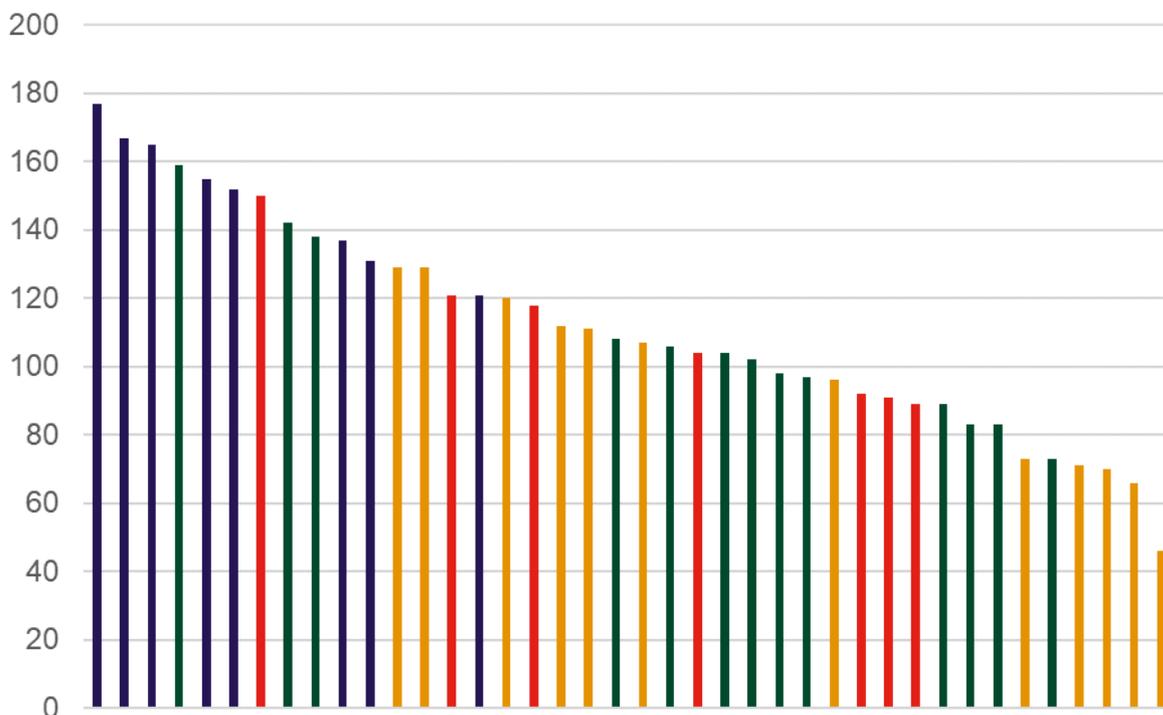
Table 9 - Mean moderated score by number of staff - ASOIF

Full-time equivalent staff	Number of IFs (33)	Mean moderated score (33 IFs)
<20	12	94
20-49	13	106
50-119	4	145
>119	4	156

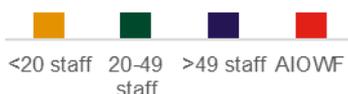
As was the case for revenue, there was some correlation in the ASOIF study between employing more staff and having a higher overall moderated score. There was a marked difference in the average moderated score between IFs with fewer than 50 staff – 109 for the 28 full members or 94 for the full set of 33 IFs – compared to an average of around 150 for IFs that have at least 50 staff.

Due to the small sample sizes, and the fact that there appears to be little difference in scores between IFs with 50-119 and 120 or more staff, these two groups are combined in the graph below.

Figure 6 - Distribution of scores by IF staff numbers



Key – IF staff numbers:

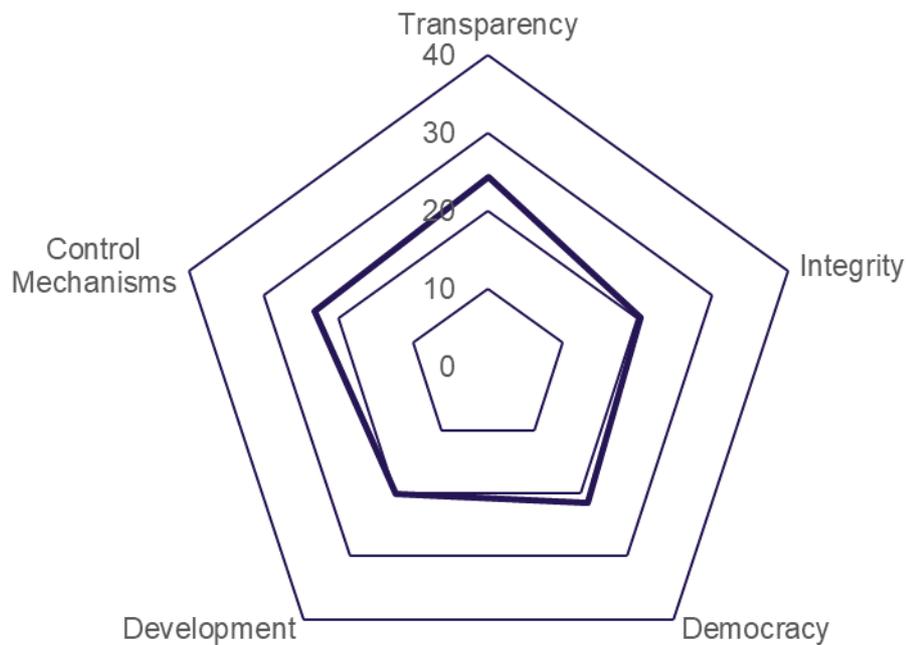


The graph shows the overall scores of the ASOIF members colour-coded by number of staff: yellow for under 20 staff; green for 20-49 staff, and blue for over 49 staff. The scores of the AIOWF members are inserted in red. Staff numbers for the AIOWF members are not shown to maintain their anonymity but five of the seven had fewer than 20 staff, as referenced above.

Among the small ASOIF member IFs with fewer than 20 staff the highest score was 129, which is well within the A2 grouping. In other words, it is possible even for a fairly small IF to score well in the questionnaire. Perhaps unsurprisingly, the lowest scores overall were for small IFs. In the medium group, with 20-49 staff, the lowest scoring IF is in group C while the top score of 159 reaches the A1 group. The findings suggest that an IF with fewer than 50 staff can be rated among the very best. Considering the large IFs with at least 50 staff, the lowest score is at the bottom end of the A2 group and the top score, as would be expected, is the highest among all of the IFs.

7 Section by section findings

Figure 7 - Summary of mean scores of AIOWF members by section (2018)



The theoretical maximum score for a section is 40 – all 10 indicators scoring 4.

Table 10 - AIOWF scores by section (2018)

Section	Min	Max	Mean
Transparency	16	33	24.3
Integrity	15	28	20.3
Democracy	19	25	21.6
Development	13	33	20.0
Control Mechanisms	18	34	23.1

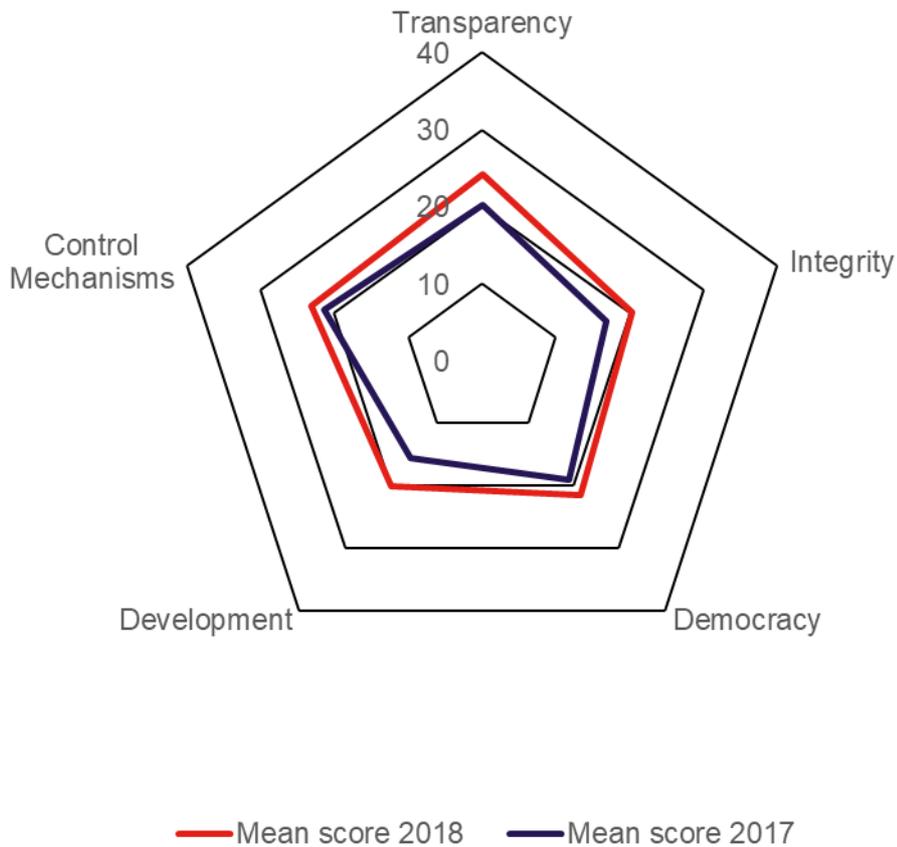
On average, Transparency was the highest scoring section, although this was less marked for AIOWF members than for the summer sports. The trend for the Integrity and Development sections producing the lowest scores on average was consistent across both studies.

The mean score for each section is a fraction lower than for the ASOIF members. As there were 33 ASOIF members in the review compared to seven AIOWF members, it is perhaps not surprising that the range of scores was larger for each section among ASOIF members.

In general, the average scores are just over 20 out of 40, which equates to a score of a little more than 2 per indicator – “fulfilled” according to the criteria.

There was considerable variation between the section scores among IFs, as the minimum and maximum numbers show.

Figure 8 - Mean scores for AIOWF members by section in 2017 and 2018



There were increases in the mean score of each section from 2017 to 2018, most notably in the Transparency and Development sections. While the comparison of overall scores is regarded as a useful guide to progress, precise comparisons between section scores should be treated with caution as the results may be skewed by changes to the questionnaire (for example, two of the 10 questions in the Integrity section were replaced in the 2018 edition of the questionnaire).

7.1 Transparency section

Table 11 - Mean scores by indicator - Transparency

Indicator	Topic	Mean
2.1	Statutes, rules and regulations	3.43
2.2	Organisational charts for staff, elected officials and committee structures, and other relevant decision-making groups including Remuneration Committee	3.00
2.3	Vision, mission, values and strategic objectives	2.14
2.4	A list of all national member federations with basic information for each	3.14
2.5	Details of elected officials with biographical info	3.00
2.6	Annual activity report and main events reports	2.57
2.7	Annual financial reports following external audit	1.57
2.8	Allowances and financial benefits of elected officials and senior executives	1.14
2.9	General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda	1.86
2.10	A summary of reports/decisions taken during Executive Board and Commission meetings and all other important decisions of IF	2.43

Transparency was the top-scoring section among the five parts of the questionnaire with a significant increase in the average score from about 20 in 2017 to just over 24 in 2018.

The highest and lowest scoring indicators were the same as last year: all of the IFs reviewed published their full Constitution or Statutes and competition rules effectively (indicator 2.1), while information was lacking in most cases about the allowances and financial benefits of officials and senior executives (2.8).

All of the IFs at least listed basic details about their members (2.4).

Three winter sport IFs published full, audited accounts (indicator 2.6) - an increase from two last year. One other published some financial information, falling short of full accounts. The remaining three IFs provided virtually no financial details. In the case of the ASOIF IFs, 21 out of 28 full members had published audited accounts at the time of the review in March 2018.

There was also an improvement in the amount of information made available about Executive Board members with five out of seven IFs now publishing biographies (2.5).

7.2 Integrity section

Table 12 - Mean scores by indicator - Integrity

Indicator	Topic	Mean
3.1	Has a unit or officer in charge of ensuring that the IF abides by the IOC Code of Ethics and/or the IF's own Code of Ethics	2.29
3.2	Has a unit or officer in charge of ensuring that the IF abides by the WADA World Anti-Doping Code	3.14
3.3	Complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions	2.43
3.4	Has a programme or policies designed at ensuring that the IF member associations function in accordance with all recognised ethical codes and principles	2.14
3.5	Establish confidential reporting mechanisms for "whistle blowers" with protection scheme for individuals coming forward	1.00
3.6	Put in place integrity awareness/education programmes	1.57
3.7	Provide for appropriate investigation of threats to sport integrity	2.14
3.8	Make public all decisions of disciplinary bodies and related sanctions, as well as pending cases where applicable	2.71
3.9	Appropriate gender balance in governing bodies	1.71
3.10	Taking account of interests of wider stakeholders	1.14

An indicator on anti-doping activity (3.2) produced the highest average score in the Integrity section, as in 2017.

Only one IF scored more than 1 for indicator 3.5, implying that the implementation of confidential reporting mechanisms for whistleblowers is still in its early stages. However, there had been some progress since last year.

In their response to indicator 3.3, most IFs referenced their co-operation with the International Olympic Committee's Integrity Betting Intelligence System (IBIS).

Indicator 3.9 on gender balance was new for 2018. One IF had more than 25% female representation on their Executive Board or equivalent. The general pattern of many IFs having only one or two women on their board was the same across summer and winter sports.

7.3 Democracy section

Table 13 - Mean scores by indicator – Democracy

Indicator	Topic	Mean
4.1	Election of the President and a majority of members of all executive bodies	2.71
4.2	Clear policies to ensure election candidates can campaign on balanced footing including opportunity for candidates to present their vision/programmes	1.57
4.3	Election process with secret ballot under a clear procedure/regulation	3.00
4.4	Make public all open positions for elections and non-staff appointments including the process for candidates and full details of the roles, job descriptions, application deadlines and assessment	2.00
4.5	Establishment and publication of eligibility rules for candidates for election together with due diligence assessment	2.00
4.6	Term limits for elected officials	0.57
4.7	Provide for the representation of key stakeholders (e.g. active athletes) in governing bodies	2.57
4.8	Defined conflict of interest policy with exclusion of members with a manifest, declared or perceived conflict	2.29
4.9	Governing bodies meet regularly	2.86
4.10	Ensuring equal opportunities for members to participate in the General Assembly	2.00

All seven IFs had rules in their Constitution or Statutes regarding the election process (indicator 4.1). In most cases, the President is elected by all of the members of the IF, as are the majority of the Executive Board or equivalent.

Two out of seven had some type of term limit in place, scoring 2 or more for indicator 4.6. This was unchanged from last year and compares to 16 out of 28 ASOIF members that had a term limit at the time of the assessment.

Three of the seven IFs have at least one athlete representative on the Executive Board or equivalent (indicator 4.7) with one more expected to follow shortly. All of the others have Athletes' Commissions.

There was a new indicator assessing IF measures to ensure that their members have an equal opportunity to participate in the General Assembly, particularly by provision of financial support (4.10). Four of the seven IFs stated that they offer financial support to some or all national member federations. In most cases this involves paying travel and accommodation costs for one individual from each member federation. The highest scoring IFs published their policy for supporting attendance at the General Assembly in the official invitation or in other documents, and also had a relevant line in the financial accounts setting out the costs incurred. The approach of the AIOWF members was essentially similar to that of the ASOIF IFs.

7.4 Development

Table 14 - Mean scores by indicator – Development

Indicator	Topic	Mean
5.1	Transparent process to determine allocation of resources in declared non-profit objectives	2.71
5.2	Redistribution policy and programmes for main stakeholders	2.57
5.3	Monitoring / audit process of the use of distributed funds	1.57
5.4	Existence of environmental responsibility policy and measures	1.86
5.5	Existence of social responsibility policy and programmes	1.29
5.6	Education programmes and assistance to coaches, judges, referees and athletes	2.86
5.7	Solidarity programmes pay due regard to gender and geographical representation through internal guidelines	1.43
5.8	Legacy programmes to assist communities in which events are hosted	1.14
5.9	Anti-discrimination policies on racial, religious or sexual orientation	2.00
5.10	IF dedicates appropriate resources to the Paralympic/disability discipline(s) in the sport	2.57

In this section, IFs scored highest for their provision of education programmes for coaches, judges, referees and athletes, which seemed to be well-established in most cases.

There was an improvement in the level of information available about development programmes. Four of the seven IFs scored 3 or 4 for indicator 5.1, meaning that they met the criteria of having a defined, transparent process for allocating resources in development objectives. There was generally less detail provided about the finances of any redistribution programmes and other development activity (indicator 5.2).

The lowest scoring indicator of the section was 5.8, relating to the provision of legacy programmes where events are hosted. While there was relatively little activity in this area, it should be acknowledged that the outdoor winter sports in particular are able to host events in only a limited number of suitable facilities worldwide, often in remote locations.

There was evidence of a modest increase in activity in environmental responsibility work (5.4) but there remains plenty of room for improvement. Only two IFs scored 3, demonstrating that they have implemented a policy and measures on environmental responsibility.

Indicator 5.10 about resources dedicated to the Paralympic/disability discipline in the sport was new for the questionnaire in 2018. Two of the AIOWF members govern the disability discipline themselves while two co-operate with federations which are under the auspices of the IPC. The three other IFs currently lack established disability disciplines in their sports.

Those IFs without a disability discipline in their sports were allocated the average score from across the rest of the questionnaire for this indicator.

7.5 Control Mechanisms section

Table 15 - Mean scores by indicator - Control Mechanisms

Indicator	Topic	Mean
6.1	Establish an internal ethics committee with independent representation	2.43
6.2	Establish an audit committee that is independent from the decision-making body and reports to members directly	2.57
6.3	Adopt accounting control mechanisms and external financial audit	2.57
6.4	Adopt policies and processes for internal control and risk management	2.57
6.5	Adopt policies and mechanisms to prevent commercial interests from overriding sporting regulations e.g. conduct of draws	1.43
6.6	Observe open tenders for major commercial and procurement contracts	1.29
6.7	Decisions can be challenged through internal appeal mechanisms on the basis of clear rules	2.57
6.8	Due diligence and effective risk management in bidding requirements, presentation, assessment and allocation of main events	2.00
6.9	Awarding of main events follows an open and transparent process	2.14
6.10	Internal decisions can be appealed with final recourse to the Court of Arbitration for Sport	3.57

A right of appeal to the Court of Arbitration for Sport (6.10) was included in the rules of all IFs which were reviewed. Most but not all sports have had experience of at least one case.

There was relatively little evidence of open tendering for contracts offered by IFs. Three scores of 2 for indicator 6.6 were the best among the seven IFs, meaning that most did not meet the criteria of holding “regular open tenders for major commercial and procurement contracts”.

Indicator 6.1 on the topic of Ethics Committees showed evidence of improvements since 2017. Three IFs scored at least 3, meaning that they had an Ethics Committee with a majority of independent representation in place, which can propose sanctions. One more IF is expected to follow shortly.

Six of the seven IFs had an Audit Committee or equivalent in place with independent representation (meaning not IF staff or members of the IF executive). However, not all of the Audit Committee reports were published. The AIOWF members scored higher on this indicator (6.2) than the summer sports.

7.6 Wider impact of Transparency

While only one of the five sections in the questionnaire was specifically dedicated to Transparency, the extent to which an IF published information had a wider impact on scores. For example, when an annual report was published, it generally included details of development activity (relevant to the Development section). Similarly, audited accounts often provided an outline of internal controls and risk management (covered in the Control Mechanisms section). For IFs with scores at the lower end of the scale, a shift to publishing more information could provide a substantial boost without the need for constitutional amendments.

7.7 Existence of term limits – evidence of correlation with scores

Among the ASOIF members, 16 out of 28 IFs had at least some kind of term limit in place for the president, although precise rules vary considerably (see also 7.3 above). A comparison of IFs with no term limits (which scored 0 for indicator 4.6) to those with some type of limit in place suggested significant differences.

On average, an IF with some type of term limit in place reached the A2 group with a mean score of about 132. By contrast, IFs without term limits were at the lower end of Group B (around 95 points). The mean scores for each separate section were also significantly higher among the IFs which have a term limit in place. Across the 14 ASOIF IFs in groups A1 and A2 (an overall score of 120 or more), only two did not have term limits of any description.

The sample size of seven for the AIOWF study, out of which two IFs had term limits, is too small to draw reliable conclusions on its own.

In recent years, term limits have been introduced by several IFs as one component of a set of governance reforms, which may partly explain the large difference in scores between those with and without term limits.

7.8 Background section of questionnaire

The Background section of the questionnaire included an open-ended question about governance priorities and dedicated resources. Three of the AIOWF members referred to a specific governance task force or commission which they have in place and cited governance as a responsibility of senior members of staff.

Three of the seven IFs have separate legal entities which are wholly owned by the IF and dedicated to marketing, although one of these companies is expected to be closed soon.

8 Evolution of the study

It is believed that the main findings of this second review of AIOWF IF governance are valid and build on the work done in 2017. The review process has evolved, taking account of the experience of the first project and of feedback received. For example, four of the 50 indicators from the first questionnaire were replaced and wording elsewhere was amended for clarity.

Having conducted the moderation exercise, the improved quality of most of the responses suggests that both the IFs and moderators had a better understanding of the process for 2018.

Nevertheless, some remaining limitations of the study should be acknowledged. The scoring system for the questionnaire is partly subjective and the responses represent a snapshot in time. In order to be consistent with the process conducted for ASOIF, there was no dialogue with IFs during the moderation process. In addition, an analysis of documents, procedures and structures does not take account of behaviour and organisational culture.

For further comments on the study, see appendix B.

9 Conclusion

The study revealed significant variation in governance practices among the AIOWF members. There were some good examples of high standards, including important improvements from 2017, but there were also some noticeable gaps which give cause for concern and need to be addressed.

With a small sample size of seven, averages should be treated with caution. However, only one of the winter IFs was comparable to the best of the summer sports.

The addition of the questions to categorise IFs by staff numbers and revenue for 2018 enabled fairer comparisons among IFs. While the analysis of the AIOWF members' scores using these criteria is not provided in this report in order to maintain anonymity, there were examples of IFs which both over- and under-performed, as there were among the summer sports. One of the important messages from this year's study is that some of the small IFs with fewer than 20 staff reached a high standard, demonstrating what can be achieved even with limited resources.

There was no obvious evidence of a specific "winter sport template" - in most cases it was the same indicators which resulted in the best scores for both winter and summer IFs.

Perhaps the most positive finding is that there is extensive work going on to improve different aspects of governance. Several of the IFs introduced important reforms at the Congresses in 2018 and more are look set to follow in the months ahead with the support of governance taskforces and dedicated staff.

The governance assessment project appears to have been a worthwhile exercise so far. The questionnaire was well received by the IFs, who responded for the most part on time and in sufficient detail to enable the moderating process and analysis to progress smoothly.

Governance is an ongoing process and IFs are under more scrutiny than ever. It will require strong commitment from leaders and their teams for IFs to aim for and reach the high standards of governance which the public and the sports community have a right to expect.

Policies and processes are an important component of governance but other factors play a huge role, including the culture and behaviour in an organisation and among its stakeholders.

10 Potential next steps

The ASOIF Governance Taskforce plans to continue with the governance assessment project. At the time of writing, development work is ongoing. AIOWF also intends to continue their involvement.

Potential next steps are as follows:

Table 16 - Next steps

Timing	Activity
September – October 2018	Meet individual IFs to review their governance assessments (on request)
October	ASOIF to establish and implement Governance Monitoring Unit with input from AIOWF
Autumn 2019	ASOIF to revise the questionnaire and assessment process, taking account of feedback including from AIOWF
Autumn 2019 – early 2020	Third iteration of governance assessment process

11 Appendix A

11.1 International Federations included in the study

International Biathlon Union (IBU)
International Bobsleigh and Skeleton Federation (IBSF)
World Curling
International Ice Hockey Federation (IIHF)
Fédération Internationale de Luge de Course (FIL)
International Skating Union (ISU)
Fédération Internationale de Ski (FIS)

11.2 Credits and acknowledgements

Rowland Jack and Gemma Sykes from [I Trust Sport](#) reviewed the questionnaire responses, moderated the scores and produced analysis for this report.

Our sincere thanks go to the seven International Federations that completed the governance questionnaire between April and July 2018. Without their support this report would not have been possible.

We are grateful to Sarah Lewis, Secretary General of AIOWF and of FIS for her support and assistance.

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