



## ASOIF GTF IF governance questionnaire 2019-20

### Report of self-assessed and moderated scores for: FISA

BACKGROUND		
No. 2019-20	Indicator for 2019-20	Self-assessed response
Please indicate whether or not you consider that your IF complies with the following:		
1.1	The IOC Olympic Charter and in particular the missions set out in Rule 26 of the Olympic Charter	<b>Yes</b>
1.2	The WADA Code and whether WADA has officially confirmed your compliance	<b>Yes</b>
1.3	Your IF formally endorsed or otherwise embraced in its policies the Agenda 2020 recommendations and whether your IF governance and processes are in line with these recommendations	<b>Yes</b>
1.4	Your IF either implements the IOC Code of Ethics or the IF has its own Code of Ethics	<b>Yes</b>
1.5	Your IF complies with the IOC Basic Universal Principles of Good Governance of the Olympic and Sports Movement	<b>Yes</b>
1.7	Your IF complies with all applicable domestic laws of the country where it is registered and/or operates its main activities	<b>Yes</b>
1.8	The IF complies with all applicable and recognised international treaties and conventions (in particular the United Nations and Council of Europe Conventions enacted in the field of sport)	<b>Yes</b>
1.9	Please indicate what type of legal entity the IF is (revised for 2019)	<b>Swiss-based Voluntary Association</b> Other Voluntary Association Company limited by shares Company limited by guarantee Charity Other (please specify)
	Type of legal entity (other)	-
1.10	Please indicate what separate entities are associated with the IF and the legal association to the IF (e.g. a wholly owned subsidiary limited company that owns marketing rights)	None
1.11	In which country does your IF have its legal base?	Switzerland

<b>BACKGROUND</b>		
<b>No. 2019-20</b>	<b>Indicator for 2019-20</b>	<b>Self-assessed response</b>
1.12	How many full-time equivalent paid staff does the IF have, including contractors? (revised for 2019)	0-9 <b>10-19</b> 20-49 50-119 120+
	Full-time equivalent staff – comment	-
1.13	What is the approximate annual revenue of the IF and its subsidiaries averaged over the 2016-2019 cycle (not including continental federations or members)? (revised for 2019)	<CHF 2m CHF 2m-4m <b>CHF 4m-8m</b> CHF 8m-20m CHF 20m-50m >CHF 50m
1.14	What are your IF's priorities for improving governance in the current electoral and/or Olympic cycle? What staff and other resources do you dedicate to governance work?	Continued focus on gender equality and diversity, transparency and also education on integrity matters. Approx. 1 MPE.

TRANSPARENCY				
No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
Please indicate the extent to which your IF puts the following information into the public domain (i.e. via official website):				
2.1	Statutes, rules and regulations	0 – No 1 - At least some information available on IF website 2 - Latest version of statutes, rules and regulations published on IF website 3 - Full publication, easy to find on IF website 4 - Full publication, easy to find on IF website, latest versions available with mark ups identifying differences between previous versions	4 <a href="http://www.worldrowing.com/fisa/publications/rule-book">http://www.worldrowing.com/fisa/publications/rule-book</a> NB Statutes & Rules of Racing are currently under review and proposed changes have been proposed, to be voted upon at the Extraordinary Congress in October 2020. Annual updates are posted to the website (also at the above link), including marked up changes.	4 OK. Current version of rule book: <a href="http://www.worldrowing.com/mm/Document/General/General/13/58/39/FISARulebookEN2019web_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/58/39/FISARulebookEN2019web_Neutral.pdf</a> Summary of changes: <a href="http://www.worldrowing.com/mm/Document/General/General/13/12/97/summaryofchanges2018_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/12/97/summaryofchanges2018_Neutral.pdf</a>
2.2	Explanation of organisational structure including staff, elected officials, committee structures and other relevant decision-making groups	0 – No 1 - Some basic information about organisation structure published on IF website 2 - Organisation structure is published on IF website 3 - Organisation structure is published on IF website with some information on how the structure works 4 - An organisation chart is published on IF website, structure is clear, with several hierarchical levels	4 Detail re structure included here, with links to org charts for Council, Executive Committee and Staff - <a href="http://www.worldrowing.com/fisa/about-fisa/organisation">http://www.worldrowing.com/fisa/about-fisa/organisation</a>  FISA is a small and relatively flat organisation, with minimum hierarchical levels.	4 OK. Clear explanation of structure. Office organisation chart: <a href="http://www.worldrowing.com/mm/Document/General/General/14/16/74/FISAOrgChart2020140120_English.pdf">http://www.worldrowing.com/mm/Document/General/General/14/16/74/FISAOrgChart2020140120_English.pdf</a>
2.3	Vision, mission, values and strategic objectives	0 – No 1 - Some information published on IF website 2- Full publication on IF Website 3 - Full publication, easy to find on IF website 4 - Full publication, easy to find on IF website, extra data or info such as strategic plan with indicators/outcomes	3 Vision, missions & values overview, including link to 2018 Strategic Framework: <a href="http://www.worldrowing.com/fisa/">http://www.worldrowing.com/fisa/</a>	3 OK. 2018 strategic framework: <a href="http://www.worldrowing.com/mm/Document/General/General/13/55/04/WorldRowingStrategicFramework2018_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/55/04/WorldRowingStrategicFramework2018_Neutral.pdf</a>  Fairly detailed with a mix of general and measurable targets. It is not clear to what extent progress towards targets is being tracked

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2.4	A list of all national member federations with basic information for each	0 – No 1 - Some member information published on IF website 2 - Full publication of latest member information on IF website 3 - Full publication, easy to find on IF website, basic data on members 4 - Full publication, easy to find on IF website, with extra data or explanation about members	4 <a href="http://www.worldrowing.com/fisa/national-federations/">http://www.worldrowing.com/fisa/national-federations/</a> Additional information on a particular NF can be accessed via their website link, posted on the NF page, where the NF has a website.  Under 'Publications', there is further FISA Member Federation information (affiliation date, oar poster): <a href="http://www.worldrowing.com/fisa/publications/">http://www.worldrowing.com/fisa/publications/</a> (not on the NF webpage due to website development costs)	3  OK. Basic information is available on the National Federation pages. Example of Germany: <a href="http://www.worldrowing.com/fisa/national-federations/ger">http://www.worldrowing.com/fisa/national-federations/ger</a>  Affiliation dates: <a href="http://www.worldrowing.com/mm//Document/General/General/14/15/96/2019_NFList_InceptionDates_Neutral.pdf">http://www.worldrowing.com/mm//Document/General/General/14/15/96/2019_NFList_InceptionDates_Neutral.pdf</a>  It is understood that providing extra detail on each member may not be a priority for FISA
2.5	Details of elected officials with biographical info	0 – No 1 - Some information about elected officials available on IF website 2 - Biographical information about all elected officials published on IF website 3 - Full publication, easy to find on IF website, with photos 4 - Full publication, easy to find, on IF website with extra data or explanation and mandate years	3 <a href="http://www.worldrowing.com/fisa/about-fisa/organisation">http://www.worldrowing.com/fisa/about-fisa/organisation</a>	3  OK. Council Member biographies: <a href="http://www.worldrowing.com/mm//Document/General/General/14/16/75/CouncilMemberBiographies_English.pdf">http://www.worldrowing.com/mm//Document/General/General/14/16/75/CouncilMemberBiographies_English.pdf</a> .  Full mandate years are not provided
2.6	Annual activity report, including institutional information, and main events reports (revised for 2019)	0 – No 1 - Some news published on IF website 2 - News published regularly and an annual report available on IF website 3 - News published regularly and multiple years of annual reports, easy to find on IF website 4 - Full publication, at least the three most recent years, easy to find on IF website, with extra data or explanation	3  In 2018, a 2017 Annual Report was produced highlighting the FISA operational activity for 2017. See: <a href="http://www.worldrowing.com/fisa/publications/">http://www.worldrowing.com/fisa/publications/</a>  This was a 'test' - it may be produced every 2 years - currently under review Annual reports, including President's report, etc. are included	2  OK. 2017 annual report is detailed. 2019 Congress papers: <a href="http://www.worldrowing.com/mm//Document/General/General/13/71/88/2019OrdinaryCongressAgendaPapersENweb_Neutral.pdf">http://www.worldrowing.com/mm//Document/General/General/13/71/88/2019OrdinaryCongressAgendaPapersENweb_Neutral.pdf</a> .  Congress papers are intended for an internal audience whereas an annual report is more digestible for external audiences.

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			<p>within the Congress Agenda Papers (multiple years available): <a href="http://www.worldrowing.com/fisa/about-fisa/congress">http://www.worldrowing.com/fisa/about-fisa/congress</a> (webpage has been updated to include archived papers as a separate link)</p> <p>The Specialist Commissions annual reports are also included on the Joint Commissions Meeting webpage: <a href="http://www.worldrowing.com/fisa/about-fisa/joint-commissions-meeting">http://www.worldrowing.com/fisa/about-fisa/joint-commissions-meeting</a></p> <p>'Official Communications - FISA Circulars' section of website provides information regarding recent decisions and important information: <a href="http://www.worldrowing.com/fisa/publications/fisa-circulars">http://www.worldrowing.com/fisa/publications/fisa-circulars</a></p> <p>Annual Audit Reports also posted on website <a href="http://www.worldrowing.com/fisa/publications/">http://www.worldrowing.com/fisa/publications/</a></p> <p>Other news: <a href="http://www.worldrowing.com/news/">http://www.worldrowing.com/news/</a></p>	Good information is available but it is consistent with the score definition for 2
2.7	Annual financial reports following external audit (revised for 2019)	<p>0 – No</p> <p>1 - Some financial information published on IF website</p> <p>2 - Publication of externally audited financial reports on IF website</p> <p>3 - Publication of audited financial reports, easy to find on IF website</p> <p>4 - Publication of audited financial reports for at least the last three years, easy to find on IF website, extra data, management letter</p>	<p>4</p> <p>As before, audited financial reports going back to 2008 can be found on the website: <a href="http://www.worldrowing.com/fisa/publications/">http://www.worldrowing.com/fisa/publications/</a></p> <p>Congress papers also include a supporting Finance Report and a report from the Treasurer.</p>	<p>4</p> <p>OK. 2018 audited accounts: <a href="http://www.worldrowing.com/mm/Document/General/General/14/15/94/FISAROR2018(with2signatures)(1)_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/14/15/94/FISAROR2018(with2signatures)(1)_Neutral.pdf</a>.</p> <p>Congress papers include useful narrative about the accounts</p>

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2.8	Allowances and financial benefits of elected officials and senior executives (revised for 2019)	<p>0 – No</p> <p>1 - Some information on allowances and financial benefits of elected officials and senior executives, such as total salaries figure in accounts</p> <p>2 - Basic policy on travel, allowances, per diem and benefits of elected officials and senior executives published on IF website or total figure on allowances published in accounts</p> <p>3 - Full details published including total figure paid by the IF, easy to find on website</p> <p>4 - Full details published, easy to find on IF website, with extra data or information</p>	<p>2</p> <p>Some information in financial accounts and reports regarding personnel costs, published on website.</p> <p>Elected officials receive a travel subsidy (to cover flights costs); there are no per diems.</p>	<p>1</p> <p>OK. Line item in the accounts for salaries. In previous years there were separate lines for the Executive Committee and Commissions - these may now be incorporated in "Governance" but it is not clear. The travel policy does not appear to be available</p>
2.9	General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda (revised for 2019)	<p>0 – No</p> <p>1 - Some information published on General Assembly</p> <p>2 - General Assembly agenda published in advance, minutes afterwards or live streaming which is recorded</p> <p>3 - General Assembly full details published with minutes, easy to find on IF website</p> <p>4 - Full publication, with most recent minutes no more than a year old, easy to find on IF website, extra data or information (such as livestreaming), minutes archive</p>	<p>4</p> <p>Link to Congress papers (including minutes archive), live streaming &amp; extra information:  <a href="http://www.worldrowing.com/fisa/about-fisa/congress">http://www.worldrowing.com/fisa/about-fisa/congress</a></p> <p>For information, FISA's approach is to produce &amp; publish Minutes of a Congress at the time of publishing the Agenda Papers for the following year's Congress, the Congress at which the Minutes will be approved, therefore the Minutes of the 2019 Congress will be published during 2020.</p>	<p>4</p> <p>OK. An extensive archive is available. 2018 Congress minutes:  <a href="http://www.worldrowing.com/mm/Document/General/General/13/71/87/2018OrdinaryCongressMinutesENweb_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/71/87/2018OrdinaryCongressMinutesENweb_Neutral.pdf</a></p>

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No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
2.10	A summary of reports/decisions taken during Executive Board and Commission meetings and all other important decisions of IF	0 – No 1 - Some decisions from board and commission meetings published 2 - All major reports/decisions from board and commission meetings are published on IF website 3 - All major decisions are published appropriately promptly, easy to find on IF website in a designated section 4 - All major decisions published appropriately promptly, easy to find on IF website in a designated section, extra detail, or information	3  Decisions from Council Meetings published in Circulars: <a href="http://www.worldrowing.com/fisa/publications/fisa-circulars">http://www.worldrowing.com/fisa/publications/fisa-circulars</a>	3  OK. Example of a Circular covering various decisions: <a href="http://www.worldrowing.com/mm/Document/General/General/14/04/29/CIRC062019F_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/14/04/29/CIRC062019F_Neutral.pdf</a>

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Please indicate the extent to which you consider that your IF fulfils the following:				
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 (revised for 2019)	<p>0 – No</p> <p>1 - A designated staff member/unit has responsibility for keeping the Code of Ethics updated</p> <p>2 - Designated responsibility and a defined process for dealing with breaches of the Code of Ethics</p> <p>3 - Designated responsibility and a defined process and resources for investigating breaches, evidence of implementation</p> <p>4 - State of the art Ethics/Integrity unit with defined process, education, resources for dealing with breaches, outcomes published</p>	<p>3</p> <p>Designated responsibility - <a href="http://www.worldrowing.com/fisa/about-fisa/headquarters">http://www.worldrowing.com/fisa/about-fisa/headquarters</a></p> <p>Defined process for Code of Ethics: <a href="http://www.worldrowing.com/fisa/about-fisa/fisa-code-ethics">http://www.worldrowing.com/fisa/about-fisa/fisa-code-ethics</a></p> <p>No further cases to report. Education &amp; awareness programmes have been in place in 2019 regarding Code of Ethics (specifically Safeguarding Policy, which is within the Code of Ethics) and will continue in 2020. See Safeguarding Workshop under these links (for NF Conference, Commission members, Coaches) <a href="http://www.worldrowing.com/fisa/about-fisa/conference">http://www.worldrowing.com/fisa/about-fisa/conference</a>; <a href="http://www.worldrowing.com/fisa/about-fisa/joint-commissions-meeting">http://www.worldrowing.com/fisa/about-fisa/joint-commissions-meeting</a>; <a href="http://www.worldrowing.com/coaches/coaching-sport-science">http://www.worldrowing.com/coaches/coaching-sport-science</a>)</p>	<p>3</p> <p>OK. Staff responsibility is clear. Latest Code of Ethics: <a href="http://www.worldrowing.com/mm/Document/General/General/13/58/55/CodeEthicsfromFISArulebookEN2019web_FINAL_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/58/55/CodeEthicsfromFISArulebookEN2019web_FINAL_Neutral.pdf</a>.</p> <p>Code of Ethics 9.2-5 covers process. Ethics Panel composed of 1 Executive Committee member and 2 from the Ethics Group (listed on website). Safeguarding Workshop: <a href="http://www.worldrowing.com/mm/Document/General/General/14/15/28/FISASaturdayCommissionsworkshopvF_231119_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/14/15/28/FISASaturdayCommissionsworkshopvF_231119_Neutral.pdf</a></p>
3.2	Has a unit or officer in charge of ensuring that the IF abides by the WADA World Anti-Doping Code	<p>0 – No</p> <p>1 - A designated individual staff member/officer has responsibility for World Anti-Doping Code compliance</p> <p>2 - Anti-doping team and officials in place with appropriate expertise and resources</p> <p>3 - Anti-doping team and officials in place with appropriate expertise and resources, outcomes published</p> <p>4 - State of the art independent anti-doping programme</p>	<p>3</p> <p><a href="http://www.worldrowing.com/fisa/about-fisa/headquarters">http://www.worldrowing.com/fisa/about-fisa/headquarters</a></p> <p><a href="http://www.worldrowing.com/athletes/medical-and-antidoping/antidoping">http://www.worldrowing.com/athletes/medical-and-antidoping/antidoping</a></p> <p>Since 2018, FISA has created a separate Anti-Doping Department - see 5.2.2.1 of the Anti-Doping Regulations, Appendix 14 of the</p>	<p>3</p> <p>OK. There is a staff member for anti-doping. 2018 testing statistics: <a href="http://www.worldrowing.com/mm/Document/General/General/13/86/99/2018Anti-DopingSurveyResults_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/86/99/2018Anti-DopingSurveyResults_Neutral.pdf</a>.</p> <p>Example of a disciplinary case with full, reasoned decision: <a href="http://www.worldrowing.com/mm/Document/General/General/13/86/99/2018Anti-DopingSurveyResults_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/86/99/2018Anti-DopingSurveyResults_Neutral.pdf</a>.</p>

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			<p>FISA Rule Book:  <a href="http://www.worldrowing.com/mm//Document/General/General/13/58/39/FISArulebookEN2019web_Neutral.pdf">http://www.worldrowing.com/mm//Document/General/General/13/58/39/FISArulebookEN2019web_Neutral.pdf</a> (page 211)</p> <p>Since 2019, cases are referred to the CAS Anti-Doping Division for hearing and adjudication of any doping violation and sanction: see 8.1.1:  <a href="http://www.worldrowing.com/mm//Document/General/General/14/13/41/AntiDopingRulesChangesCASADD051119_Neutral.pdf">http://www.worldrowing.com/mm//Document/General/General/14/13/41/AntiDopingRulesChangesCASADD051119_Neutral.pdf</a></p>	<p><a href="#">ocument/General/General/13/97/76/ReemAlhassaniDecision11September2019_Neutral.pdf</a></p>
3.3	Complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions (revised for 2019)	<p>0 – No            1 – Recognition and implementation of the Code to a certain degree but limited compliance (e.g. rules not fully Code compliant and no/limited education or investigative capacity)            2 - Resources dedicated to complying with the Code (e.g. rules fully compliant, member of IBIS, some evidence of education)            3 – Appropriate expertise and resources dedicated to complying with the Code which includes education and investigative capacity            4 - State of the art compliance with the Code which includes publication of case outcomes</p>	<p>2</p> <p>Appendix 9 Bye-Laws to Article 60 - Manipulation of Competition and Betting, consistent with IOC Code &amp; recommendations.            FISA is a member of IBIS            Outcomes would be published but there haven't been any cases.</p> <p>No further updates. The Athletes Commission are evaluating education and awareness options and we will publish links to resources in parallel, but this has not yet been actioned and is planned for 2020.</p>	<p>2</p> <p>OK. Code of Ethics sets out the process for investigations in the event of breaches</p>

<b>INTEGRITY</b>				
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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	<p>0 – No</p> <p>1 - Some activity to ensure that IF member associations follow recognised ethical codes and principles</p> <p>2 - Rules and a programme in place to require member associations to comply with recognised ethical codes and principles</p> <p>3 - Rules and a programme in place to require member associations to comply, evidence of implementation</p> <p>4 - State of the art process in place to require member associations to comply, evidence of implementation, outcomes published</p>	<p>2</p> <p>Same text as for 2018 applies. Rules are in place which require members to comply: A requirement of membership, per the FISA Statutes (Art.12), is to provide æa formal undertaking to observe FISAs Statutes, Rules of Racing, Bye-Laws and Event Regulations. The FISA Code of Ethics is included in the Statutes and Bye-Laws (Art.59)</p> <p>FISA Statutes: ART 14 - Obligation of Member Federations specifies the following obligations (amongst others):</p> <p>1. To comply fully with all duties and provisions of the Statutes, Rules, Bye-Laws and Regulations established by FISA and decisions taken by FISA</p> <p>4. To cause their own members to comply with the Statutes, Rules, Bye-Laws and Regulations established by FISA and decisions taken by FISA</p> <p>See also ART 15 - Sanctions, suspensions and expulsions &amp; Part IV - Individual Obligations, including ART 57 – Commitment</p>	<p>2</p> <p>OK. Rules are clear</p>

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3.5	Establish confidential reporting mechanisms for "whistle blowers" with protection scheme for individuals coming forward (revised for 2019)	<p>0 – No</p> <p>1 - Some evidence of a response to comments and allegations</p> <p>2 - A confidential reporting mechanism is in place for whistle-blowers</p> <p>3 - A confidential reporting mechanism is in place for whistle- blowers with evidence of action taken</p> <p>4 - State of the art reporting mechanism with evidence of action taken, including information on the reporting process, verification of information, confidentiality and protection accorded</p>	<p>3</p> <p>Art. 61 Right of Complaint. 'Any party...complaint...may submit it to the Executive Committee or, in a case involving a member of the Executive Committee, to the IOC Ethics Commission'. This procedure provides for a confidential reporting mechanism for whistle-blowers.</p> <p>FISA has in the past received complaints which have been addressed at Executive level and in a confidential manner.</p> <p>Safeguarding policy provides for a reporting mechanism with option for anonymity:  <a href="http://www.worldrowing.com/fisa/about-fisa/safeguarding-135508">http://www.worldrowing.com/fisa/about-fisa/safeguarding-135508</a></p> <p>Executive Director receives intelligence from whistle-blowers via WADA, for investigation.</p> <p>Evidence/documentation can be provided on request, as appropriate, respecting confidentiality requirements.</p>	<p>2</p> <p>OK. Incident reporting form:  <a href="http://www.worldrowing.com/mm/Document/General/General/13/57/16/FISAINcidentReportingForm_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/57/16/FISAINcidentReportingForm_Neutral.pdf</a>.</p> <p>There is not full anonymity but it is accepted that this is difficult to achieve. 2 awarded as there have been reports that FISA has acted upon</p>

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3.6	Provide for appropriate investigation of threats to sport integrity (competition manipulation, gambling-related or other) (revised for 2019)	<p>0 – No</p> <p>1 - Some reference to investigation of threats to sports integrity in official documents</p> <p>2 - Defined investigation process for threats to sports integrity (e.g. through participation in IBIS)</p> <p>3 - Dedicated resources and process for threats to sports integrity, evidence of implementation</p> <p>4 - State of the art intelligence gathering and investigation process for threats to sports integrity, evidence of implementation (e.g. case management system, cases investigated in accordance with due process)</p>	<p>3</p> <p>FISA Statutes, Part V - Integrity of the Sport, Arts. 59-62 and FISA Code of Ethics and Ethics Group <a href="http://www.worldrowing.com/fisa/about-fisa/fisa-code-ethics">http://www.worldrowing.com/fisa/about-fisa/fisa-code-ethics</a></p> <p>FISA is a member of IBIS, but 'Sport Integrity' goes much wider than 'competition manipulation, gambling related or other'. Arts 59-62 address, incorporate and support the wider definition of Sport Integrity.</p>	<p>3</p> <p>OK. Rules are clear</p>
3.7	Make public all decisions of disciplinary bodies and related sanctions, as well as pending cases where applicable (revised for 2019)	<p>0 – No</p> <p>1 - Some information about decisions of disciplinary bodies and related sanctions published</p> <p>2 - All decisions of disciplinary bodies and related sanctions published</p> <p>3 – Full decisions of disciplinary bodies and related sanctions published</p> <p>4 – Full decisions of disciplinary bodies and related sanctions published promptly with appropriate details and extra info (e.g. mutual recognition of decisions, disciplinary process)</p>	<p>3</p> <p>As in 2017/18, <a href="http://www.worldrowing.com/athlete/medical-and-antidoping/antidoping">http://www.worldrowing.com/athlete/medical-and-antidoping/antidoping</a></p> <p>All anti-doping cases are published in a timely manner with appropriate details.</p> <p>There have not been any other types of disciplinary cases.</p>	<p>3</p> <p>OK. Reasoned decisions are published, including CAS decisions</p>
3.8	Appropriate gender balance in Executive Board or equivalent (revised for 2019)	<p>0 - Female representation is no more than 5%</p> <p>1 - Female representation is more than 5% but no more than 15%</p> <p>2 - Female representation is at least 15% with rules/policy to encourage gender balance</p> <p>3 - Female representation is at least 25% with rules/policy to encourage gender balance</p> <p>4 - Executive Board has at least 40% of each gender with rules/policy to encourage gender balance</p>	<p>4</p> <p>FISA Declaration of Principles outlines FISA's position on gender equality; Specialist Commissions seek gender representation in their membership (Art.55). In addition, on promoting gender equality in other areas of the organisation, Art.36 regarding the number of votes (1 or 3) attributed to a member federation includes a</p>	<p>4</p> <p>OK. 12 out of 26 Council members are female among those listed on the website: <a href="http://www.worldrowing.com/fisa/about-fisa/council/">http://www.worldrowing.com/fisa/about-fisa/council/</a> - over 40%. There are 3 women out of 7 Executive Board members. Commitment to gender equality in the Statutes is noted</p>

INTEGRITY				
No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
			<p>gender related criteria; access to Development funds includes gender related criteria. FISA and their Women's Commission is very active and visible in the gender equality 'space' and in promoting gender equality throughout the organisation at all levels; they are recognised widely for their work in this area.</p> <p>EC AND COUNCIL ARE AT 43% FEMALE REPRESENTATION; 50% and 53% respectively if you base the calculation on the elected members only. This has been reached through effective initiatives rather than specific quotas or standalone policies.</p>	
3.9	Programmes or policies in place regarding safeguarding from harassment and abuse (new for 2019)	<p>0 – No</p> <p>1 – Some evidence of activity</p> <p>2 – Policies in place which includes reference to “IOC Guidelines for IFs and NOCs related to creating and implementing a policy to safeguard athletes from harassment and abuse in sport”</p> <p>3 - Policies in place consistent with IOC Guidelines, appropriate resources dedicated (including providing resources for members), plus evidence of implementation</p> <p>4 - State of the art policies and procedures in place, evidence of implementation, outcomes published</p>	<p>3</p> <p><a href="http://www.worldrowing.com/fisa/about-fisa/safeguarding-135508">http://www.worldrowing.com/fisa/about-fisa/safeguarding-135508</a></p> <p>FISA has been one of the leaders amongst IFs in putting in place policies and procedures and creating opportunities to share best practice amongst IFs.</p> <p>The policies and procedures were approved by the FISA Council in February 2019, and then published. Event Safeguarding Officers were in place at all FISA events in 2019, including the use of educational and awareness materials. A training programme was launched in May</p>	<p>3</p> <p>OK. Extensive activity. 3 awarded as the programme is still fairly new and developing</p>

<b>INTEGRITY</b>				
<b>No. 2019-20</b>	<b>Indicator for 2019-20</b>	<b>Score definition for 2019-20</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
			<p>2019, starting with FISA staff and extending to FISA Commissions, Coaches and NFs. This will continue in 2020 with the FISA Council participating in executive level training in February 2020. See Safeguarding Workshop under these links (for NF Conference, Commission members, Coaches)</p> <p><a href="http://www.worldrowing.com/fisa/about-fisa/conference">http://www.worldrowing.com/fisa/about-fisa/conference</a>;</p> <p><a href="http://www.worldrowing.com/fisa/about-fisa/joint-commissions-meeting">http://www.worldrowing.com/fisa/about-fisa/joint-commissions-meeting</a>;</p> <p><a href="http://www.worldrowing.com/coaches/coaching-sport-science">http://www.worldrowing.com/coaches/coaching-sport-science</a>)</p>	
3.10	Compliant with applicable laws regarding data protection (such as GDPR) and takes measures to ensure IT security (new for 2019)	<p>0 – No</p> <p>1 – Some evidence of action taken regarding data protection issues</p> <p>2 – IF is compliant with applicable data protection laws, such as GDPR and undertakes IT security measures</p> <p>3 – IF is compliant with applicable data protection laws and provides training for staff members, undertakes regular risk reviews of its security of IT systems with actions taken to mitigate risks</p> <p>4 – State of the art policies and procedures in place</p>	<p>3</p> <p>The FISA IT Consultant, a certified GDPR advisor, has undertaken risk assessment and provided training for the FISA staff with regards to IT security and data protection. Regular reviews are undertaken - a previous review resulted in a move from Google mail to a Swiss based server (in 2018). A copy of the IT policy &amp; usage manual can be provided to ASOIF on request.</p>	<p>2</p> <p>OK. IT, Internet, Email and Social Media Policies and Usage Manual provided. It is comprehensive but appears to pre-date the introduction of GDPR legislation</p>

<b>DEMOCRACY</b>				
<b>No. 2019-20</b>	<b>Indicator for 2019-20</b>	<b>Score definition for 2019-20</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
Please indicate the extent to which you consider that your IF fulfils the following:				
4.1	Election of the President and a majority of members of all executive bodies (revised for 2019)	0 – No 1 - Some elections but for limited number of roles 2 - Elections for president and majority of members of executive bodies 3 - Elections for president and majority of roles, voting numbers published 4 - Elections for president and majority of roles, voting numbers published, element of external scrutiny (e.g. notary and/or electronic voting system)	4  Scrutineers are appointed (from amongst the member federation delegates) at each Congress to oversee voting. Electronic voting was introduced at 2019 Congress.	4  OK. Statutes Article 36 - provision for electronic voting, which provides an element of independent scrutiny. Article 40 - election of various members of the Council and Commissions. 2018 Congress minutes: <a href="http://www.worldrowing.com/mm//Document/General/General/13/71/87/2018OrdinaryCongressMinutesENweb_Neutral.pdf">http://www.worldrowing.com/mm//Document/General/General/13/71/87/2018OrdinaryCongressMinutesENweb_Neutral.pdf</a> - voting numbers are published . Circular after 2019 Congress mentions election outcomes but not voting numbers: <a href="http://www.worldrowing.com/mm//Document/General/General/14/04/29/CIRC062019F_Neutral.pdf">http://www.worldrowing.com/mm//Document/General/General/14/04/29/CIRC062019F_Neutral.pdf</a>
4.2	Clear policies/rules on campaigning to ensure election candidates can campaign on balanced footing including opportunity for candidates to present their vision/programmes (revised for 2019)	0 – No 1 - Some opportunity for candidates to present their programme/manifesto in advance 2 – Basic rules for campaigning with designated opportunity for candidates to present programme in advance with equal treatment 3 – Publication of detailed campaigning rules for candidates. Candidates can announce well in advance (e.g. 3 months) and present programmes, including at General Assembly 4 - Campaigning rules for candidates cover finances and disclosure	3  The calling notice for Congress (4 moths prior to Congress) calls for nominations for the elected positions. See example from 2019 Congress: <a href="http://www.worldrowing.com/mm//Document/General/General/13/58/04/CircularNo.3of2019_Neutral.pdf">http://www.worldrowing.com/mm//Document/General/General/13/58/04/CircularNo.3of2019_Neutral.pdf</a> The nomination form is also published on the website: <a href="http://www.worldrowing.com/mm//Document/General/General/14/15/97/CouncilNominationFormfor2019Congress_Neutral.pdf">http://www.worldrowing.com/mm//Document/General/General/14/15/97/CouncilNominationFormfor2019Congress_Neutral.pdf</a>  Campaign rules are included in the Council Nomination Form for elected positions:	3  OK. 2017 Congress minutes indicate presentation of candidates. Bye-law to Article 40.5 - nominations must be received 3 months before the Congress

<b>DEMOCRACY</b>				
<b>No. 2019-20</b>	<b>Indicator for 2019-20</b>	<b>Score definition for 2019-20</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
			<a href="http://www.worldrowing.com/fisa/about-fisa/congress">http://www.worldrowing.com/fisa/about-fisa/congress</a> The candidates can distribute promotional materials before and at the Congress, in moderation. The NF President can present the Candidate at Congress.	
4.3	Election process with secret ballot under a clear procedure/regulation (revised for 2019)	0 – No 1 - Some provision for secret ballots 2 - Clear procedure/regulations in the statutes for secret ballots 3 - Clear procedure/regulations for secret ballots, electronic and paper options if appropriate 4 - Clear regulations for secret ballots, cover various scenarios including handling protests	3  Art.36 Voting at Congress. Art.37 Majorities refers to various scenarios.	3  OK. Provision for electronic or paper voting. Procedure in the event of a protest is not immediately clear
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	0 – No 1 - Some open positions made public 2 - All elections and non-staff appointments referenced in General Assembly documents with details of roles, requirements, assessment provided 3 - Elections/appointments advertised openly with details of roles, requirements, assessment 4 - State of the art open recruitment for all roles with details of roles, requirements, assessment	3  As in 2017/18.	3  OK. 2019 Congress announcement references open positions: <a href="http://www.worldrowing.com/mm/Document/General/General/13/62/28/2019FISAOrdinaryCongress_Information_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/62/28/2019FISAOrdinaryCongress_Information_Neutral.pdf</a> .  Bye-law to Article 47 sets out duties of Council members but not a full role description
4.5	Establishment and publication of eligibility rules for candidates for election together with due diligence Assessment	0 – No 1 - Some rules about eligibility for election candidates 2 - Published eligibility rules for election candidates with a nominations process unrestricted except for proportionate rules to ensure involvement in the sport 3 - Published eligibility rules with unrestricted nominations and a nominations commission 4 - State of the art eligibility rules, a nomination commission	2  As in 2017/18.	2  OK. Statutes Article 40 - candidates for President, Vice President, Treasurer must have specific experience at the Congress or as an athlete - requirements are believed to be proportionate

**DEMOCRACY**

No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
4.6	Term limits for elected officials	0 – No 1 - Some term limits but possibility of multiple re-elections to the same position 2 - Term limits in place with a maximum of no more than 12 years in 1 role 3 - Term limits in place with a maximum of 3 x 4 year cumulative terms in the same or multiple roles 4 - Term limits with a max of 3 x 4 year terms in same or multiple roles, waiting period before new role	2	2
			As in 2017/18.	OK. Article 43 - Council members can serve up to 12 years in the same position
4.7	Provide for the representation of key stakeholders (e.g. “active” athletes as defined in the Olympic Charter) in governing bodies (revised for 2019)	0 – No 1 - Some representation of key stakeholders in governing bodies 2 - Designated key stakeholder representatives in governing bodies (not consultative) 3 - Representation of key stakeholders including athlete(s) on Executive Board, duly elected/designated by the relevant body 4 - State of art athlete and other key stakeholder representation	3	3
			Athlete Commission Chair is elected onto the Board (the Council) by the Congress and has full voting rights.	OK. Statutes Article 39 - chair of Athletes' Commission is a member of the Council. Article 49 - Athletes' Commission chair may be a member of the Executive Committee but is not currently. Bye-law to Article 55 - Athletes' Commission appointed by the Council on recommendation of chair elected by Congress. This process may change in future
4.8	Conflict of interest policy identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision-making (revised for 2019)	0 – No 1 – Some conflict of interest rules 2 – Defined conflict of interest policy 3 – Defined conflict of interest policy, evidence of implementation 4 – State of the art conflict of interest policy, checked against register and evidence of implementation	2	2
			Declaration of Conflicts of Interest is at the beginning of the agenda of each Council and Executive Committee meeting. These are then noted in the Minutes of the meeting.	OK. Code of Ethics 5 covers conflicts of interest

<b>DEMOCRACY</b>				
<b>No. 2019-20</b>	<b>Indicator for 2019-20</b>	<b>Score definition for 2019-20</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
4.9	Governing bodies meet regularly	0 – No 1 - General Assembly meets at least every 4 years 2 - General Assembly meets at least every 2 years and other representative governing bodies meet at least every year with decisions published 3 - General Assembly meets at least every 2 years and other representative governing bodies meet multiple times per year with decisions and, calendar published 4 - General Assembly annual, other bodies meet several times per year, calendar, decisions and extra info published	4  General Assembly meets annually; Council meets at least 3 x per year; Executive Committee meets at least 4 x per year and holds fortnightly conference calls; Specialist Commissions meet at least twice per year. Key decisions are published in Circulars. Council & EC meeting calendar published: <a href="http://www.worldrowing.com/fisa/publications/">http://www.worldrowing.com/fisa/publications/</a>	4  OK. Circulars are detailed. 2020 meeting calendar: <a href="http://www.worldrowing.com/mm/Document/General/General/14/15/69/2020FISAMeetingCalendarat151119_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/14/15/69/2020FISAMeetingCalendarat151119_Neutral.pdf</a>
4.10	Ensuring equal opportunities for members to participate in the General Assembly (revised for 2019)	0 - No support for members to attend General Assembly and no information about this policy 1 - Some IF support for members to attend General Assembly, or livestream available for members who do not attend 2 - Equal financial support for all member federations (including a decision to provide no funding), but limited information published 3 - Published details (e.g. application forms/clear criteria) of financial support for members, or policy not to support 4 - Published details in addition to total expenditure on actively supporting members to attend General Assembly (e.g. line item in annual accounts)	2  Funding is not provided for NFs to attend Congress. Equal treatment.	2  OK. Score of 2 in accordance with revised score definitions

DEVELOPMENT				
No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
Please indicate the extent to which you consider that your IF fulfils the following:				
5.1	Clear policy in place to determine transparent allocation of resources in declared development objectives (revised for 2019)	<p>0 – No</p> <p>1 - Some information about allocation of resources in development objectives</p> <p>2 - Defined, transparent process to determine allocation of resources in development objectives</p> <p>3 - Defined, transparent process for allocating resources in development objectives, all info published</p> <p>4 - State of the art process for allocating resources in development objectives, all info published</p>	<p>3</p> <p>FISA have further evolved a process of asking all continental confederations to provide feedback on the annual continental calendar, testing and proposed education activities (training camps, coach education, officials training).</p> <p>As well, all NFs are requested to submit applicants for all FISA Development Support as long as they are members in good standing and approved by IOC/OS for the combined activities. Development funding and budgets are shared with annual congress and online in annual reports. FISA can provide specific examples for review. See attached FISA OS Training Camp and Olympic Rowing Qualification Regatta email discussions with OS, we have provided all expenses for members who participate as well as approval from the NOCs to OS for approval.</p> <p>They also approve in cooperation with FISA the participating nations. FOSA FISA Specific activities, all NFs are eligible for different options as long as they are meeting criteria set out as an example in the 2019 FISA Development Event Bulletin.</p>	<p>3</p> <p>OK. 2018 Strategic Framework includes "Goal II - Develop Rowing" with high-level information. Development page on website: <a href="http://www.worldrowing.com/development/">http://www.worldrowing.com/development/</a></p> <p>Overview of development activity in Executive Director's report to 2019 Congress: <a href="http://www.worldrowing.com/mm/Document/General/General/13/71/88/2019OrdinaryCongressAgendaPapersENweb_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/71/88/2019OrdinaryCongressAgendaPapersENweb_Neutral.pdf</a>.</p> <p>E-mail supplied shows there is an application process in place</p>

DEVELOPMENT				
No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
5.2	Information published on redistribution activity for main stakeholders, including financial figures (revised for 2019)	<p>0 – No</p> <p>1 - Some redistribution among main stakeholders</p> <p>2 - Formal redistribution policy or programme for main stakeholders, which may involve providing services directly</p> <p>3 - Formal redistribution policy or programme for main stakeholders, which may involve providing services directly, with financial figures published</p> <p>4 - State of the art redistribution programme for stakeholders, declared criteria and financial figures published</p>	<p>2</p> <p>FISA have further evolved a process of asking all continental confederations to provide feedback on the annual continental calendar, testing and proposed education activities (training camps, coach education, officials training).</p> <p>As well, all NFs are requested to submit applicants for all FISA Development Support as long as they are members in good standing and approved by IOC/OS for the combined activities. Development funding and budgets are shared with annual congress and online in annual reports. FISA can provide specific examples for review. See attached FISA OS Training Camp and Olympic Rowing Qualification Regatta email discussions with OS, we have provided all expenses for members who participate as well as approval from the NOCs to OS for approval.</p> <p>They also approve in cooperation with FISA the participating nations.</p> <p>FISA Specific activities, all NFs are eligible for different options as long as they are meeting criteria set out as an example in the 2019 FISA Development Event Bulletin.</p>	<p>2</p> <p>OK. Development activity is extensive. 1 line on Development Programme in 2018 accounts but no breakdown provided. There is some further information in the financial report to the 2019 Congress, including the headline budget figure over the 4 year cycle.</p>

DEVELOPMENT				
No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
5.3	Monitoring / audit process of the use of distributed funds	<p>0 – No</p> <p>1 - Funding recipients provide a report on how money is spent</p> <p>2 - Monitoring / audit process in place for use of distributed funds and/or directly funded development work</p> <p>3 - Independent monitoring / audit process in place for use of distributed funds and/or directly funded development work</p> <p>4 - Independent monitoring/ audit process in place for use of distributed funds and/or directly funded development work, results published</p>	<p>3</p> <p>All development spending must be justified with process of budgets being proposed, validated, receipts presented and payments processed only on agree upon budget items. These expenses are audited as part of FISA Annual audit and can be subject of an audit in the cases where Olympic Solidarity funding is being used (FISA cooperates closely with OS on many projects for athletes, coaches, officials and general training activities).</p> <p>FISA can provide specific examples to ASOIF for review.</p>	<p>2</p> <p>OK. E-mail provided shows there is an internal monitoring process in place</p>
5.4	Respect principles of sustainable development and regard for the environment	<p>0 – No</p> <p>1 - At least some reference to environmental responsibility in official documents</p> <p>2 - Official guidance on respecting principles of sustainable development and environment in Statutes and/or event hosting rules</p> <p>3 - Policy and measures on environmental responsibility, evidence of implementation, details published</p> <p>4 - State of the art policy on environmental responsibility, monitoring in place, details published</p>	<p>3</p> <p>Further to the initiatives already in place at the time of the 2017/18 questionnaire, in July 2019, FISA joined the Sports for Climate Action framework (<a href="http://www.worldrowing.com/news/sport-takes-action-climate-change">http://www.worldrowing.com/news/sport-takes-action-climate-change</a>), and as a follow up to that, measured its carbon footprint for the first time for 2019. This was recognised by the IOC at the sustainability session of the 2019 IF Forum (<a href="https://www.olympic.org/news/ioc-and-dow-reward-10-international-sports-federations-for-tangible-climate-action">https://www.olympic.org/news/ioc-and-dow-reward-10-international-sports-federations-for-tangible-climate-action</a>).</p> <p>On the back of its Sports for Climate Action commitment, FISA</p>	<p>4</p> <p>OK. Activity is extensive and developing over time. Water quality testing guidelines: <a href="http://www.worldrowing.com/mm/Document/General/General/13/54/52/FISAWaterQualityTestingGuidelines_February2019_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/54/52/FISAWaterQualityTestingGuidelines_February2019_Neutral.pdf</a></p>

DEVELOPMENT				
No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
			<p>is developing a more robust sustainability strategy which will be put to the FISA Council for approval at the end of January 2020. This strategy will include key principles, objectives, targets and deadlines to reach these targets.</p> <p>Implementation will begin in early 2020. Part of this implementation will include updating and expanding on the information provided in the Environment section of the World Rowing website. The sustainability strategy will be published on the website.</p>	
5.5	Existence of social responsibility policy and participation programmes targeting hard to reach areas	<p>0 – No</p> <p>1 - At least some reference to social responsibility in official documents</p> <p>2 - Social responsibility policy and programmes in place</p> <p>3 - Social responsibility policy and programmes in place, evidence of implementation, details published</p> <p>4 - State of the art social responsibility policy, monitoring in place, details published</p>	<p>2</p> <p>FISA continues to work on the Kafue River and Rowing Centre project. Progress is being made on the side of the title deed and project developments, however fundraising has not been as successful as hoped and funding remains an obstacle to further progress.</p> <p>The new sustainability strategy (referred to in 5.4 above) addresses the importance of communities and outreach programmes through its principles and objectives.</p> <p>Event organisers will be encouraged (and eventually mandated) to incorporate outreach programmes into their events.</p>	<p>2</p> <p>OK. Activity seems proportionate to an organisation of FISA's scale</p>

DEVELOPMENT				
No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
5.6	Education programmes (topics other than integrity) and assistance to coaches, judges, referees and athletes (revised for 2019)	<p>0 – No</p> <p>1 - At least some educational support for coaches, judges, referees and athletes</p> <p>2 - Education programme and assistance for coaches, judges, referees and athletes</p> <p>3 - Education programme and assistance for coaches, judges, referees and athletes with details published</p> <p>4 - State of the art education programme for coaches, judges, referees and athletes with details published</p>	<p>3</p> <p>FISA Development Programme has a Coach Education Framework that is revised on a regular basis along with the coach education materials and is available through the coach section of our website, including newly development 'how to row' avatars, coaching frameworks, template training programmes at different levels, and a number of resources and links to presentations from past World Rowing Coaches Conference.:  <a href="http://www.worldrowing.com/coaches/#">http://www.worldrowing.com/coaches/#</a>.</p> <p>The Umpires Commission has an education system that is communicated to all members to promote opportunities for Clinics, Seminars and Exams.:  <a href="http://www.worldrowing.com/fisa/publications/umpiring">http://www.worldrowing.com/fisa/publications/umpiring</a>.</p> <p>Athletes are able to attend annual training camps through FISA and OS and these are communicated in bulletins to all eligible NFs (see example from FISA OS Training Camp):  <a href="http://www.worldrowing.com/development/">http://www.worldrowing.com/development/</a>.</p>	<p>3</p> <p>OK. Activity is extensive with lists of courses taking place. Education of officials features prominently in 2018 Strategic Framework. Some materials are available online</p>

DEVELOPMENT				
No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
5.7	Put in place integrity awareness/education programmes (revised for 2019)	0 – No 1 - At least some information on integrity awareness available 2 - Integrity awareness/education programmes in place 3 – Formal, diversified integrity awareness/education programmes in place with evidence of implementation 4 - State of the art integrity awareness/education programmes in place with evidence of implementation (e.g. mandatory, regular education, online/offline, communication)	2  Per 3.1, Education & awareness programmes have been in place in 2019 regarding Code of Ethics (specifically Safeguarding Policy, which is within the Code of Ethics) and will continue in 2020. See Safeguarding Workshop under these links (for NF Conference, Commission members, Coaches) <a href="http://www.worldrowing.com/fisa/about-fisa/conference">http://www.worldrowing.com/fisa/about-fisa/conference</a> ; <a href="http://www.worldrowing.com/fisa/about-fisa/joint-commissions-meeting">http://www.worldrowing.com/fisa/about-fisa/joint-commissions-meeting</a> ; <a href="http://www.worldrowing.com/coaches/coaching-sport-science">http://www.worldrowing.com/coaches/coaching-sport-science</a>  Anti-doping education initiatives take place at World Champs (Athletes Booth) and there is also extensive information regarding anti-doping on the Athletes webpages of the website: <a href="http://www.worldrowing.com/athletes/medical-and-antidoping/antidoping">http://www.worldrowing.com/athletes/medical-and-antidoping/antidoping</a>	3  OK. Score of 3 as there is activity both on anti-doping and safeguarding
5.8	Legacy programmes to assist communities in which events are hosted	0 – No 1 - Some support for communities which host events in their legacy planning 2 - Legacy programmes to assist communities in which events are hosted 3 - Formal legacy programme and resources to assist communities in which events are hosted 4 - State of the art programme and resources to assist event host communities, monitoring, details published	2  The new sustainability strategy (referred to in 5.4 above) addresses the importance of communities and legacy programmes through its principles and objectives. Event organisers are encouraged (and will eventually be mandated) to incorporate legacy programmes into their events - the FISA Technical Director works directly with the OCs on legacy matters.	1  OK. There is a brief mention in the FISA Manual: <a href="http://www.worldrowing.com/mm/Document/General/General/13/03/45/FISA_Manual_Updated2018120219_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/03/45/FISA_Manual_Updated2018120219_Neutral.pdf</a> .  Limited information available

DEVELOPMENT				
No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
			Further information and documents are available on request.	
5.9	Anti-discrimination policies on racial, religious or sexual orientation (revised for 2019)	0 – No 1 - Recognition of antidiscrimination issues in official documents 2 - Official antidiscrimination policy or policies in place 3 - Anti-discrimination policy/ policies covering all characteristics, evidence of implementation (e.g. education activity or sanctioning) 4 - State of the art antidiscrimination policies, evidence of implementation, results published	2  The text in the Declaration of Principles and the FISA Code of Ethics constitutes official rules. As part of the FISA Statutes, Rules, Bye-laws and Regulations, if these rules are not complied with FISA has the authority to impose sanctions. See also Art 57 - Commitment.	2  OK. Code of Ethics 7 - non-discrimination. Declaration of Principles B6 - non-discrimination. Rules in place would enable a disciplinary case to be initiated in the event of an alleged case
5.10	IF dedicates appropriate resources to the Paralympic/disability discipline(s) in the sport (Note: for sports that have no Paralympic or disability discipline, the mean score for the rest of the questionnaire will be awarded for this question) (revised for 2019)	0 – No 1 - IF provides some limited support to the organisation responsible for the Paralympic/disability discipline(s) in the sport 2 - IF has a committee and some staff support to oversee the Paralympic/disability discipline(s), or IF has a formal agreement in place with the responsible organisation 3 - IF support for Paralympic/disability discipline(s) integrated through multiple departments (or support for another organisation) with appropriate resources 4 - IF provides state of the art support for Paralympic/disability discipline(s) integrated through all relevant departments with appropriate resources	3  Para rowing is fully integrated into FISA events and activities in the office. We have a Para Rowing Commission and a staff member in the Development department that work on strategy and development of para rowing; FISA has also separated out the classification and operational responsibilities and has created the Classification Advisory Panel (CAP) that is supported by another staff member - FISA's Sport Manager.  We commit budget to support para rowing development activities (training camps), classification workshops/clinics, research, conferences, etc. <a href="http://www.worldrowing.com/para-rowing/">http://www.worldrowing.com/para-rowing/</a>	3  OK. Activity is extensive. Expenditure is presumably included in various lines in the audited accounts

CONTROL MECHANISMS				
No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
Please indicate the extent to which you consider that your IF fulfils the following:				
6.1	Establish an internal ethics committee with independent representation (revised for 2019)	0 – No 1 - Some monitoring of ethical behaviour 2 - Ethics committee with independent representation in place to monitor application of ethics rules 3 - Ethics committee with majority independent representation in place, rules of procedure and can propose sanctions 4 - State of the art ethics committee, independent majority, rules of procedure adhering to the IOC Code of Ethics, proposes sanctions	3  As in 2017/18. See Ethics Group webpage: <a href="http://www.worldrowing.com/fisa/about-fisa/fisa-code-ethics">http://www.worldrowing.com/fisa/about-fisa/fisa-code-ethics</a>  Code of Ethics explains process.	3  OK. Ethics Panel is appointed by Congress and is independent: <a href="http://www.worldrowing.com/fisa/about-fisa/fisa-code-ethics">http://www.worldrowing.com/fisa/about-fisa/fisa-code-ethics</a> .  Code of Ethics 10 - Ethics Panel can impose sanctions
6.2	Establish an internal audit committee that is independent from the IF decision-making body	0 – No 1 - Audit committee in place but no independence 2 - Audit committee in place with independent (meaning not IF staff or members of IF executive) representation 3 - Audit committee in place with independent majority, activity published 4 - State of the art audit committee with independent majority, reports directly to members, activity published	1  Article 34 û Auditing of Accounts & Risk Management p22 Rule Book <a href="http://www.worldrowing.com/mm/Document/General/General/13/58/39/FISArulebookEN2019web_Neutral.pdf">http://www.worldrowing.com/mm/Document/General/General/13/58/39/FISArulebookEN2019web_Neutral.pdf</a>	1  OK. Statutes 34 - Council appoints a Finance Sub-Committee. A Treasurer is elected and reports to Congress
6.3	Adopt accounting control mechanisms and external financial audit (revised for 2019)	0 – No 1 - Some accounting control mechanisms and/or an external financial audit 2 - Official accounting control mechanisms in place and an external financial audit 3 - Official accounting control mechanisms in place and an external financial audit, details published 4 - State of the art accounting controls in place and external financial audit (IFRS/GAAP or equivalent), details published	3  Publication of external financial audit: <a href="http://www.worldrowing.com/fisa/publications/">http://www.worldrowing.com/fisa/publications/</a>	3  OK. The audit is conducted "in accordance with Swiss Auditing Standards", which is not believed to be equivalent to IFRS or GAAP but is believed to be proportionate for an organisation of FISA's size. Limited information available on internal controls and financial policies

<b>CONTROL MECHANISMS</b>				
<b>No. 2019-20</b>	<b>Indicator for 2019-20</b>	<b>Score definition for 2019-20</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
6.4	Adopt policies and processes for internal control	0 – No 1 - Some systems in place for internal control and/or risk management 2 - Official procedure in place for internal control and risk management 3 - Official procedure in place for internal control and risk management, evidence of implementation 4 - State of the art internal control and risk management procedure, evidence of implementation	2	2
			[Left blank by IF]	Finance Sub-Committee is referenced in Statutes 34. Risk management mentioned briefly in Treasurer's report to Congress
6.5	Adopt policies and procedures which comply with competition law / anti-trust legislation in eligibility of athletes and sanctioning of events (revised for 2019)	0 – No 1 - Some acknowledgement of potential issue in official documents, such as a basic eligibility rule 2 – Proportionate eligibility rule (or no restrictions) for athletes and for sanctioning of events 3 – Proportionate eligibility rule, evidence of relevant activity, such as discussion of eligibility/event sanctioning by Executive Board and/or General Assembly 4 – State of the art policies and procedures in place, including appeal process	2	2
			No restrictions.	OK. Rule 19 covers eligibility of athletes - there do not appear to be restrictions
6.6	Observe open tenders for major commercial and procurement contracts (other than events)	0 – No 1 - Some tenders for major commercial and procurement contracts 2 - Regular open tenders for major commercial and procurement contracts 3 - Regular open tenders for major commercial and procurement contracts, full documentation 4 - State of the art open tenders for major contracts, full documentation, publication of appointments	2	3
			Documentation can be provided on request. The next tender process will take place in 2021.	OK. Documentation provided for two Timing and Data Services tenders. Announcement of a media rights contract: <a href="http://www.worldrowing.com/news/nbc-sports-group-partners-with-world-rowing-exclusive-three-year-deal">http://www.worldrowing.com/news/nbc-sports-group-partners-with-world-rowing-exclusive-three-year-deal</a>

<b>CONTROL MECHANISMS</b>				
<b>No. 2019-20</b>	<b>Indicator for 2019-20</b>	<b>Score definition for 2019-20</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
6.7	Decisions made can be challenged through internal appeal mechanisms on the basis of clear rules (revised for 2019)	0 – No 1 - Some opportunity for internal appeals 2 - Internal appeals policy in place 3 - Internal appeals policy in place, evidence of implementation 4 - State of the art appeals policy, evidence of implementation, full decisions published	2  The decisions of the Council can be appealed through Art.31; Art.64, paragraph 2 applies in all other cases. These articles allow for appeals on non-competition decisions.	2  OK. Article 31 - Council and Executive Committee decisions can be appealed to the Congress. 2019 Congress papers confirm that no such requests were received. Article 64 - procedural rules for judicial bodies, including right of appeal
6.8	Due diligence and effective risk management in bidding requirements, presentation, assessment and allocation of main events	0 – No 1 - Some due diligence and/or risk management in bidding and allocation of major events 2 - Designated due diligence and risk management process for bidding, assessment, event allocation 3 - Due diligence and risk management process for bidding, assessment, event allocation, info published 4 - State of the art due diligence/ risk management for event process, info published, with element of external bidding assessment	3  A new Strategic Event Attribution Plan was established in carried out in 2018 and 2019, with a high level of detail published online: <a href="http://www.worldrowing.com/events/events-bidding">http://www.worldrowing.com/events/events-bidding</a> .  However, a large amount of the finer detail that bidders were required to submit were only distributed directly to those National Federations who expressed interest in bidding, rather than having it all available online.	3  OK. Limited information available on FISA's due diligence process in reviewing/encouraging bids but it is acknowledged that a key deadline passed in June 2019. Rights fees are listed by event: <a href="http://www.worldrowing.com/mm//Document/General/General/13/04/57/WREventAttribution2021to2024EventDetailsF191217_Neutral.pdf">http://www.worldrowing.com/mm//Document/General/General/13/04/57/WREventAttribution2021to2024EventDetailsF191217_Neutral.pdf</a> .  Long-term planning is a welcome approach
6.9	Awarding of main events follows an open and transparent process	0 – No 1 - Some information published about process for awarding main events 2 - Process for awarding main events with rules including criteria, fair timetables, outcomes published 3 - Process for awarding events, rules include criteria, fair timetables, shortlisting or rotation 4 - Process for awarding events, rules include criteria, fair timetables, shortlisting or rotation, with element of external bidding assessment	3  As per 6.8, a large level of detail is available online, however it is recognised that it is lacking an element of external bidding assessment.	3  OK. List of candidates for events published: <a href="http://www.worldrowing.com/mm//Document/General/General/13/58/12/SEAP2021-2024_Biddersat180419_byEventandYear_Neutral.pdf">http://www.worldrowing.com/mm//Document/General/General/13/58/12/SEAP2021-2024_Biddersat180419_byEventandYear_Neutral.pdf</a> .  Brief information in 2017 Congress minutes about attribution of events, including votes: <a href="http://www.worldrowing.com/mm//Document/General/General/13/29/59">http://www.worldrowing.com/mm//Document/General/General/13/29/59</a>

CONTROL MECHANISMS				
No. 2019-20	Indicator for 2019-20	Score definition for 2019-20	Self-assessed score/evidence	Moderated score/evidence
				<a href="#">/2017OrdinaryCongressMinutesENweb_Neutral.pdf.</a> Article 46 - Council shortlists bids for World Championships for Congress decision. Rule 6 - Congress makes final decision. Limited information on criteria currently available but the bid process is mid-cycle
6.10	Internal decisions can be appealed with final recourse to the Court of Arbitration for Sport	0 – No 1 - Some opportunity for external Appeals 2 - Right of appeal for some internal decisions to CAS or similar 3 - Right of appeal in statutes for all relevant internal decisions to CAS, evidence of implementation 4 - Right of appeal in statutes for all relevant decisions to CAS, implementation, outcomes published	4 Example of CAS case published on website: <a href="http://www.worldrowing.com/mm//Document/General/General/12/43/31/CASfinaldecisionDaniilAndrienkoetallv.FISAandIOC_Neutral.pdf">http://www.worldrowing.com/mm//Document/General/General/12/43/31/CASfinaldecisionDaniilAndrienkoetallv.FISAandIOC_Neutral.pdf</a> Webpage for AD related cases (at bottom of page): <a href="http://www.worldrowing.com/athletes/medical-and-antidoping/antidoping">http://www.worldrowing.com/athletes/medical-and-antidoping/antidoping</a>	4 OK. Code of Ethics 10.7 - right of appeal to CAS. Articles 66-67 - right of appeal to CAS

## SUMMARY SCORES

Section	2016-17		2017-18		2019-20	
	Self-assessed	Moderated	Self-assessed	Moderated	Self-assessed	Moderated
Transparency (out of 40)	18	27	29	30	34	31
Integrity	10	16	23	23	29	27
Democracy	22	22	24	24	28	28
Development	15	20	22	21	25	25
Control Mechanisms	17	20	25	22	25	26
Total (out of 200)	82	105	123	120	141	137
Mean per indicator	1.64	2.1	2.46	2.4	2.82	2.74

Total moderated score	2016-17	2017-18	2019-20
Total moderated score	105	120	137

<b>IF Group based on total moderated score (2019-20)</b>	<b>B</b>
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The maximum theoretical score is 200 (40 for each of five sections). Due to the scoring method, percentages should not be used. The margin of error for the total moderated score is estimated at -5 to +5.

## OVERVIEW OF IF GROUPS BASED ON TOTAL MODERATED SCORES

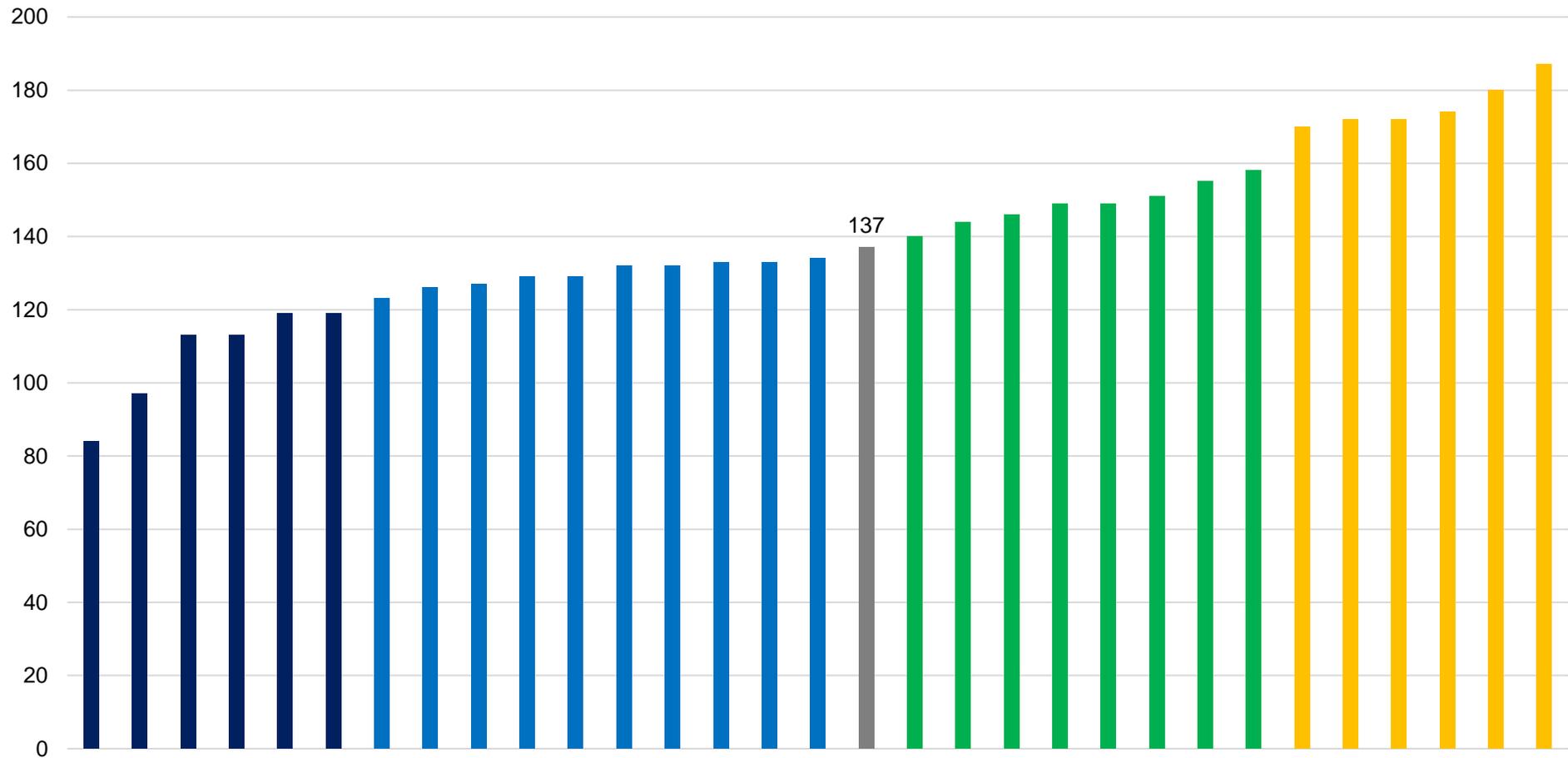
Group	Score Range	IFs
A1	170 – 187	BWF, FEI, FIFA, ITF, UCI, World Rugby
A2	140 – 158	FIBA, FIE, ITTF, ITU, UWW, World Athletics, World Sailing, WT
B	123 – 137	FIG, FIH, <b>FISA</b> , FIVB, ICF, IFSC, IGF, IHF ISSF, UIPM, World Archery
C	84 – 119	FINA, IJF, ISA, IWF, WBSC, World Skate

Note that IFs are listed in alphabetical order within groups, not in score order.

Further analysis and comparisons between IFs can be found in the Third Review of International Federation Governance:  
<http://www.asoif.com/governance-task-force>.

## COMPARISON OF IF SCORES

Total moderated score for each IF studied

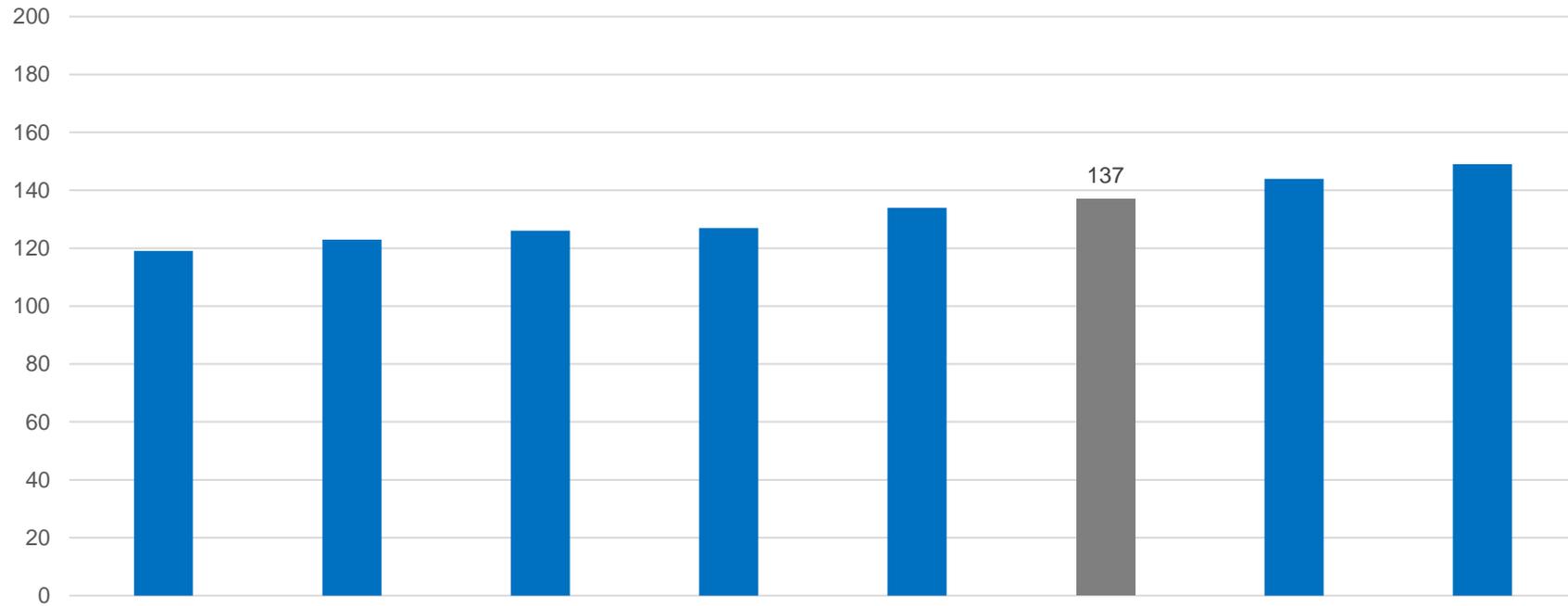


### Key

	Group A1
	Group A2
	Group B
	Group C
	FISA

### COMPARISON OF IF SCORES WITH SIMILAR STAFF NUMBERS

Total moderated score for each IF with 10-19 staff

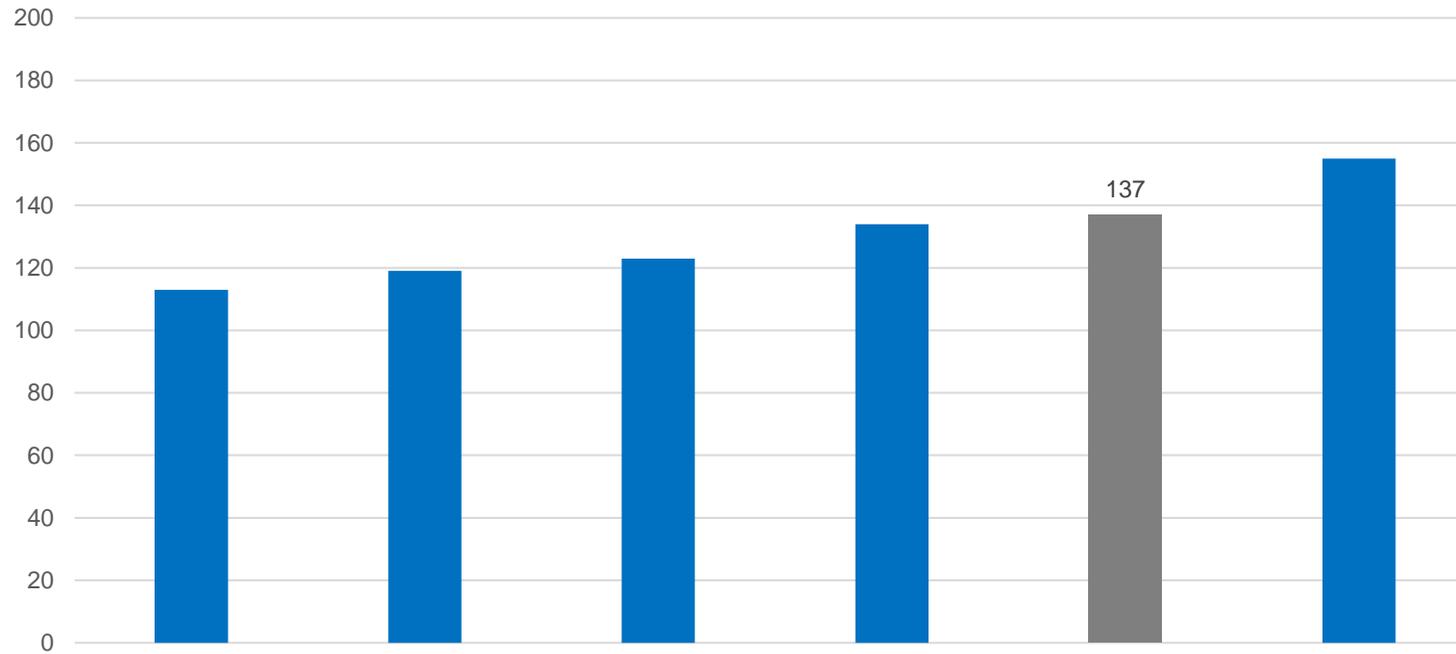


**Key**

Other IFs with 10-19 staff
FISA

## COMPARISON OF IF SCORES WITH REVENUE ON A SIMILAR SCALE

Total moderated score for each IF with CHF 4m-8m annual revenue



### Key

Other IFs with CHF 4m-8m annual revenue
FISA

## SELECTED POINTS FROM THE ANALYSIS

### Overall

- FISA is at the top of Group B
- The difference between the self-assessed and moderated scores of 4 is much lower than the average markdown for 2019-20 of 13 across all IFs and demonstrates that considerable effort has gone into completing the questionnaire
- The improvement in the moderated score of 17 is lower than the average improvement of 24.5 across all IFs (although some were starting from a lower base)
- FISA has comfortably exceeded the target score of 120 set by the ASOIF Governance Taskforce
- Note that the assessment is based on measures which were already in place by mid-February 2020. Credit has not been given for reforms or activity to be implemented or proposed at a later date. This is consistent with the approach adopted for other IFs and previous assessments

### Positive

- FISA is at the top end of Group B for 2019-20 compared to the lower end of A2 for 2017-18 but there have been significant and worthwhile improvements since 2018 – the evidence of ongoing governance work is more important than the allocation to a specific group
- FISA performs well relative to other IFs with a comparable number of staff and level of revenue
- A good range of information is published
- FISA is closer to having a gender balance in its leadership than almost all other IFs
- FISA is actively implementing safeguarding policies and procedures

### Areas for improvement

- A small number of indicators with a score of 1 would merit attention, although not all will be immediate priorities

A set of good practice examples for all of the indicators which have been collected from among the ASOIF members, is available here:  
<http://www.asoif.com/governance-task-force>