



ASOIF GTF IF governance questionnaire 2021-22

Report of self-assessed and moderated scores for: **Fédération Internationale des Sociétés d'Aviron**

BACKGROUND		
No	Indicator for 2021-22	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	Yes
1.2	The World Anti-Doping Code and whether WADA has officially confirmed your compliance	Yes
1.3	Your IF is taking account of the Agenda 2020+5 recommendations when updating its governance and processes	Yes
1.4	Your IF complies with all applicable domestic laws of the country where it is registered and/or operates its main activities	Yes
1.5	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)	Yes
1.6	Please indicate what type of legal entity the IF is	Swiss-based Voluntary Association
	Type of legal entity (other)	
1.7	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
1.8	In which country does your IF have its legal base?	Switzerland
1.9	How many full-time equivalent paid staff does the IF have, including contractors? (revised for 2019)	10-19
	Full-time equivalent staff – comment	
1.10	What is the approximate annual revenue of the IF and its subsidiaries averaged over the 2016-2021 cycle (not including continental federations or members)?	CHF 4m-8m
1.11	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 & diversity, transparency, and education on integrity matters. Increased emphasis on safeguarding and sustainability. Approx. 1 Full Time Equivalent dedicated specifically to governance work; with a strong collaborative team effort across the staff,

BACKGROUND		
No	Indicator for 2021-22	Self-assessed response
		the Council and the specialist commissions to deliver the organisation's broad governance objectives.

TRANSPARENCY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	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 Rule Book, including Statutes & Rules of Racing, latest version, including previous version with marked-up proposed changes for the 2020 Congress: https://worldrowing.com/technical/rules/ , also posted under the Congresses webpage: https://worldrowing.com/about/organisation/governance/fisa-congresses/	4 Noted. Rule book: https://docs.dcatalog.com/Sotic/Rule-Book/f57cf939-a53c-4844-99ba-a6d88cd2174b/FISA-rule-book-EN-2021.pdf?v=16431977256400.8218959655674718
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: https://worldrowing.com/about/organisation/ Can also be found here, under: https://worldrowing.com/about/organisation/governance/ ; https://worldrowing.com/about/organisation/headquarters/ . World Rowing is a small and relatively flat organisation, with minimum hierarchical levels.	4 Structure clear. Organisational chart: https://worldrowing.com/wp-content/uploads/2022/01/WR-Office-Org-Chart-2022_140122-1.pptx

TRANSPARENCY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
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	4	4
			Mission, vision, mission, guiding principles, and core values can be found here, plus Strategic Framework: https://worldrowing.com/about/ The KPIs are being tracked on an annual basis and can be found here: https://worldrowing.com/technical/publications/	Noted. KPI document available for 2019 tracks progress
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	3
			http://www.worldrowing.com/fisa/national-federations/ 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 World Rowing Member Federation information (affiliation date, oar poster): https://worldrowing.com/technical/publications/ We also have our recognised Continental Rowing Confederations, and Member Groupings now listed on the website: https://worldrowing.com/about/continental-rowing-confederations/ https://worldrowing.com/about/member-groupings/	Noted. Example of Belgium with basic information: https://worldrowing.com/federation/belgium-rowing-federation For a score of 4 additional information on athletes, news stories or competition results could be added. It is recognised that this is not a fundamental governance issue.

TRANSPARENCY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
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	4	4
			https://worldrowing.com/about/organisation/ Mandate information is included in the Council Member biographies	Noted. Mandate years included.
2.6	Annual activity report, including institutional information, and main events reports	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	2
			Regular official communications can be found here: https://worldrowing.com/about/organisation/governance/official-communications-world-rowing-circulars/ Annual Reports are included as part of the Congress agenda papers here: https://worldrowing.com/about/organisation/governance/fisa-congresses/ Further annual information, including KPIs, TV & video coverage reports, audit reports are published here: https://worldrowing.com/technical/publications/ Specialist commissions: annual review with the ExecComm - information is published here: https://worldrowing.com/about/organisation/governance/joint-commissions-meeting/	Noted. News published regularly and detailed information available from Congress. No specific annual report since 2017. A score of 2 is consistent with other IFs who adopt a similar approach.

TRANSPARENCY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
			We firmly believe that a score of 3 is applicable - resource constraints & prioritisation means that a specifically named "Annual Report" has not been published recently, however significant annual information is published; following the challenging covid period it is anticipated that we will reintroduce such a report.	
2.7	Annual financial reports following external audit	0 – No 1 - Some financial information published on IF website 2 - Publication of externally audited financial reports on IF website 3 - Publication of audited financial reports, easy to find on IF website 4 - Publication of audited financial reports for at least the last three years, easy to find on IF website, extra data, management letter	4	4
			Audit reports can be found here, including extensive archive: https://worldrowing.com/about/organisation/governance/ Congress papers also include a supporting Finance Report and a report from the Treasurer.	Noted. Audit reports available dating back a number of years.
2.8	Allowances and financial benefits of elected officials and senior executives	0 – No 1 - Some information on allowances and financial benefits of elected officials and senior executives, such as total salaries figure in accounts 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 3 - Full details published including total figure paid by the IF, easy to find on website	2	2
			Some information in financial accounts and reports regarding personnel costs, published on website. Elected officials receive a travel subsidy (to cover flights costs) - this is published here: https://worldrowing.com/technical/publications/	Noted. Travel subsidies document has details for Council and Commission members for 2021: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2022/01/19140317/2021-Travel-

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		4 - Full details published, easy to find on IF website, with extra data or information	There are no per diems.	Allowances Council-Commission-Members.pdf
2.9	General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda	0 – No 1 - Some information published on General Assembly 2 - General Assembly agenda published in advance, minutes afterwards or live streaming which is recorded 3 - General Assembly full details published with minutes, easy to find on IF website 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	4	4
			Link to Congress papers (including minutes archive), live streaming & extra information: https://worldrowing.com/about/organisation/governance/fisa-congresses/	Noted. 2020 Congress minutes: https://worldrowing.com/about/organisation/governance/fisa-congresses/ Archive is also online. 2021 minutes not available at the time of moderation in February 2022 as the meeting only took place in November 2021. News summary is useful: https://worldrowing.com/2021/11/06/2021-world-rowing-ordinary-congress-re-elects-president-jean-christophe-rolland/
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	4	4

TRANSPARENCY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
		<p>3 - All major decisions are published appropriately promptly, easy to find on IF website in a designated section</p> <p>4 - All major decisions published appropriately promptly, easy to find on IF website in a designated section, extra detail or information</p>	<p>Decisions from Council Meetings published in Circulars:https://worldrowing.com/about/organisation/governance/official-communications-world-rowing-circulars/ Specialist commissions & committees: annual review with the ExecComm - information is published here: https://worldrowing.com/about/organisation/governance/joint-commissions-meeting/ Meetings calendar is published here: https://worldrowing.com/technical/publications/</p>	<p>Noted. Six circulars in 2021. News section has information by category.</p>

INTEGRITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
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	<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 - https://worldrowing.com/about/organisation/headquarters/</p> <p>Defined process for Code of Ethics: https://worldrowing.com/about/organisation/governance/world-rowing-code-of-ethics/</p> <p>No cases due for publication. With approval, documentation can be provided as evidence of implementation, although highly sensitive & confidential.</p> <p>Further education & awareness programmes were delivered in 2021 regarding Code of Ethics (specifically Safeguarding Policy, which is within the Code of Ethics) - see links to 2021 webinars on this webpage: https://worldrowing.com/responsibility/safeguarding/; OC awareness/training sessions on SG; online seminars on SG run by Umpiring Commission.</p> <p>Further SG webinars are scheduled in 2022.</p>	<p>3</p> <p>Noted. Responsibility is clear. Latest Code is here: https://worldrowing.com/wp-content/uploads/2021/03/2021-World-Rowing-Code-of-Ethics.pdf</p> <p>Evidence of implementation was provided.</p>
3.2	Has a unit or officer in charge of ensuring that the IF abides by the World Anti-Doping Code (revised for 2021)	<p>0 – No</p> <p>1 - A designated individual staff member/officer has responsibility for World Anti-Doping Code compliance</p>	<p>4</p>	<p>4</p>

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No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
Please indicate the extent to which you consider that your IF fulfils the following:				
		<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 (e.g. critical functions out-sourced to ITA or separate entity)</p>	<p>Critical functions have been outsourced to ITA, since April 2021. https://worldrowing.com/technical/anti-doping/</p>	<p>Noted. ITA agreement in place: https://worldrowing.com/2021/03/15/world-rowing-partners-with-the-international-testing-agency-for-anti-doping/ Agreement includes investigations. Latest cases are published. Example: https://worldrowing.com/2021/01/04/world-rowing-statement-on-anti-doping-by-laws-violation-by-robert-strachan/</p>
3.3	Complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions	<p>0 – No</p> <p>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)</p> <p>2 - Resources dedicated to complying with the Code (e.g. rules fully compliant, member of IBIS, some evidence of education)</p> <p>3 – Appropriate expertise and resources dedicated to complying with the Code which includes education and investigative capacity</p> <p>4 - State of the art compliance with the Code which includes publication of case outcomes</p>	<p>3</p> <p>Appendix S12 - Manipulation of Competition and Betting, consistent with IOC Code & recommendations. https://worldrowing.com/technical/rules/2021-rule-book/ World Rowing is a member of IBIS Outcomes would be published but there haven't been any cases. Dedicated webpage: https://worldrowing.com/about/organisation/governance/prevention-of-competition-manipulation/ World Rowing has an Ambassador to help in the PMC initiatives; participated in the IOC social media campaign on PMC pre-Tokyo . https://worldrowing.com/2021/07/15/preventi</p>	<p>3</p> <p>Noted. Procedures in place for investigations (Code of Ethics). July circular covers educational campaign: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2021/07/06151217/CIRC032021-F-060721-1.pdf Scale of activity is likely to be proportionate to the needs of the sport.</p>

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Please indicate the extent to which you consider that your IF fulfils the following:				
			on-of-competition-manipulation-complete-the-e-learning-course/ Awareness raising is planned to continue at 2022 World Championship events.	
3.4	Conflict of interest policy identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision-making	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	3	3
			Code of Ethics, para 5 - Conflicts of Interest: https://worldrowing.com/wp-content/uploads/2021/03/2021-World-Rowing-Code-of-Ethics.pdf Council members are required to complete a Conflict of Interest Declaration at the time of the nomination process (for elected officials) and at the time of appointment for those who are appointed: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2021/07/06150256/Council-Nomination-Form_2021-Congress-060721.pdf (page 3 of this nomination form) 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. Documentation can be provided as evidence if required.	Noted. Conflict of Interest form is evidence of implementation. Evidence from minutes provided. Not clear whether register is updated regularly.

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Please indicate the extent to which you consider that your IF fulfils the following:				
3.5	Establish confidential reporting mechanisms for “whistle blowers” with protection scheme for individuals coming forward	0 – No 1 - Some evidence of a response to comments and allegations 2 - A confidential reporting mechanism is in place for whistle-blowers 3 - A confidential reporting mechanism is in place for whistle-blowers with evidence of action taken 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	3 Art. 60 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. World Rowing has in the past received complaints which have been addressed at Executive level and in a confidential manner. Safeguarding policy provides for a reporting mechanism with specific text referring to anonymity: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2021/03/08102406/2021-World-Rowing-Safeguarding-incident-report-form.pdf For doping matters, ITA provides a whistle blowing service through their platform Reveal. For competition manipulation, the IOC Integrity Hotline provides a confidential reporting mechanism on behalf of World Rowing; this is promoted on our PMC webpage.	2 Noted. There is a process in place. Reporting form is submitted by e-mail, which may not provide full anonymity. It is understood that this is difficult to achieve and may be disproportionately expensive. Score of 2 for consistency with other IFs that adopt a similar approach.

INTEGRITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
Please indicate the extent to which you consider that your IF fulfils the following:				
3.6	Provide for appropriate investigation of threats to sport integrity (competition manipulation, gambling-related or other)	0 – No 1 - Some reference to investigation of threats to sports integrity in official documents 2 - Defined investigation process for threats to sports integrity (e.g. through participation in IBIS) 3 - Dedicated resources and process for threats to sports integrity, evidence of implementation 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)	3	3
			World Rowing Statutes, Part V - Integrity of the Sport, Arts. 58-61 and World Rowing Code of Ethics and Ethics Group https://worldrowing.com/about/organisation/governance/world-rowing-code-of-ethics/ World Rowing is a member of IBIS, but 'Sport Integrity' goes much wider than 'competition manipulation, gambling related or other'. Arts 58-61 address, incorporate and support the wider definition of Sport Integrity.	Noted.
3.7	Make public decisions of disciplinary bodies and related sanctions, as well as pending cases, to the extent permitted by regulations (revised for 2021)	0 – No 1 - Some information about decisions of disciplinary bodies and related sanctions published 2 - All decisions of disciplinary bodies and related sanctions published, to the extent permitted by privacy regulations 3 – Full decisions of disciplinary bodies and related sanctions published, to the extent permitted by regulations 4 – Full decisions of disciplinary bodies and related sanctions published promptly with appropriate details and extra info (e.g. pending	3	3
			All anti-doping cases are published in a timely manner with appropriate details: https://worldrowing.com/technical/anti-doping/	Noted. Recent case from 2021: https://worldrowing.com/2021/01/04/world-rowing-statement-on-anti-doping-by-laws-violation-by-robert-strachan/

INTEGRITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
Please indicate the extent to which you consider that your IF fulfils the following:				
		cases, mutual recognition of decisions, disciplinary process)		
3.8	Appropriate gender balance in Executive Board or equivalent	0 - Female representation is no more than 5% 1 - Female representation is more than 5% but no more than 15% 2 - Female representation is at least 15% with rules/policy to encourage gender balance 3 - Female representation is at least 25% with rules/policy to encourage gender balance 4 - Executive Board has at least 40% of each gender with rules/policy to encourage gender balance	4 World Rowing Declaration of Principles (Art 2 of Statutes) outlines World Rowing's position on gender equality; Specialist Commissions seek gender representation in their membership (Art.54, para 4). In addition, on promoting gender equality in other areas of the organisation, Art. 22 includes a gender criteria for delegates participating at Congress; Art.35 regarding the number of votes (1 or 3) attributed to a member federation includes a gender related criteria; access to Development funds includes gender related criteria. World Rowing and their Women's Commission (since 2021, transitioned to Gender Equality, Diversity & Inclusion 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. EC AND COUNCIL ARE AT 50% FEMALE REPRESENTATION; 57% and 53%	4 Noted. Four women out of 8 members of Executive Committee. There is significant work on gender equality.

INTEGRITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
Please indicate the extent to which you consider that your IF fulfils the following:				
			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.	
3.9	Policies in place to foster greater diversity of backgrounds in composition of Executive Board and committees (new for 2021)	0 – No 1 – Representation of each continent on the Executive Board or Council 2 – Representation on Executive Board or Council of stakeholder groups in addition to continental federations and athletes 3 – Designated committee/process to consider IF skills and diversity requirements among elected and appointed officials 4 – Nominations committee or equivalent considers diversity among criteria for new members of Executive Board and/or committees	4 New in 2021 - the Women's Commission has transitioned to the Gender Equality, Diversity & Inclusion Commission - the remit of this group and World Rowing's position statement, strategy and proposed action items for GEDI, can be found here: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2021/10/14101015/GEDI-Comm-MF-Presentation-061021F.pdf Council appointments: a small committee is appointed to interview and assess candidates and present their findings to the EC or Council as appropriate, prior to the appointment decision. This process has been followed for the appointments of the Continental Representatives over the past years, and also the recent ED appointment. Diversity is a key consideration in this process to ensure we have optimal representation and diversity of thought in our decision-making processes.	4 Noted. Call for GEDI nominations requested requisite skills/experience: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2021/11/24101457/CIRC062021-F-241121.pdf

INTEGRITY				
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Please indicate the extent to which you consider that your IF fulfils the following:				
			Executive Committee & Council review all Commission appointments systematically to ensure broad diversity, where possible.	
3.10	Programmes or policies in place regarding safeguarding from harassment and abuse	0 – No 1 – Some evidence of activity 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” 3 - Policies in place consistent with IOC Guidelines, appropriate resources dedicated (including providing resources for members), plus evidence of implementation 4 - State of the art policies and procedures in place, evidence of implementation, outcomes published	4	4
			https://worldrowing.com/responsibility/safeguarding/ World Rowing continues to be one of the leaders amongst IFs in putting in place policies and procedures, creating opportunities to share best practice amongst IFs, and in its education & training initiatives. World Rowing representatives were recently asked to provide a lecture on World Rowing's SG education & training programme for the IOC as part of their Safeguarding Officer in Sport Certificate education programme. Event Safeguarding Officers have been in place at all World Rowing events since 2019. Training continues - SG webinar series held in 2021, awareness sessions held during the annual Coaches Conference (since 2019), awareness sessions for Umpires, plus Athlete SG webinars scheduled for March 2022.	Noted. Extensive activity. Document provided to show case numbers.

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Please indicate the extent to which you consider that your IF fulfils the following:				
			Resources provided for members on the SG webpage. Umpiring: https://worldrowing.com/technical/umpiring/ (see Online Rules/Umpiring Clinics) Coaches: https://worldrowing.com/technical/coaching/ (see coaches conference webpage) SG case management process active - evidence of implementation can be provided if requested, whilst respecting confidentiality. We have cases that are open, but none yet which have resulted in sanctions.	

DEMOCRACY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
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	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	4
			16 of the 24 Council positions are elected positions (6 of 8 for the Executive Committee). Electronic voting in place since 2019 Congress. Voting numbers published in Congress minutes: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2021/09/28134253/2020-Ordinary-Congress-Minutes-ENG-amended-280921.pdf	Statutes Article 39 – Election of Council members. Article 26 - appointment of scrutineers. Voting numbers are published. Electronic voting provides external scrutiny.
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	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	3	3
			The calling notice for Congress (4 moths prior to Congress) calls for nominations for the elected positions. The nomination form is also published on the website: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2021/07/06150256/Council-Nomination-Form_2021-Congress-060721.pdf	Noted. Call for nominations in July circular: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2021/07/06151217/CIRC032021-F-060721-1.pdf Brief candidate rules included in nomination form.

DEMOCRACY				
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		4 - Campaigning rules for candidates cover finances and disclosure	Campaign rules are included in the Council Nomination Form for elected positions. The candidates can distribute promotional materials before and at the Congress, in moderation. The MF President can present the Candidate at Congress. See livestreaming of the 2021 Ordinary Congress: https://worldrowing.com/about/organisation/governance/fisa-congresses/	
4.3	Election process with secret ballot under a clear procedure/regulation	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	4 Art.35 Voting at Congress. Art.36 Majorities - refers to various scenarios. Art. 60 Right of Complaint provides the process for a complaint to be raised, for decision by the Executive Committee.	3 Noted. Rules are in place. Article 60 states complaints across organisation spectrum (so not specific voting protest rule) can be made to President, or in A case involving Executive Committee, to the Ethics Commission.
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	3 As in previous years. Art 45 and Bye-Laws to Art 46 describe the duties of the Council and the Council members. Also, please refer to Art 42 Eligibility of Council Members.	3 Noted. Open positions communicated via circular. Article 25 - Convening Notice and Agenda. Notices to MFs at least four months before Congress.

DEMOCRACY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
		4 - State of the art open recruitment for all roles with details of roles, requirements, assessment		
4.5	Establishment and publication of eligibility rules for candidates for election together with due diligence assessment (revised for 2021)	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 committee 4 - State of the art eligibility rules, an independent nominations committee (no other roles in the organisation)	2	2
			Please refer to Art 42 Eligibility of Council Members.	Noted. President, Vice President and Treasurer must have participated a minimum of four times in at least one of: Congress, World Championships, Olympics or Paralympics. Requirements are believed to be proportionate.
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
			Art 42 Eligibility of Council Members	Council members, other than the Executive Director, are eligible for re-election or reappointment, up to a maximum of 12 years in the same position.

DEMOCRACY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
4.7	Provide for the representation of key stakeholders (e.g. "active" athletes as defined in the Olympic Charter) in governing bodies	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	4	3
			The Chair of the AC has been a member of the Council for many years; since 2021 the Chair is also a member of the Executive Committee (Art 48). World Rowing has approved a new AC election process. Please refer to Appendix S5 Athletes Commission Regulations; the regulations make reference specifically to active and recently retired athletes. NB this new regulation was approved end 2020 and will be implemented in 2022 for the first time, with the start of the AC election and appointment process launching in the coming months.	Noted. Implementation of new Athlete Commission rules was not yet complete at the time of the moderation process.
4.8	Provide support to help enhance the governance of IF member associations (new for 2021)	0 – No 1 – Occasional support offered to help enhance governance of IF member associations 2 – Programme in place to help enhance governance of IF member associations (e.g. seminars at General Assembly) 3 – Programme in place to help enhance governance of IF member associations with support materials provided and/or out-sourced training	3	3
			Member Federation conferences & meetings are held periodically during the year, with governance related items on the agenda and subject specific webinars, e.g., safeguarding, communication of updates to the Statutes.	Noted. Webinar 3 provided practical guidance for members on safeguarding policy/ procedures. Congress agenda 2021 Development Report mentions 'individualised' administration support for

DEMOCRACY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
		4 – Tailored governance support programme based on assessment of members’ needs, linked to overall IF strategy	<p>Website includes support materials: https://worldrowing.com/about/organisation/governance/prevention-of-competition-manipulation/; https://worldrowing.com/responsibility/safeguarding/; https://worldrowing.com/technical/anti-doping/ The Safeguarding webpage includes a number of resources; specifically, in 2021 a series of webinars on SG was held with the 3rd webinar focused specifically on Member Federations & implementation of Policy & procedures: https://worldrowing.com/responsibility/safeguarding/ The Development department runs DNSS programmes for some of the development countries, providing MF support specifically on governance matters where identified as an area for improvement. Documentation can be provided as evidence on request.</p>	members. Document provided shows some tailored support.
4.9	Actively monitor the governance compliance of IF member associations with Statutes, Code of Ethics and other rules (revised for 2021)	0 – No 1 – Occasional action in response to compliance failures by IF member associations 2 – Rules and a programme to monitor compliance of IF member associations 3 - Rules and a programme to monitor compliance of IF member associations, evidence of implementation 4 – State of the art monitoring process in place to require IF	3 See Art 14 Obligations of Member Federations; Art 15 Sanctions, Suspensions, Expulsions. In the past action has been taken when potential compliance failures are brought to our attention. In 2021, a new initiative began to establish a framework for monitoring	3 Noted. Article 14&15 - rules in place. New programme being implemented. Document provided shows monitoring underway so score of 3.

DEMOCRACY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
		member associations to comply, evidence of implementation, outcomes published	MF governance and identifying a staged approach for addressing governance issues, depending on the status of the MF using a traffic light approach - red/amber/green; this is work in progress and will be progressed in 2022. Excel file/database of membership governance status can be shared confidentially on request.	
4.10	Ensuring equal opportunities for members to participate in the General Assembly (revised for 2021)	<p>0 - No support for members to attend General Assembly and no information about this policy</p> <p>1 - Some IF support for members to attend General Assembly, or livestream available for members who do not attend</p> <p>2 - Equal financial support for members (including a decision to provide no funding), but limited information published</p> <p>3 - Published details (e.g. application forms/clear criteria) of financial support for members, or policy not to support; or successful delivery of at least one online General Assembly</p> <p>4 - Published details in addition to total expenditure on actively supporting members to attend General Assembly (e.g. line item in annual accounts); or successful delivery of an online General Assembly with rehearsals and training for participants</p>	<p>4</p> <p>2020 and 2021 Congresses (2 ordinary, 1 extraordinary) were delivered as online congresses, with rehearsals and training sessions for participants. See Circular communication here:https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2021/09/06162422/CI-RC042021-F-060921a.pdf, para 3.d. The same approach was used in 2020. A Guide was also sent out to Member Federations explaining how the Congress would be delivered online, how to connect, what to do in case of technical issues; a technical helpline was also provided.</p>	<p>4</p> <p>Noted. Delivery of online Congress with test session provided for participants.</p>

DEVELOPMENT AND SOLIDARITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	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 and process in place to determine transparent allocation of resources in declared development objectives (revised for 2021)	<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 policy and process for allocating resources in development objectives, all info published</p> <p>4 - State of the art policy and process for allocating resources in development objectives, all info published</p>	<p>3</p> <p>The WR Strategic framework is published on the WR Website clearly mentioning the development goal and respective objectives and action points (https://worldrowing.com/wp-content/uploads/2020/11/2018WR-Strategicframeworkv3002.pdf). Member Federations are requested to submit applications for development support at events to WR directly. All application info for the annual programmes is published on the WR Website along with the information of the National Federations benefiting from development support. The development bulletins detail all info about the application process and pre-requisites:</p> <p>- https://worldrowing.com/technical/development/ (tab development support)</p> <p>World Rowing works with Olympic Solidarity (OS) to help Member Federations when requested. All applications are made to IOC/OS via the respective NOCs in case of the Olympic Solidarity World Programmes to the benefit of athletes and sport development.</p>	<p>3</p> <p>Noted. Activity was understandably hampered by pandemic but programme was adapted. Funding details and application procedure example: https://worldrowing.com/wp-content/uploads/2021/12/World-Rowing-Development-Programme-Bulletin-Cali-Pan-Am-Youth-Games-ENG-ESP-F.pdf</p>

DEVELOPMENT AND SOLIDARITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
			<p>- https://worldrowing.com/technical/development/ (Olympic Solidarity text box) The overview of the annual development activity is reported in the Ordinary Congress agenda papers: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2021/09/06155203/2021-Ordinary-Congress-Agenda-Papers-EN-web.pdf (page 19-20) WR has further evolved a process of asking all continental confederations to provide feedback on the annual continental calendar, testing and proposed education activities. As a result, Continental calendars and parallel development-education-training activities are published on the development area of the website.</p>	
5.2	Information published on redistribution/support activity for main stakeholders, including financial figures (revised for 2021)	<p>0 – No 1 - Some redistribution among main stakeholders or support provided directly 2 - Formal redistribution policy or programme for main stakeholders, which may involve providing services directly 3 - Formal redistribution policy or programme for main stakeholders, which may involve providing services directly, with financial figures published 4 - State of the art redistribution programme for stakeholders, declared criteria and financial figures published</p>	<p>3</p> <p>NFs are requested to submit applications for all WR Development Support as long as they are members in good standing and approved by IOC/OS for the combined activities. There is a formal support programme which offers NFs event and training camp accommodation, transport, equipment and coaching support for athletes and coaches.</p>	<p>2</p> <p>Noted. There is a line on development expenditure in accounts but not a full breakdown. Figures also included in four-year budget plan: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2020/12/04182703/2021to2024FISABudgetat111020F_Neutral-1.pdf</p>

DEVELOPMENT AND SOLIDARITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
			<p>Financial figures for each event as well as record of recipient NFs are published on the WR Website</p> <p>Development funding and budgets are shared with annual congress and online in annual reports</p> <p>For combined IOC/OS programmes a breakdown of expenses is provided per member NF/NOC who participate as well as approval from the NOCs to OS is required. (see WR YAD Pan Am Jr financial report sent to OS)</p>	
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>World Rowing continues to improve monitoring on directly funded development programme expenditure. Interdepartmental monitoring is continuously done by the Development and Governance/Administration areas ensuring all development expenses meet the approved budgets, accounting policies and internal controls as per recommendation from external financial auditors PriceWaterhouseCoopers.</p> <p>World Rowing transparently reports all financial results and publishes the auditors' report on the website and also the financial reports in the Ordinary Congress Agenda Papers:</p>	<p>2</p> <p>Noted. There is a comprehensive internal monitoring process in place, which is probably proportionate to World Rowing's scale of investment. Score of 2 for consistency with other IFs that adopt a similar approach.</p>

DEVELOPMENT AND SOLIDARITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
			<p>https://worldrowing.com/technical/publications/ (audited reports)</p> <p>https://worldrowing.com/about/organisation/governance/fisa-congresses/ (Agenda papers)</p> <p>World Rowing is subject to independent audits on an annual basis.</p> <p>Additionally, for combined IOC/OS and IPC development programmes a breakdown of expenses and copies of corresponding receipts is provided to funding partners.</p> <p>World Rowing can provide specific examples to ASOIF for review.</p>	
5.4	Respect principles of sustainable development and regard for the environment (revised for 2021)	<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, linked to UN SDGs or other recognised frameworks, monitoring in place, details published</p>	<p>4</p> <p>After a period with limited time and resources due to the outbreak of the pandemic, World Rowing is now advancing again on existing sustainability activities and launching new ones.</p> <p>In preparation for signing the "Race to Zero" pledge of the Sport for Climate Action Network, World Rowing is setting up a new emission tracking/calculation tool, which will be ready for the beginning of the 2022 season. This will be based on the GHG Protocol, and will allow World Rowing to routinely track its emissions related to events and activities through the year.</p> <p>As World Rowing is preparing to launch its new event attribution bid round (February</p>	<p>3</p> <p>Noted. There is extensive activity. Score of 3 as formal commitment to the Race to Zero and other initiatives was still in progress at the time of moderation.</p>

DEVELOPMENT AND SOLIDARITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
			<p>2022), the bid documents are being reviewed, including the current Environmental Management System, in order to make it more relevant and assessable.</p> <p>World Rowing is currently in discussion with the IOC sustainability department and World Sailing to launch a life-cycle study on the environmental impacts of materials used in rowing and sailing (predominantly carbon fiber). The main objective is to identify gaps and areas of action to improve the environmental performance of the production line of rowing and sailing hulls.</p> <p>These initiatives will be communicated properly through World Rowing media channels and published on the website, when ready for launch.</p> <p>The World Rowing partnership with WWF continues and focuses primarily on the project of the Kafue River and Rowing Centre, in Zambia. In the past year, the land for the centre has been secured and work is progressing for the building of the centre. World Rowing has engaged with 3 world-level athletes to become new ambassadors for the Kafue project (https://worldrowing.com/2021/12/07/rowing-clean-water-and-kafue-river-rowing-centre-initiatives-add-new-ambassadors/).</p>	
5.5	Existence of social responsibility policy and participation programmes targeting hard to reach areas (revised for 2021)	0 – No 1 – At least some reference to social responsibility in official documents	2	2

DEVELOPMENT AND SOLIDARITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
		2 – Social responsibility policy and programmes in place 3 – Social responsibility policy and programmes in place, evidence of implementation, details published 4 – State of the art social responsibility policy, linked to UN SDGs or other recognised frameworks, monitoring in place, details published	We continue to work on the Kafue River and Rowing Centre project. There is now full ownership of the property and fund raising continues with support from WWF. The World Rowing sustainability strategy addresses the importance of communities and outreach programmes through its principles and objectives. Event organisers will be encouraged (and eventually mandated) to incorporate outreach programmes into their events.	Noted. Work continues.
5.6	Education programmes (topics other than integrity) and assistance to coaches, judges, referees and athletes	0 – No 1 – At least some educational support for coaches, judges, referees and athletes 2 – Education programme and assistance for coaches, judges, referees and athletes 3 – Education programme and assistance for coaches, judges, referees and athletes with details published 4 – State of the art education programme for coaches, judges, referees and athletes with details published	3 WR launched a new learning management system, the World Rowing Education Academy, an online learning hub that aims to offer to all NFs a platform to develop and educate coaches, umpires, managers, classifiers and athletes. https://academy.worldrowing.com/about/ In parallel WR has a coach education framework that is revised on a regular basis and is available through the coach education area of the website including a newly developed syllabus and scheme of work for NFs who do not have existing national coach education programmes, manuals, template training programmes, videos and a compilation of presentations from World Rowing Coaching Conferences. World Rowing aims to sustain the growth of all rowing disciplines	3 Noted. World Rowing Academy is new and work in progress. Example of umpire clinics: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2022/01/26115426/2021-World-Rowing-Umpires-Exams-and-Seminars_updated-on-26.01.pdf

DEVELOPMENT AND SOLIDARITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
			<p>in emerging and developing nations with a focus on safety and safeguarding. https://worldrowing.com/technical/coaching/ Development – World Rowing (tab education) The World Rowing Umpiring Commission has an education system that is communicated to all members to promote opportunities through Clinics, Seminars and Exams.: https://worldrowing.com/technical/umpiring/ Athletes are able to attend annual training camps through WR and in combination with OS who are communicated via bulletins Development – World Rowing Additionally, the Row Values programme was created to service NFs participation programmes and promote young rowers? Education. https://worldrowing.com/technical/development/useful-links</p>	
5.7	Put in place integrity awareness/education programmes (revised for 2021)	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 (e.g. anti-doping, match manipulation, safeguarding) with evidence of implementation	3 SG education initiatives are as outlined in other sections of the questionnaire - and are provided for all communities of WR. PMC education and webpage information and resources also as outlined in other sections. Anti-doping education is being provided through ITA.	3 Noted. Extensive safeguarding education work: https://worldrowing.com/responsibility/safeguarding/ Competition manipulation education appears to be

DEVELOPMENT AND SOLIDARITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
		4 - State of the art integrity awareness/education programmes in place with evidence of implementation (e.g. mandatory, regular education, online/offline, communication)		commensurate for risk to the sport.
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	1	1
			Per previous response 2019-20	Noted. Limited references only.
5.9	Anti-discrimination policies covering a range of characteristics (revised for 2021)	0 – No 1 - Recognition of anti-discrimination issues in official documents 2 - Official anti-discrimination 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 anti-discrimination policies, evidence of implementation, results published	2	3
			The response in 2019-20 applies. In addition, since end 2020 World Rowing has been working on establishing its Gender Equality, Diversity & Inclusion Commission, which is now formally in place. A position statement and strategy exist, as referred to above: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-	Noted. Rules in place: Code of Ethics 7 - non-discrimination, Statutes - Declaration of Principles. The GEDI Commission is new and there is evidence of activity so score of 3.

DEVELOPMENT AND SOLIDARITY				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
			content/uploads/2021/10/14101015/GEDI-Comm-MF-Presentation-061021F.pdf	
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)	<p>0 – No</p> <p>1 - IF provides some limited support to the organisation responsible for the Paralympic/disability discipline(s) in the sport</p> <p>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</p> <p>3 - IF support for Paralympic/disability discipline(s) integrated through multiple departments (or support for another organisation) with appropriate resources</p> <p>4 - IF provides state of the art support for Paralympic/disability discipline(s) integrated through all relevant departments with appropriate resources</p>	<p>3</p> <p>Para rowing is fully integrated into World Rowing events and activities in the office. We have a Para Rowing Commission, Para Rowing Sport Manager, and a staff member in the Development department that work on strategy and development of para rowing; World Rowing has also separated out the classification and operational responsibilities and has created the Classification Advisory Panel (CAP) that is supported by a Classification Coordinator on staff. We commit budget to support para rowing development activities (training camps), classification workshops/clinics, research, conferences, etc. http://www.worldrowing.com/para-rowing/.</p>	<p>3</p> <p>Noted. Integration is strong.</p>

CHECKS AND BALANCES / CONTROL MECHANISMS				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	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	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	3
			Per 2019-20 response. Art. 58 refers to the IOC's Code of Ethics, as does paragraph 5 of the Code of Ethics relating to Conflicts of Interest. The WR Code of Ethics was drafted based on the IOC Code of Ethics.	Noted. Code of Ethics 10 - Ethics Panel imposes sanctions. Appointed by Congress and is independent.
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	2	2
			See Art 45 and its Bye-Laws. Internal Audit Committee established in 2021.	Noted. New Audit Committee: https://d2wmdlq830ho5j.cloudfront.net/worldrowing/wp-content/uploads/2020/12/04181753/AppendixS6new-InternalAuditCommitteeat150820_Neutral-2.pdf . Awaiting publication of a report/activity so score of 2.

CHECKS AND BALANCES / CONTROL MECHANISMS				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
6.3	Adopt policies and processes for internal financial controls (e.g. budgeting, separation of duties, dual approvals for payments, IFRS/GAAP audit standard) (revised for 2021)	0 – No	3	3
		1 - Some systems in place for internal control 2 - Official procedure in place for internal control 3 - Official procedure in place for internal control, evidence of implementation 4 - State of the art internal control procedures, evidence of implementation		
6.4	Implement a risk management programme (new for 2021)	0 – No	3	3
		1 – Occasional discussion of risk management at Executive Board level 2 – IF identifies strategic risks with updates considered at least annually at Executive Board level 3 – Risk register or equivalent system and mitigations considered systematically by the Executive Board, delegated responsibility for a specialist sub-committee (e.g. audit, finance and risk) 4 – State of the art risk management programme in place, summary information in Annual Report and/or Audited Accounts		

CHECKS AND BALANCES / CONTROL MECHANISMS				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
6.5	Adopt policies and procedures which comply with competition law / anti-trust legislation in eligibility of athletes and sanctioning of events	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.	Noted. Rule 11 - Right to Participate, Rule 12 - Eligibility & Nationality rules.
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	3	2
			We have done Tenders for Timing and Data services for our Tier2 events and are in the process of doing one for the Boat Rental providers for our Masters Regattas. We have continued with our major service providers without doing open tenders as there was uncertainty post-pandemic. We intend to do open tenders for all our major service providers for the next Olympic Cycle.	Noted. There are tenders. It is understood that the pandemic has severely affected operations and suppliers. As for other IFs, open tenders are only likely to be needed on an occasional basis.

CHECKS AND BALANCES / CONTROL MECHANISMS				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
6.7	Decisions made can be challenged through internal appeal mechanisms with a final right of appeal to CAS (revised for 2021)	0 – No 1 - Some opportunity for internal appeals 2 - Internal appeals policy in place or a right to appeal directly to CAS 3 - Internal appeals policy in place, evidence of implementation, with final right of appeal to CAS or equivalent 4 - State of the art appeals policy, evidence of implementation, full decisions published; final right of appeal to CAS	3	3
			The decisions of the Council can be appealed through Art.30. All decisions of judicial bodies in World Rowing are subject to appeal as defined in articles 60 to 66 of the Statutes. The Executive Committee is regularly hearing cases and appeals. Cases by MFs against decisions of the congress or the Executive Committee have been appealed to CAS in the past.	Noted. Article 30 - Council and Executive Committee decisions can be appealed to the Congress. Article 65 - CAS. There have been occasional cases.
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	3
			A new round of the Strategic Event Attribution Plan (est. 2018) is being launched at the start of 2022. http://www.worldrowing.com/events/events-bidding . National Federations may express interested on bidding for specific events, and will receive a bid dossier with full bidding details in early 2022. Bid documents are not publicly available online, but are available by request from Member Federations. Key deadlines and attribution dates are clearly published to all.	Noted. The event allocation process is being updated. World Rowing collects information from interested National Federations which enables a due diligence process to take place.

CHECKS AND BALANCES / CONTROL MECHANISMS				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
6.9	Awarding of main events follows an open and transparent process (revised for 2021)	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, designated method for reallocation	4	3
			World Rowing has initiated a 'Strategic Events Attribution Process' (SEAP) in order to better adapt to the long-term strategies for infrastructure investments by government authorities which follow defined criteria, a timetabled process, short-listing and rotation and transparent bid assessment by experts. The Congress changed the attribution rules in October 2020 to better facilitate this strategic approach. Procedural information is available online as per 6.8: https://worldrowing.com/events/event-bidding/ , and attribution processes are included in both the bid dossier and World Rowing Rules. Congress and Council decisions are recorded and published. Bidder names will be published after the conclusion of the preliminary bid deadline in April 2022.	Noted. Previous events attributed listed on web page. Event bidding regulations available at Appendix R21 – for World Championships the Council make a recommendation to Congress for a vote. Score of 3 as the process is undergoing a significant adjustment at the time of moderation.
6.10	Compliant with applicable laws regarding data protection (such as GDPR) and takes	0 – No 1 – Some evidence of action taken regarding data protection issues	3	2

CHECKS AND BALANCES / CONTROL MECHANISMS				
No. 2021-22	Indicator for 2021-22	Score definition for 2021-22	Self-assessed score/evidence	Moderated score/evidence
	measures to ensure IT security	<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>	We are moving our physical servers to another location, to ensure they are more secure. We continue to follow GDPR policies internally and with all of our external hosts of our data.	Noted. It is not clear that there has been recent activity, such as staff training or a risk review.

SUMMARY SCORES

Section	2016-17		2017-18		2019-20		2021-22	
	Self-assessed	Moderated	Self-assessed	Moderated	Self-assessed	Moderated	Self-assessed	Moderated
Transparency (out of 40)	18	27	29	30	34	31	37	35
Integrity	10	16	23	23	29	27	34	33
Democracy	22	22	24	24	28	28	32	30
Development	15	20	22	21	25	25	27	25
Control Mechanisms	17	20	25	22	25	26	29	26
Total (out of 200)	82	105	123	120	141	137	159	149
Mean per indicator	1.64	2.1	2.46	2.4	2.82	2.74	3.18	2.98

	2016-17	2017-18	2019-20	2021-22
Total moderated score	105	120	137	149

IF Group based on total moderated score (2021-22)	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

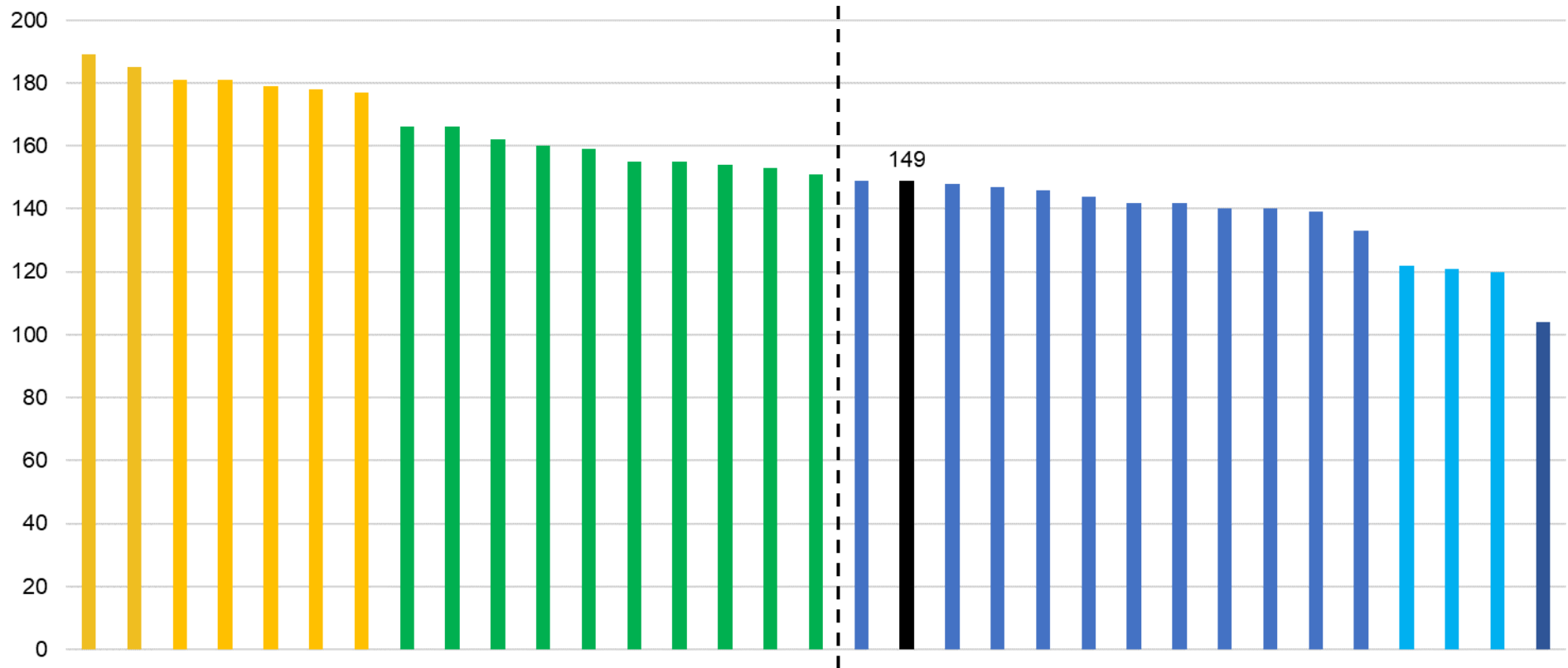
Group	Score range	IFs
A1	175 to 189	BWF, FEI, FIFA, ITF, UCI, World Athletics, World Rugby
A2	150 to 170	FIBA, FIE, FIG, FINA, FIVB, ITTF, WBSC*, World Sailing, World Taekwondo, World Triathlon
B	130 to 149	FIH, ICF, IFSC*, IGF, IHF, IJF, ISSF, IWF, UIPM, UWW, World Archery, World Rowing
AT - Associate Members which achieved target of 120	120 to 129	ISA*, WKF*, World Skate*
C	Full Members under 130 and Associate Members under 120	WDSF* (No Full Members were under 130)

**Associate Member when the questionnaire was distributed. WBSC and WKF ceased to be ASOIF Associate Members at the end of 2021*
 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 Fourth Review of International Federation Governance:
<https://www.asoif.com/governance>

COMPARISON OF IF SCORES

Total moderated score for each IF studied

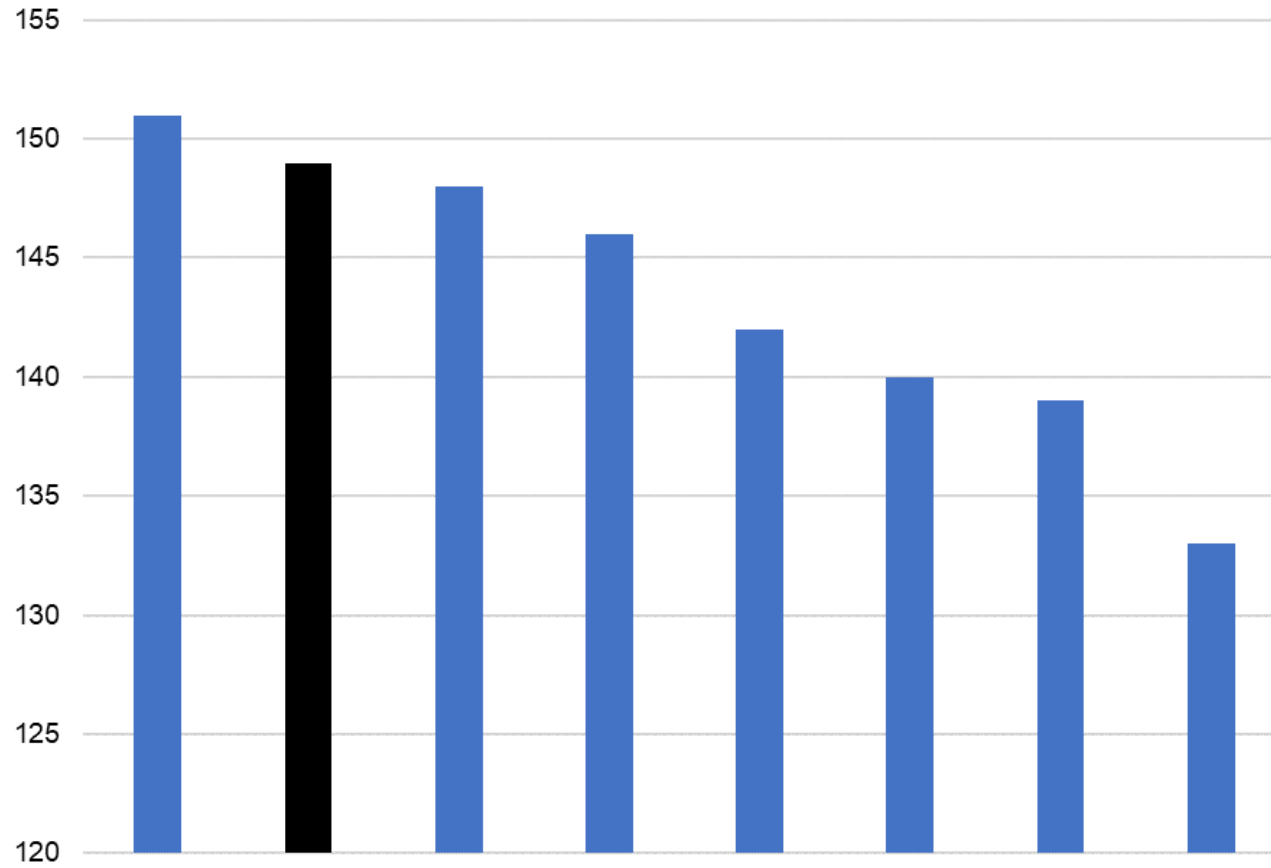


Key

	Group A1
	Group A2
	Group B
	Group of Associate Members that achieved Target (AT)
	Group C

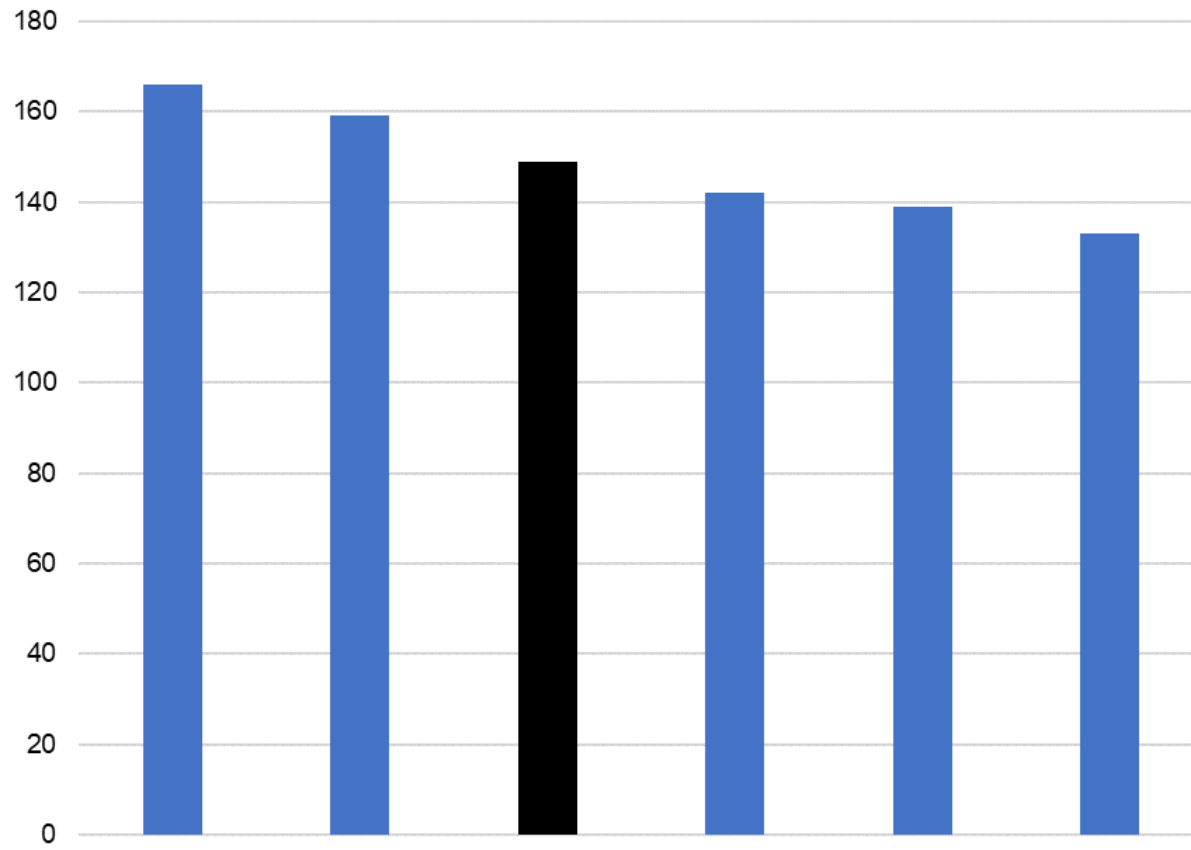
COMPARISON OF IF SCORES WITH SIMILAR STAFF NUMBERS

Total moderated score for each IF with 10-19 staff



COMPARISON OF IF SCORES WITH REVENUE ON A SIMILAR SCALE

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

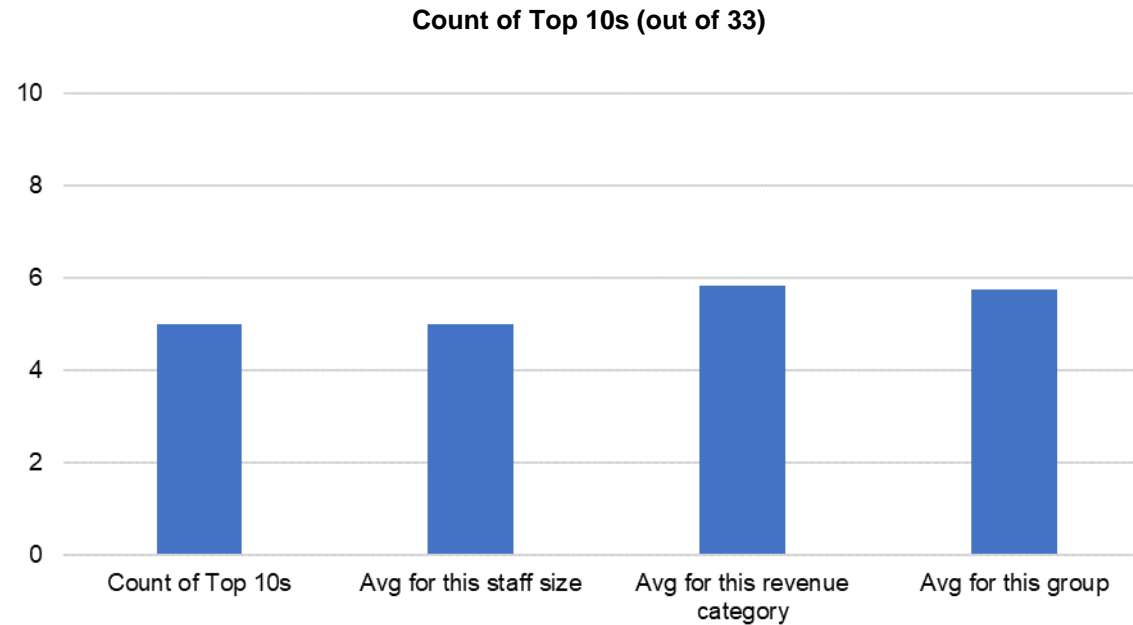


TOP 10s ANALYSIS - World Rowing

Explanation of Top 10s: As part of the analysis for the Fourth Review of IF Governance, the 10 best-performing IFs were identified for each indicator, where it proved possible to do so. Top 10s were selected for 33 of the 50 indicators. For the other 17 indicators it was not practical to choose between IFs as many of them tended to cover the specific topic well in a similar way.

The selection of Top 10s was an innovation for the Fourth Review and was more subjective than the scoring of indicators. For this reason, performance in the Top 10s list was not taken into account in the overall score or group.

The graph below shows how World Rowing performed compared to other IFs of similar size and in the same overall group. Three IFs each achieved 23 Top 10s, which was the highest number among all of the IFs.



Top 10s achieved	Staff group	Revenue group	Overall group
5	10-19	CHF 4m-8m	B

Top 10 ratings for indicators: 2.3, 3.8, 3.9, 3.10, 6.9

Top 10s not chosen for these indicators due to IFs generally performing well: 2.1, 2.2, 2.4, 2.5, 2.7, 2.9, 3.2, 4.1, 4.3, 4.9, 4.10, 5.5, 5.6, 6.3, 6.5, 6.8, 6.10

SELECTED POINTS FROM THE ANALYSIS

Overall

- World Rowing is at the top of Group B
- The difference between the self-assessed and moderated scores of 10 is in line with the average mark-down for 2021-22 of -11 across all IFs
- The increase in the moderated score of 12 since 2019-20 is in line with the average gain of 14 across all IFs
- Note that the assessment is based on measures which were already in place by mid-February 2022. 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

- World Rowing performs well compared to other IFs with a similar number of staff
- Significant improvements in important areas, including equality, diversity and inclusion, safeguarding and the creation of an Audit Committee
- An online Congress was successfully delivered
- World Rowing performs well on the new indicators for 2021-22: action is being taken to increase the diversity of the Executive Committee, support is provided to enhance the governance of members and there is an established risk management programme
- World Rowing achieved Top 10s in 5 out of 33 indicators assessed in this way

Areas for improvement

- A small number of indicators with a score of 1 or 2 would merit attention, although not all will be immediate priorities
- Several initiatives/rule changes are new and will take time to become established

A set of good practice examples for all of the indicators which have been collected from among the ASOIF members is available here:

<https://www.asoif.com/governance>