



## ASOIF GTF IF governance questionnaire 2023-24

Report of self-assessed and moderated scores for: **World Rowing**

<b>BACKGROUND</b>		
<b>No</b>	<b>Indicator for 2023-24</b>	<b>Self-assessed response</b>
<b>Please indicate whether or not you consider that your IF complies with the following:</b>		
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	The IF is taking account of the Agenda 2020+5 recommendations when updating its governance and processes	Yes
1.4	The IF's mission and goals as listed in the statutes are consistent with BUPGG 1.2 ("Mission and goals"). (New for 2023-24)	Yes
1.5	The IF seeks active cooperation and coordination with government authorities and external partners, as outlined in BUPGG 7.2 ("Cooperation and coordination..."). (New for 2023-24)	Yes
1.6	The IF complies with all applicable domestic laws of the country where it is registered and/or operates its main activities	Yes
1.7	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
1.8	Please indicate what type of legal entity the IF is	Swiss voluntary association
	Type of legal entity (other)	-
1.9	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
1.10	In which country does your IF have its legal base?	Switzerland

<b>BACKGROUND</b>		
<b>No</b>	<b>Indicator for 2023-24</b>	<b>Self-assessed response</b>
1.11	How many full-time equivalent paid staff does the IF have, including contractors?	10-19
	Full-time equivalent staff – comment	-
1.12	What is the approximate annual revenue of the IF and its subsidiaries averaged over the 2021-24 cycle (not including continental federations or members)? (revised for 2023)	4m-8m CHF
1.13	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?	<p>An appointed governance working group led by an independent chair reviews the governance processes of the IF and oversees recommendations to the statutes at the quadrennial congress, which is an opportunity to continuously improve governance.</p> <p>The Council recently agreed to the creation of a framework to improve the governance of the Confederations.</p> <p>There is a continued focus on gender equality &amp; diversity, transparency, and education on integrity matters. safeguarding and sustainability.</p> <p>As part of the GEDI Action Plan, the World Rowing Leadership Academy introduced a programme to support women pursuing roles in governance and management structures within Member Federations. (see point 7 of Circular n° 6 of 2023 - <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/08/10154329/Circular-N6-of-2023-_100823-Final.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/08/10154329/Circular-N6-of-2023-_100823-Final.pdf</a>)</p> <p>World Rowing developed more educational resources on safeguarding/safe sport and more outreach and support to our Member Federations using online courses on the World Rowing</p>

BACKGROUND		
No	Indicator for 2023-24	Self-assessed response
		<p>Education Academy; awareness raising and best practices exchange of knowledge webinars are planned for 2024.</p> <p>World Rowing implemented a new staff structure to address sustainability and started in 2023 a staff engagement process to mainstream it across the organisation.</p> <p>Approx. 1 Full Time Equivalent is dedicated specifically to governance work, with a strong collaborative team effort across the staff, the Council and the specialist commissions to deliver the organisation's broad governance objectives.</p>

<b>TRANSPARENCY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
<b>Please indicate the extent to which your IF puts the following information into the public domain (i.e. via official website):</b>				
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  The latest version of the Rule book, including Statutes and related bye-laws as well as Rules of Racing and related Bye-Laws is available as an E-Book with internal hyperlinks at <a href="https://worldrowing.com/technical/rules/2021-rule-book/">https://worldrowing.com/technical/rules/2021-rule-book/</a> World Rowing Statutes, Rules of Racing and related Bye-Laws and Appendices are also available everywhere at any time, also offline, in the WR rule book app on App Store ( <a href="https://apps.apple.com/gb/app/world-rowing-rule-book/id1565132286">https://apps.apple.com/gb/app/world-rowing-rule-book/id1565132286</a> ) and Play Store ( <a href="https://play.google.com/store/apps/details?id=com.worldrowingrulebook">https://play.google.com/store/apps/details?id=com.worldrowingrulebook</a> ) Changes from the previous version are indicated in both the E-Book version (lines and page dates) and in the WR Rule Book app (sections with changes highlighted). Changes to the Rules are also announced and summarized in a Circular distributed to Member Federations, Council and Commission Members, recognised Continental Confederations, recognised Groupings of Member Federations, international Umpires, organisers of World Rowing Events, National Rowing Magazines and Partners. Versions with proposed changes are posted under the Congresses webpage <a href="https://worldrowing.com/about/organisation/g">https://worldrowing.com/about/organisation/g</a>	4  Noted. The Statutes and other rules documents are published. Mark-ups are available

TRANSPARENCY				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
			overnance/fisa-congresses/ (e.g. documents on article 35 – Voting at congress from 2023 WR ordinary congress on page <a href="https://worldrowing.com/about/organisation/governance/fisa-congresses/">https://worldrowing.com/about/organisation/governance/fisa-congresses/</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	4
			World Rowing is a small and relatively flat organisation, with minimum hierarchical levels. Executive Committee, Council and staff are explained on the website from the hierarchical menu “About World Rowing – Organisation - Governance”. <a href="https://worldrowing.com/about/organisation/governance/">https://worldrowing.com/about/organisation/governance/</a> . Page <a href="https://worldrowing.com/about/organisation/headquarters/">https://worldrowing.com/about/organisation/headquarters/</a> gives more information about staff members.	Noted. Governance structure document: <a href="https://worldrowing.com/wp-content/uploads/2022/02/Governance_Structure-170222.pdf">https://worldrowing.com/wp-content/uploads/2022/02/Governance_Structure-170222.pdf</a> . Staff organisational chart: <a href="https://worldrowing.com/wp-content/uploads/2024/01/ORG-CHART-AS-OF-23-Jan-2024.pdf">https://worldrowing.com/wp-content/uploads/2024/01/ORG-CHART-AS-OF-23-Jan-2024.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	4	4
			World Rowing's vision, mission, guiding principles and values of rowing can be found on <a href="https://worldrowing.com/about/">https://worldrowing.com/about/</a> Updates on strategic projects (WWF, Strategic commercial partnership project, Coastal strategy following the inclusion of beach sprints at OG LA 28, update on strategy with 12 priorities beyond “business as usual for 2024”) were presented to the 2022 and 2023 Congresses and posted on page <a href="https://worldrowing.com/technical/publications/">https://worldrowing.com/technical/publications/</a> the under heading World Rowing Strategic Framework.	Noted. Strategic framework: <a href="https://worldrowing.com/wp-content/uploads/2020/12/2018WR-Strategicframeworkv3002_English.pdf">https://worldrowing.com/wp-content/uploads/2020/12/2018WR-Strategicframeworkv3002_English.pdf</a> . Some priority areas have been identified for 2024 and there are strategic projects, such as the event review. It is not clear that KPI documents produced in previous years continue

TRANSPARENCY				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
2.4	A list of all national member federations with basic information for each (revised for 2023)	<p>0 – No</p> <p>1 - Some member information published on IF website</p> <p>2 - List of members on IF website with hyperlinks</p> <p>3 - Full publication, easy to find on IF website</p> <p>4 - Full publication, easy to find on IF website, contact data and other basic information about members</p>	<p>4</p> <p>An easy to read list of Member Federations is available on <a href="https://worldrowing.com/about/organisation/member-federations/">https://worldrowing.com/about/organisation/member-federations/</a>. Additional basic information about Member Federations as provided by them on a yearly basis is displayed when clicking on the respective one.</p> <p>A summary of all member federations with their affiliation date and oars colours can be found on <a href="https://worldrowing.com/technical/publications/">https://worldrowing.com/technical/publications/</a> under heading World Rowing Member Federations.</p> <p>The website also continuously provides additional information on athletes, news stories and competition results. For events, entries by country can be found for the main WR competitions (e.g. for the 2023 World Rowing Championships <a href="https://worldrowing.com/event/2023-world-rowing-championships">https://worldrowing.com/event/2023-world-rowing-championships</a> in the tab document – entries, number of entries by country and entry list by country); the number of medals by country is also available under medals. All athletes for a given Member Federation can be found through <a href="https://worldrowing.com/athletes/bios/">https://worldrowing.com/athletes/bios/</a> with links to news items if the athlete was featured.</p> <p>Information about the recognised continental rowing confederations can be found on <a href="https://worldrowing.com/about/organisation/membership/continental-rowing-">https://worldrowing.com/about/organisation/membership/continental-rowing-</a></p>	<p>4</p> <p>Noted. Example of Italy: <a href="https://worldrowing.com/federation/italy-rowing-federation">https://worldrowing.com/federation/italy-rowing-federation</a>. Basic information is available for National Federations and Continental Federations. Score definitions have changed for 2023-24 based on IF feedback</p>

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			confederations/ and about member groupings on <a href="https://worldrowing.com/about/organisation/membership/member-groupings/">https://worldrowing.com/about/organisation/membership/member-groupings/</a>	
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  The elected officials with pictures, function and contact details can be found on <a href="https://worldrowing.com/about/organisation/governance/council/">https://worldrowing.com/about/organisation/governance/council/</a> The biography and mandate information of each elected member can be found on page <a href="https://worldrowing.com/about/organisation/">https://worldrowing.com/about/organisation/</a> under heading The World Rowing Council	4  Noted. World Rowing Council biographies, including mandate years: <a href="https://worldrowing.com/wp-content/uploads/2024/02/2024-Council.pdf">https://worldrowing.com/wp-content/uploads/2024/02/2024-Council.pdf</a>
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	4  The last three annual reports (2020 – 2021 – 2022, 2023 will be published in 2024) are available on page The last three annual reports (2020 – 2021 – 2022, 2023 will be published in 2024) are available on page <a href="https://worldrowing.com/technical/publications/">https://worldrowing.com/technical/publications/</a> under heading World Rowing Annual Reports; the reports of President, Vice-President, Treasurer, Executive director, Chairs of the specialist commissions, Continental representatives and co-opted Council are also featured in the Congress agenda papers at <a href="https://worldrowing.com/about/organisation/governance/fisa-congresses/">https://worldrowing.com/about/organisation/governance/fisa-congresses/</a> , with additional information on financial statements, auditors' report, ... Ordinary and extraordinary congresses from 2013 to 2023 are published	4  Noted. 2022 Annual Report: <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/02/22083802/2022_Annual-report.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/02/22083802/2022_Annual-report.pdf</a> . Institutional information is included. Reports also available for 2020 and 2021. News is regularly published about competitions and other activity

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			<p>on this page. Additionally, the The World Rowing Year in Broadcast 2023 (<a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/02/23142240/2023-The-World-Rowing-Year-in-Broadcast.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/02/23142240/2023-The-World-Rowing-Year-in-Broadcast.pdf</a>) provides an insight on World Rowing’s reach. Official communication on events, governance topics, institutional information is regularly published in the circulars on page <a href="https://worldrowing.com/about/organisation/governance/official-communications-worldrowing-circulars/">https://worldrowing.com/about/organisation/governance/official-communications-worldrowing-circulars/</a>.</p> <p>Moreover, additional information on the work of the Commissions as presented annually to the Executive Committee is available on <a href="https://worldrowing.com/about/organisation/governance/joint-commissions-meeting/">https://worldrowing.com/about/organisation/governance/joint-commissions-meeting/</a> (2018 to 2023).</p>	
2.7	Quality of accounting and audit standards adopted (new for 2023)	<p>0 – No</p> <p>1 – External auditors conduct limited examination of accounts, certifying compliance with local law and IF statutes</p> <p>2 – Accounts are audited by external auditors, published and no more than 12 months out of date</p> <p>3 – Audit of accounts expressing “true and fair” opinion, tailored to anti-corruption risks</p> <p>4 – Audit conducted to IFRS/GAAP standard, audit re-tendered at least every two electoral cycles</p>	<p>2</p> <p>The auditor is appointed by the Congress upon recommendation by the Audit Committee. PWC performs a full audit (not the ‘smaller’ one which also is an option for smaller businesses) and has always approved the audits. Retendering has been done in 2023.</p> <p>Audit reports are published on <a href="https://worldrowing.com/technical/publications/">https://worldrowing.com/technical/publications/</a> under heading World Rowing Audited Reports and published in the Congress agenda papers.</p> <p>Internal audit committee reports are published on the same page under heading Internal Audit Committee Reports.</p>	<p>2</p> <p>Noted. 2022 audit report states audit conducted in accordance with Swiss Auditing Standards/Swiss Code of Obligations: <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/02/23103157/2022-Audit-report.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/02/23103157/2022-Audit-report.pdf</a></p>



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			<p>The internal audit committee oversees a.o. the compliance with applicable accounting principles and laws and internal controls (see - Rule book bye laws to articles 45 – Internal audit committee (appendix S6). Congress papers include a report from the treasurer (point 5), the presentation of the financial statements (point 8), the auditors' report (point 9), the report of the Internal audit committee (point 12).</p> <p>The processes, the audits and the publications are proportionate to the needs and the income level of our Federation.</p>	
2.8	Publication of 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
			<p>The Audit reports are published on <a href="https://worldrowing.com/technical/publications/">https://worldrowing.com/technical/publications/</a> under heading World Rowing Audited Reports (including an extensive archive). Congress papers (e.g. 2023 <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf</a>) include the auditors' report (point 9 – page 59) as well as a finance report and the report of the Treasurer.</p>	<p>Noted. There is an archive of financial reports. Explanatory information is available in the Treasurer's Report to Congress</p>
2.9	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	3	3
			<p>Salaries and staff related expenses are included under administration in the agenda of the Congress (e.g. page 62 of agenda papers of Congress 2023) and further given as a specific line - Salaries and staff related</p>	<p>Noted. 2024 Travel Subsidy document lists subsidies for travel for Council and Commissions:  <a href="https://d2cx26qpfwuhvu.clou">https://d2cx26qpfwuhvu.clou</a></p>

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No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
		<p>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>expenses (included under administration) - of the agenda papers (e.g. page 64 of the agenda papers of the Congress 2023 - <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf</a>)</p> <p>Elected officials receive a travel subsidy to cover their flights costs (published on page <a href="https://worldrowing.com/technical/publications/">https://worldrowing.com/technical/publications/</a> under heading Travel subsidies for World Rowing Council &amp; Commission Members) and get no per diem.</p>	<p><a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/02/22092045/2024-Travel-Subsidy.pdf">dfront.net/worldrowing/wp-content/uploads/2024/02/22092045/2024-Travel-Subsidy.pdf</a>. Travel costs are not listed separately in the accounts</p>
2.10	General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda	<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>Congress papers from 2013 to 2023 (latest one) are published on <a href="https://worldrowing.com/about/organisation/governance/fisa-congresses/">https://worldrowing.com/about/organisation/governance/fisa-congresses/</a></p> <p>Minutes from 2022 are included, those for 2023 are not yet available as the Ordinary Congress took place in September in hybrid format and the draft minutes will be submitted for approval at the 2024 Ordinary Congress. A news item was published on 11/09/2023, including a link to re-watch the Congress <a href="https://worldrowing.com/2023/09/11/the-future-of-rowing-discussed-at-the-2023-world-rowing-congress/">https://worldrowing.com/2023/09/11/the-future-of-rowing-discussed-at-the-2023-world-rowing-congress/</a> The link to rewatch is also available on page <a href="https://worldrowing.com/about/organisation/governance/fisa-congresses/">https://worldrowing.com/about/organisation/governance/fisa-congresses/</a></p> <p>Article 28 of the statutes – Specific proposals and additional agenda items from Member</p>	<p>4</p> <p>Noted. Full Congress documents are available and an archive, plus video recordings. 2022 Congress minutes: <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/10160419/2022-Ordinary-Congress-Minutes-1.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/10160419/2022-Ordinary-Congress-Minutes-1.pdf</a></p>

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			Federations – explains the procedure to submit proposals. This information is also given in the calling notice for the congress (circular 4 of 11 May 2023 <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/05/11142600/Circular-N4-of-2023_11052023-v2-.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/05/11142600/Circular-N4-of-2023_11052023-v2-.pdf</a> )	
2.11	A summary of reports/decisions taken during Executive Board and Commission meetings and all other important decisions of IF (revised for 2023)	0 – No 1 - Some decisions from Executive Board and Commission meetings published 2 - All major reports/decisions from Board and Commission meetings are published on IF website 3 - All Board decisions are published appropriately promptly, easy to find on IF website in a designated section 4 - All major Board and Commission decisions published appropriately promptly, easy to find on IF website in a designated section, extra detail or information	4  Decisions from Council meetings are published in the World Rowing circulars (7 in 2023 - 2 already in 2024) on <a href="https://worldrowing.com/about/organisation/governance/official-communications-world-rowing-circulars/">https://worldrowing.com/about/organisation/governance/official-communications-world-rowing-circulars/</a> . Specialists commissions have a yearly review with the Executive Committee where they present their reports available on <a href="https://worldrowing.com/about/organisation/governance/joint-commissions-meeting/">https://worldrowing.com/about/organisation/governance/joint-commissions-meeting/</a> 2024 World Rowing Meeting and event calendar is published in <a href="https://worldrowing.com/technical/publications/">https://worldrowing.com/technical/publications/</a> The news page ( <a href="https://worldrowing.com/news/">https://worldrowing.com/news/</a> ) also enables to search by category.	4  Noted. Example of a Circular with news from Council: <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/01/22153144/Circular-N1-of-2024-Final-1.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/01/22153144/Circular-N1-of-2024-Final-1.pdf</a> . News from 2023 joint meeting with Commissions: <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/02/22092334/2023-JCM-Reports-commissions.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/02/22092334/2023-JCM-Reports-commissions.pdf</a> . There are regular news articles. Example of an Executive Committee decision: <a href="https://worldrowing.com/2024/02/22/world-rowing-reinstalls-serbian-rowing-federation-upon-settlement-of-financial-debts/">https://worldrowing.com/2024/02/22/world-rowing-reinstalls-serbian-rowing-federation-upon-settlement-of-financial-debts/</a>
2.12	Make public decisions of disciplinary bodies and	0 – No	4	4

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	related sanctions, as well as pending cases, to the extent permitted by regulations	<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, to the extent permitted by privacy regulations</p> <p>3 – Full decisions of disciplinary bodies and related sanctions published, to the extent permitted by regulations</p> <p>4 – Full decisions of disciplinary bodies and related sanctions published promptly with appropriate details and extra info (e.g. pending cases, mutual recognition of decisions, disciplinary process)</p>	<p>Page <a href="https://worldrowing.com/responsibility/anti-doping/">https://worldrowing.com/responsibility/anti-doping/</a> presents in alphabetical order all doping cases with their relevant decisions in a drop-down menu. Special attention is given to the last one of September 2022, presented with the full report of ITA. Anti-doping reporting is also to be found on <a href="https://www.reveal.sport/">https://www.reveal.sport/</a></p> <p>Disciplinary sanctions taken by the Executive Committee are published (e.g. <a href="https://worldrowing.com/2024/01/22/world-rowing-suspends-serbian-rowing-federation-over-financial-debts/">https://worldrowing.com/2024/01/22/world-rowing-suspends-serbian-rowing-federation-over-financial-debts/</a>, RUS/BLR decision). Safeguarding policies and procedures as well as incident reporting forms are available on <a href="https://worldrowing.com/responsibility/safeguarding/">https://worldrowing.com/responsibility/safeguarding/</a>. However, disciplinary decisions handled by the Ethics Advisory panel are too sensitive to publish.</p>	<p>Noted. Anti-doping rule violation cases are listed dating back a number of years. Full decision for 2022 case: <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2022/09/12/100923/2022.08.10.-Decision-under-A.-8.3.3.-Christopher-BAILEY.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2022/09/12/100923/2022.08.10.-Decision-under-A.-8.3.3.-Christopher-BAILEY.pdf</a>.</p> <p>Other disciplinary cases are published where appropriate</p>

<b>INTEGRITY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
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>4</p> <p>World Rowing Code of Ethics, aligned with IOC Code of Ethics, is defined in the WR statutes and clearly explains the scope, the rights and responsibilities, the reporting, investigation and disciplinary procedures, and sanctions.  <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2021/03/08102339/2021-World-Rowing-Code-of-Ethics.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2021/03/08102339/2021-World-Rowing-Code-of-Ethics.pdf</a>.  The process put in place at WR is adapted, appropriate and dimensioned to the needs and size of the federation.  Alleged violations of the Code (excluding those involving an Executive Committee member) may be assessed and decided upon by an Ethics Panel comprised of three persons: an Executive Committee member and two members selected from the World Rowing Ethics Advisory Group (see <a href="https://worldrowing.com/about/organisation/governance/world-rowing-code-of-ethics/">https://worldrowing.com/about/organisation/governance/world-rowing-code-of-ethics/</a>) and one member of the Panel must be a recognised legal expert. The governance and integrity manager is responsible to manage the needs.  This process and structure has shown perfectly adapted to the needs.  The incident report form can be found on page <a href="https://worldrowing.com/responsibility/safeg">https://worldrowing.com/responsibility/safeg</a></p>	<p>3</p> <p>Noted. The Code of Ethics is in place with a process to investigate alleged breaches: <a href="https://worldrowing.com/about/organisation/governance/world-rowing-code-of-ethics/">https://worldrowing.com/about/organisation/governance/world-rowing-code-of-ethics/</a>. Code of Ethics 9.2 - complaints may be made to World Rowing President. President plus up to 2 Executive Committee members can refer case to Ethics Panel. Complaints concerning an Ethics Committee member may be submitted directly to IOC Ethics Commission. Score of 3 as the reporting channel is via the President in most cases. It is understood that a fully independent or external system is potentially expensive</p>

<b>INTEGRITY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			uarding/ as well as links to rewatch webinars (on safeguarding which is part of the Code of Ethics) delivered in 2021 and 2022 and additional resources. World Rowing developed more educational resources on safeguarding/safe sport and more outreach and support to our Member Federations using online courses on the World Rowing Education Academy; awareness raising and best practices exchange of knowledge webinars planned for 2024. Redacted evidence of implementation can be provided, although highly sensitive & confidential.	
3.2	An anti-corruption policy and code of conduct has been implemented (new for 2023)	0 – No 1 – Reference to anti-corruption in official documents 2 – An anti-corruption policy and/or code of conduct has been adopted, which may be in the code of ethics 3 – An anti-corruption policy and/or code of conduct has been adopted with evidence of implementation (e.g. training, report to Executive Board) 4 – State of the art anti-corruption policy and/or code of conduct tailored to the organisation's needs with implementation including policy review	4  Appendix S11 – Bye-laws to article 58 – World Rowing's code of Ethics states in article 3- relevant conduct, article 5 – conflicts of interest, article 6 – gifts and other benefits - principles to obey which refer to anti-corruption. Signing the commitment form (bye-law to article 57 – appendix S10) bounds to respect a.o. the Code of Ethics. Part I of the statutes - General provisions of the statutes - refers to integrity. Part II of the statutes, - Membership - refers to the autonomy of the member federations Furthermore, specific attention is drawn to prevention of competition manipulation (see 3.4). Media representatives also have to sign they will abide by the rule set out in the code	2  Noted. There are indirect references to anti-corruption in the Code of Ethics. There is limited evidence of active implementation, such as training for the Council, which limits the score to 2. Competition manipulation is covered in 3.4

<b>INTEGRITY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			of conduct for representatives of media <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/05/19151627/World-Rowing-Events-Media-Code-of-Conduct.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/05/19151627/World-Rowing-Events-Media-Code-of-Conduct.pdf</a> The provisions of the statutes and the code of conduct are perfectly tailored to the needs, the structure and historical data of our federation. .	
3.3	Has a unit or officer in charge of ensuring that the IF abides by the World Anti-Doping Code	0 – No 1 - A designated individual staff member/officer has responsibility for World Anti-Doping Code compliance 2 - Anti-doping team and officials in place with appropriate expertise and resources 3 - Anti-doping team and officials in place with appropriate expertise and resources, outcomes published 4 - State of the art independent anti-doping programme (e.g. critical functions out-sourced to ITA or separate entity)	4  Critical functions are outsourced to ITA since April 2021 (news <a href="https://worldrowing.com/2021/03/15/worldrowing-partners-with-the-international-testing-agency-for-anti-doping/">https://worldrowing.com/2021/03/15/worldrowing-partners-with-the-international-testing-agency-for-anti-doping/</a> ) All information can be found on <a href="https://worldrowing.com/responsibility/anti-doping/">https://worldrowing.com/responsibility/anti-doping/</a> , including doping cases under the drop down menu. Infographic of 04.04.2023 (on same page – title Statistical reporting of anti-doping key indicators) provides statistical reporting of anti-doping key indicators for 2022	4  Noted. 2022 testing statistics: <a href="https://worldrowing.com/wp-content/uploads/2023/04/WR-Anti-Doping-Activities-Infographic-2022.jpg">https://worldrowing.com/wp-content/uploads/2023/04/WR-Anti-Doping-Activities-Infographic-2022.jpg</a>
3.4	Complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions	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  Appendix S12 of the statutes – Manipulation of Competition and Betting - is in line with the Olympic Movement Code on the Prevention of the Manipulation of Competitions. Breaches are listed and can lead to disciplinary sanctions and criminal sanctions.	3  Noted. Appropriate rules are in place. The ambassador programme is intended to help raise awareness

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<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
		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	( <a href="https://worldrowing.com/about/organisation/governance/prevention-of-competition-manipulation/">https://worldrowing.com/about/organisation/governance/prevention-of-competition-manipulation/</a> ). The webpage also refers to the e-learning course of the IOC ( <a href="https://www.olympic.org/athlete365/courses/preventing-competition-manipulation">https://www.olympic.org/athlete365/courses/preventing-competition-manipulation</a> ) to raise awareness together with two ambassadors who help the fight against manipulation of competition. World Rowing is further working with the Olympic Movement Unit on the Prevention of the Manipulation of Competitions in terms of some small updates to the rules, following the amended version of the OM Code PMC of 2022. World Rowing's actions in terms of manipulation of competition and betting are perfectly proportionate to the needs and size of our federation as shown by recent history of the sport.	
3.5	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	4  The Code of ethics ( <a href="https://worldrowing.com/wp-content/uploads/2021/03/2021-World-Rowing-Code-of-Ethics.pdf">https://worldrowing.com/wp-content/uploads/2021/03/2021-World-Rowing-Code-of-Ethics.pdf</a> ) refers to conflicts of interest in point 5 (5.1 when standing for election and 5.2 before each Council or Executive Committee meeting, and 5.3 definition and reference to the IOC Code of Ethics – rules concerning conflicts of interest affecting the behavior of Olympic parties). The Council nomination form which has to be submitted for candidates standing for	4  Noted. The policy is included in the Code of Ethics para 5. Nomination form including COI declaration: <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/01/23155339/Council-Nomination-Form-2023-Congress.docx">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/01/23155339/Council-Nomination-Form-2023-Congress.docx</a> . Evidence supplied of declarations of potential conflicts and appropriate action taken in response



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<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			<p>election contains a conflict of interest declaration (e.g. for 2023 on page <a href="https://worldrowing.com/about/organisation/governance/fisa-congresses/">https://worldrowing.com/about/organisation/governance/fisa-congresses/</a> under heading 2023 World Rowing Ordinary Congress). After election or nomination, all Commission members - as well as members of working groups, panels, ... - are required to fill in the conflict of interest form every year. Furthermore, the Governance working group approved the principle of a policy for conflict of interest which is under development.</p> <p>Declaration of conflicts of interest is a fixed point in the agenda of each Council and Executive Committee meeting. If a conflict of interest is identified for a Council or Executive Committee meeting, it is noted in the minutes of the meeting. Evidence of documentation can be provided as required.</p>	
3.6	Establish confidential reporting mechanisms for “whistle blowers” with protection scheme for individuals coming forward	<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</p>	<p>3</p> <p>A confidential reporting mechanism for complaint is described in article 60 – Right of complaint ! <a href="https://worldrowing.com/technical/rules/2021-rule-book/">https://worldrowing.com/technical/rules/2021-rule-book/</a>. Complaints related to safeguarding policy is to be done using the safeguarding incident report referred to on page <a href="https://worldrowing.com/responsibility/safeguarding/">https://worldrowing.com/responsibility/safeguarding/</a>. The form explicitly refers to anonymity. Harassment and abuse reports can also be sent directly to the safeguarding</p>	<p>3</p> <p>Noted. Links are provided to ITA and IOC reporting systems. There is an e-mail address for reporting safeguarding issues. Information supplied showing that action is taken in response to reports received</p>

<b>INTEGRITY</b>				
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<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
		information, confidentiality and protection accorded	email address (safeguarding@worldrowing.com) only accessible by the WR Safeguarding Lead and confidentiality is applied. Our safeguarding officer informs the Executive Committee of the received cases. Complaints related to anti-doping are handed through ITA which provides a whistle blowing service on their platform Reveal ( <a href="https://www.reveal.sport/">https://www.reveal.sport/</a> ) as explained on page <a href="https://worldrowing.com/responsibility/anti-doping/">https://worldrowing.com/responsibility/anti-doping/</a> . Evidence can be provided. Complaints related to competition manipulation are handled through the IOC integrity hotline which provides a confidential reporting mechanism as explained on page <a href="https://worldrowing.com/about/organisation/governance/prevention-of-competition-manipulation/">https://worldrowing.com/about/organisation/governance/prevention-of-competition-manipulation/</a>	
3.7	Provide for appropriate investigation of threats to sport integrity (competition manipulation, gambling-related or other) (revised for 2023)	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,	3	3
			Part V of World Rowing Statutes ( <a href="https://worldrowing.com/technical/rules/2021-rule-book/">https://worldrowing.com/technical/rules/2021-rule-book/</a> ) deals with the aspects of integrity of the Sport as well as appendix S11, bylaw to article 58 – World Rowing’s code of Ethics ( <a href="https://worldrowing.com/wp-">https://worldrowing.com/wp-</a>	Noted. Statutes 63 - procedural rules for judicial bodies. The Governance and Integrity Manager is presumably the SPOC. Score of 3 for consistency with 2021-22 assessment

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<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
		evidence of implementation (e.g. case management system, cases investigated in accordance with due process), support for victims	content/uploads/2021/03/2021-World-Rowing-Code-of-Ethics.pdf). World Rowing is member of the Integrity Betting Intelligence System (IBIS - <a href="https://stillmed.olympics.com/media/Documents/Beyond-the-Games/Factsheets/Integrity-Betting-Intelligence-System.pdf?_ga=2.6345968.351999658.1702645023-888992045.1702558586">https://stillmed.olympics.com/media/Documents/Beyond-the-Games/Factsheets/Integrity-Betting-Intelligence-System.pdf?_ga=2.6345968.351999658.1702645023-888992045.1702558586</a> ) which establishes a SPOC (single point of contact) with partners who signed the agreement.	
3.8	Appropriate gender balance in Executive Board or equivalent (revised for 2023)	0 - Female representation is less than 5% 1 - Female representation is at least 5% 2 - Female representation is at least 15% 3 - Female representation is at least 25% 4 - Executive Board has at least 40% of both males and females	4  Article 2.6 of WR's statutes – WR declaration of principles - states that "World Rowing seeks gender equality in all aspect of the sport". Effective initiatives rather than specific quotas or standalone policies have resulted in achieving balanced representation in the board: 8 members in the Executive Committee, 4 women, 4 men; 12 members in the Council: 6 women, 6 men; 5 continental representatives, 3 women, 2 men. See <a href="https://worldrowing.com/about/organisation/governance/council/">https://worldrowing.com/about/organisation/governance/council/</a> . Furthermore Article 54.4 of WR's statutes highlights that "The Council shall seek to appoint the most qualified people to each Commission having regard also to the desirability of achieving gender and geographical representation" For detailed information about the current status of female representation at World	4  Noted. 4 men and 4 women on Executive Committee, 12 out of 27 on Council: <a href="https://worldrowing.com/about/organisation/governance/council/">https://worldrowing.com/about/organisation/governance/council/</a> . The strategic approach to gender equality is covered in 3.9

<b>INTEGRITY</b>				
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<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			Rowing Governance Structure December 2023, see <a href="https://worldrowing-admin.soticcloud.net/wp-content/uploads/2024/01/PPT-World-Rowing-Current-status-of-female-representation-at-World-Rowing_-governance-structure_Dec2023.pdf">https://worldrowing-admin.soticcloud.net/wp-content/uploads/2024/01/PPT-World-Rowing-Current-status-of-female-representation-at-World-Rowing_-governance-structure_Dec2023.pdf</a>	
3.9	IF promotes gender equality through policy/strategy (new for 2023)	<p>0 – No</p> <p>1 – Commitment to gender equality in official documents</p> <p>2 – Rules/policy to encourage gender equality, including link to overall strategy</p> <p>3 - Programme to encourage gender equality, including link to overall strategy; designated committee has responsibility, evidence of implementation</p> <p>4 – State of the art gender equality policy and programmes, evidence of implementation in areas such as leadership roles and technical officials</p>	<p>4</p> <p>Gender equality is a principle at the highest level of our governance and for our sporting participation (E.g. Olympic quotas, mixed events in new disciplines - beach sprint). Further to the articles mentioned in 3.8, Art. 22 includes a gender criteria for delegates participating at Congress and Art.35 regarding the number of votes (1 or 3) attributed to a member federation includes a gender related criteria. World Rowing is since 2023 an engaged organisation of the Centre for Sport and Human Rights (see <a href="https://www.sporhumanrights.org/news/world-rowing-and-the-centre-for-sport-and-human-rights-join-forces-to-advance-responsible-sport/">https://www.sporhumanrights.org/news/world-rowing-and-the-centre-for-sport-and-human-rights-join-forces-to-advance-responsible-sport/</a>) to continuously strengthen its understanding of human rights challenges arising in the world of sport</p> <p>World Rowing’s approach to driving gender equality, diversity and inclusion is evidenced in the new Coach Deveopment Programme gender equality module on YouTube</p>	<p>4</p> <p>Noted. There is extensive activity covering Congress attendance, leadership roles, sports participation, coach development etc. There is a designated commission with a strategic plan. Gender equality is not a specific topic in the 2018 strategic framework, although there are references to inclusiveness/non-discrimination. Gender balance is tracked across the senior roles in the organisation: <a href="https://worldrowing-admin.soticcloud.net/wp-content/uploads/2024/01/PPT-World-Rowing-Current-status-of-female-representation-at-World-Rowing_-governance-structure_Dec2023.pdf">https://worldrowing-admin.soticcloud.net/wp-content/uploads/2024/01/PPT-World-Rowing-Current-status-of-female-representation-at-World-Rowing_-governance-structure_Dec2023.pdf</a></p>

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<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			<p>(<a href="https://www.youtube.com/watch?v=seol9CasEQI">https://www.youtube.com/watch?v=seol9CasEQI</a>)            Women's development is an integral part of the development programme. Access to Development funds includes gender related criteria, as evidenced in all the 14 development programme bulletins released in 2023 ( "Each team can apply for development support for a maximum of two female + two male athletes and one coach (female or male). An additional place for a female coach may be considered when justified at the discretion of World Rowing Development". (reference to <a href="https://worldrowing.com/technical/development/">https://worldrowing.com/technical/development/</a> - tab Development programme events and tab Introduction <a href="https://worldrowing.com/wp-content/uploads/2024/01/WR-Development-Programme-Guide-Short-Version-F.25.01.2024.pdf">https://worldrowing.com/wp-content/uploads/2024/01/WR-Development-Programme-Guide-Short-Version-F.25.01.2024.pdf</a> where slide 8 states "Increase the participation of member federations ... while assisting them to promote gender equal national development pathways".            World Rowing Women's Commission has since 2021 transitioned to Gender Equality, Diversity &amp; Inclusion Commission with an extensive and ambitious strategic plan. (<a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2021/10/14101015/GEDI-Comm-MF-Presentation-061021F.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2021/10/14101015/GEDI-Comm-MF-Presentation-061021F.pdf</a>)            As part of the GEDI Action Plan, the World Rowing Leadership Academy introduced a</p>	

<b>INTEGRITY</b>				
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<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			<p>programme to support women pursuing roles in governance and management structures within Member Federations. The WIL programme (<a href="https://worldrowing-admin.soticcloud.net/wp-content/uploads/2024/01/WRLA-OVERVIEW-OCT-2023-DEC-2024.pdf">https://worldrowing-admin.soticcloud.net/wp-content/uploads/2024/01/WRLA-OVERVIEW-OCT-2023-DEC-2024.pdf</a>) was launched in August 2023 with a call to NF to submit a nomination. The programme content is derived from the IOC Sports Administration Manuals and has been approved and is supported by Olympic solidarity. (see circular 6 <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/08/10154329/Circular-N6-of-2023-_100823-Final.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/08/10154329/Circular-N6-of-2023-_100823-Final.pdf</a>).</p> <p>Moreover, World Rowing organises the “what’s next2rowing seminar” (WN2R) every quadrennium. (2015, 2019, 2023) [See content blocks under with the three WN2R seminars and the 2022 Unconscious Bias Workshop (<a href="https://worldrowing.com/technical/development/gender-equality-diversity-inclusion/">https://worldrowing.com/technical/development/gender-equality-diversity-inclusion/</a>)].</p> <p>This seminar aims to discuss Gender Equality, Diversity and Inclusion issues affecting the Olympic and Paralympic movement and Rowing in particular. It allows World Rowing to invite expert speakers, discuss strategy, programmes and achievements, providing opportunities to Member Federations to showcase their latest work and exchange best practices to the benefit of the worldwide community.</p>	

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<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			<p>In 2022, aligned with the creation of the WR GEDI Cross Commission, World Rowing organised an “Unconscious Bias Workshop” during the Joint Commissions Meeting. Article 54.4 of WR’s statutes highlights that “The Council shall seek to appoint the most qualified people to each Commission having regard also to the desirability of achieving gender and geographical representation” which is a development path in leadership. Coaches and technical officials trainings also include strong commitments to gender equality.</p> <p>WR launched its own Women in Coaching Toolkit in January 2022, with the aim to support member federations with the recruitment, development and retention of female coaches in rowing. In parallel WR opened applications for its Membership for the WISH Programme which aims to equip women coaches, who have the potential and ambition, to succeed in gaining roles at elite coaching levels within their sports. Engage and train female umpires with an overall aim of achieving gender balance in umpiring and encourage member federations to achieve gender balance within umpiring are key action points for the GEDI and Umpiring Commissions. Significant progress was achieved for the 2024 Paris Olympic Games Rowing regatta Juri</p> <p><a href="https://d2cx26qpfwuhvu.cloudfront.net/world-rowing/wp-content/uploads/2023/10/09135724/2024-">https://d2cx26qpfwuhvu.cloudfront.net/world-rowing/wp-content/uploads/2023/10/09135724/2024-</a></p>	

<b>INTEGRITY</b>				
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<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			Olympic-Paralympic-and-Qualifying-regattajuries_091023.pdf), with 45% female Juri members (excluding PoJ).	
3.10	Policies in place to foster greater diversity of backgrounds in composition of Executive Board and committees (revised for 2023)	<p>0 – No</p> <p>1 – Representation of each continent on the Executive Board or Council</p> <p>2 – Representation on Executive Board or Council of stakeholder groups in addition to continental federations and athletes</p> <p>3 – Designated committee/process to consider IF skills and diversity requirements among elected and appointed officials</p> <p>4 – Nominations committee or equivalent considers diversity among criteria for new members of Executive Board and/or committees</p>	<p>4</p> <p>Persons seeking to enter a Commission have to fill in a nomination form (<a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/09/20165103/Commission-Member-Nomination-Form-2023.docx">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/09/20165103/Commission-Member-Nomination-Form-2023.docx</a>). The candidates are evaluated by the Commission chair and the Council where background, experience are assessed also in light of diversity.</p> <p>Candidates seeking to be elected to the Council have to fill in a nomination form (e.g. <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/01/23155339/Council-Nomination-Form-2023-Congress.docx">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/01/23155339/Council-Nomination-Form-2023-Congress.docx</a>) which is added to the Congress agenda papers.</p> <p>For appointments of the Continental Representatives, a committee is appointed to interview and assess candidates; the committee presents their findings to the EC or Council as appropriate, prior to the appointment decision.</p> <p>Diversity is a key consideration in this process to ensure we have optimal</p>	<p>4</p> <p>Noted. The GEDI Commission's remit includes championing diversity and advising on/supporting relevant initiatives. There is an interview process for continental representatives. There is limited information on the criteria for considering applications for commission roles. Statutes 41.2 - up to 2 Co-opted Members of Council to complement the skill set. There is extensive activity on gender equality, which is mainly covered in 3.9.</p>



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<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			<p>representation and diversity of thought and geography in our decision-making processes. Executive Committee &amp; Council review all Commission appointments systematically to ensure broad diversity, where possible. [.]</p> <p>This process has led to increased gender balance across the WR governance structure ( <a href="https://worldrowing-admin.soticcloud.net/wp-content/uploads/2024/01/PPT-World-Rowing-Current-status-of-female-representation-at-World-Rowing_-governance-structure_Dec2023.pdf">https://worldrowing-admin.soticcloud.net/wp-content/uploads/2024/01/PPT-World-Rowing-Current-status-of-female-representation-at-World-Rowing_-governance-structure_Dec2023.pdf</a>)</p>	
3.11	Monitoring and reporting on outcomes of policies and programmes to foster diversity (new for 2023)	<p>0 - No</p> <p>1 – Commitment to increasing diversity/range of representation in official documents</p> <p>2 – Rules/policy to foster wider diversity, reference in strategic objectives</p> <p>3 – Targets/objectives for increasing diversity published relating to leadership roles and/or athletes with reporting</p> <p>4 – Targets for increasing diversity across multiple characteristics (e.g. gender, ethnicity) throughout the organisation with monitoring and evaluation</p>	<p>4</p> <p>Diversity is at the core of our sporting dimension be it for athletes, coaches, umpires, ...) and is monitored and reported upon (e.g. during the Congress, World Rowing’s President always reports on the number of female participants). While for gender WR has set a target to sustainably and progressively achieve equality, in regard to diversity World Rowing aims to live by its mission To make rowing a universally practiced and globally relevant sport through a decentralized approach that allows for the execution of its development</p>	<p>3</p> <p>Noted. 2023 Congress report on Development shows a link with the GEDI Commission, including the provision of training for National Federations. GEDI Strategic Plan sets objectives (if not specific targets) on diverse representation in decision-making. There is active monitoring on gender equality, as referenced in 3.9 and 3.10</p>

<b>INTEGRITY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			strategy to tailor and contextualize the needs of its stakeholders. Development training for coach Educators and Coaches has been increased at continental level to bring about regional effectiveness and enable further outreach. Details can be found in the 2022 and 2023 WR development reports on page <a href="https://worldrowing.com/technical/development/development-programme-events/">https://worldrowing.com/technical/development/development-programme-events/</a> . The increased diversity shows as more MFs participates in World Rowing key events and championships, including OG qualification regattas, but also continental and regional games and championships. Results are monitored and reported on <a href="https://worldrowing.com/technical/development/useful-links/">https://worldrowing.com/technical/development/useful-links/</a> as well in the Congress paper – report of development and sustainability department ( <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf</a> page 14). News items are regularly posted on the WR Education academy website: Articles – World Rowing Academy ( <a href="https://academy.worldrowing.com/articles/">https://academy.worldrowing.com/articles/</a> )	
3.12	Programmes or policies in place regarding	0 – No 1 – Some evidence of activity	4	4

<b>INTEGRITY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
	safeguarding from harassment and abuse (revised for 2023)	<p>2 – Policies in place which include 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 where appropriate</p>	<p>World Rowing is one of the leaders amongst IFs with regard to safeguarding, putting in place policies and procedures, creating opportunities to share best practice amongst IFs, and in its education &amp; training initiatives. Our Safeguarding Lead is member of the IOC working group and has successfully completed the IOC Safeguarding Officer in Sport Certificate in September 2023. As engaged organization of the Centre for Sports and Human Rights, we benefit from expert dialogue and joint action in critical areas related to human rights</p> <p>For 2023, a safeguarding/safe sport needs assessment survey was circulated to all MFs and the objective is to identify the opportunities and challenges faced by MFs in the area of safeguarding/safe sport in order to identify the suitable programmes and support that could be offered by World Rowing. For 2024, we are anticipating the organisation of a series of awareness raising and exchange of best practices webinars for the MFs on the topic of safeguarding/safe sport. In addition, we are also planning to organise a safeguarding workshop of MF leadership during the World Championships.</p> <p>Event Safeguarding Officers have been in place at all World Rowing events since 2019.</p> <p>Another milestone in our safeguarding strategy is the inclusion of an OC Safeguarding Officer as a key role that falls</p>	<p>Noted. Safeguarding web page: <a href="https://worldrowing.com/responsibility/safeguarding/">https://worldrowing.com/responsibility/safeguarding/</a>. Policy: <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2021/03/08102430/2021-World-Rowing-Safeguarding-Policy.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2021/03/08102430/2021-World-Rowing-Safeguarding-Policy.pdf</a>. There is active implementation, including support for Member Federations and Safeguarding Officers at events. Cases are being considered</p>

<b>INTEGRITY</b>				
<b>No. 2023- 24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			<p>under the Duties of the local OC. Both the World Rowing designated safeguarding officers and Organising Committees safeguarding officers receive training annually and during the event season where they are supposed to serve the role of safeguarding officers to keep their safeguarding knowledge up to date and give them guidance on how to take on the role with confidence and efficiency. This is also complemented by the WR Safeguarding Lead role and a Safeguarding Advisory Group.</p> <p>For 2024 a review of the roles and responsibilities of the WR Safeguarding Lead and Safeguarding Advisory Group is planned. We will also review and update the safeguarding policy, procedures, event safeguarding framework and case management system to ensure we are up to date with the current development in and around the area of safeguarding and safe sport.</p> <p>We have no hanging cases and the cases that were reported to World Rowing Safeguarding were all dealt with.</p> <p>World Rowing as Lead IF- is part of the ASOIF Project on Incidence of Harassment and Abuse in Elite Sport with other 4 IFs. This is an initiative lead by World Rowing together with ASOIF to gaining insight into the current exposure of adult elite athletes to measure the experiences of harassment and abuse as well as recent instances of injuries, illnesses, and mental health</p>	

<b>INTEGRITY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			<p>challenges through the past 12-month via a survey designed by a research team commissioned by ASOIF, and World Rowing has 3 members part of the steering committee of the project.</p> <p>In March 2023, we developed an online course for the Event Safeguarding Officers to offer education and training on safeguarding during events and how they can carry their roles. The course is now on the World Rowing Education Academy (<a href="https://academy.worldrowing.com/courses/event-safeguarding-officer-essentials-training/">https://academy.worldrowing.com/courses/event-safeguarding-officer-essentials-training/</a>)</p> <p>Link: Event Safeguarding Officer Training – Safeguarding Essentials – World Rowing Academy</p> <p>A second course for coaches and other athletes entourage members was piloted in December 2023 to a group of coaches during a development coaching course in Greece, this course will be online on the Academy in February 2024, and will be a mandatory course to be taken by coaches and other entourage members directly involved in World Rowing activities.</p> <p>A safeguarding/safe sport self-declaration form is currently being finalise and will be implemented for 2024 as an additional step of due-diligence and safer recruitment, and all members directly involved in World Rowing events and activities will be required to complete the form.</p> <p>Safeguarding officers present on 2023 WR key events</p>	

<b>INTEGRITY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
			<p>(<a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2022/06/25155439/2023_WCH-Event-Safeguarding-Officers_090323.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2022/06/25155439/2023_WCH-Event-Safeguarding-Officers_090323.pdf</a>) Training continues - SG webinar series held in 2021, awareness sessions held during the annual Coaches Conference (since 2019), awareness sessions for Umpires, and Athlete SG webinars in March 2022.</p> <p>Resources provided for members on the SG webpage. Umpiring: <a href="https://worldrowing.com/technical/umpiring/">https://worldrowing.com/technical/umpiring/</a> (see Online Rules/Umpiring Clinics)</p> <p>Coaches: <a href="https://worldrowing.com/technical/coaching/">https://worldrowing.com/technical/coaching/</a> (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.</p>	

<b>DEMOCRACY</b>				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
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  Article 39 of the statutes – Election of Council members: Council members (24) with the exception of the Executive director, the Athletes commission chair, the Continental representatives and the co-opted members are elected for 4 year terms by the Congress. Electronic voting is handled by the an external contractor (Lumi platform) since the 2019 Congress and numbers are published in the Congress minutes. Three members of the Executive committee (8 members of which the non-voting Executive director) are elected as stipulated in Article 49 of the statutes – Election of the three Council members to the Executive committee. The Chair of the Athletes Commission which is a de facto member of the Executive Committee and Council is elected by the Athlete’s Commission which is composed of 5 members directly elected by the Athletes and 5 members appointed by the Council.	4  Noted. Most of the Council are elected. Voting numbers for Commission elections published in 2022 Congress minutes. An electronic voting system was used
4.2		0 – No	4	3

<b>DEMOCRACY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
	Clear policies/rules on campaigning to ensure election candidates can campaign on balanced footing including opportunity for candidates to present their vision/programmes	<p>1 - Some opportunity for candidates to present their programme/manifesto in advance</p> <p>2 – Basic rules for campaigning with designated opportunity for candidates to present programme in advance with equal treatment</p> <p>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</p> <p>4 - Campaigning rules for candidates cover finances and disclosure</p>	<p>The calling notice for the Congress published 4 months prior to the Congress, presents the positions due for election and calls for nominations (e.g. circular N° 4 of 11/05/2023 <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/05/11142600/Circular-N4-of-2023_11052023-v2-.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/05/11142600/Circular-N4-of-2023_11052023-v2-.pdf</a>).</p> <p>The nomination form includes the rules of conduct for election which are clearly defined so as to ensure all candidates have the same opportunities to present themselves, regardless of their resources. These state that candidates are invited to create an information sheet of a maximum of two A4 size pages (front and back on one piece of paper) and that they may create their own Internet site for informative purposes only. They can promote their candidacy among the MFs at international events or by means of sending written documents and the MF President can present the candidate at Congress (see link to rewatch on <a href="https://worldrowing.com/about/organisation/governance/fisa-congresses/">https://worldrowing.com/about/organisation/governance/fisa-congresses/</a> ).</p> <p>Furthermore, the candidate, their MF or anybody supporting the candidate cannot offer gifts nor any advantage whatsoever to World Rowing Council or Commission members, World Rowing staff and consultants or representatives of World Rowing MFs.</p>	<p>Noted. 2023 Nomination Form includes brief campaigning rules. For a score of 4, a specific rule would be needed to disclose (at least on request) the source of finance for election campaigns and/or a breakdown of expenditure</p>



<b>DEMOCRACY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
			Five of the 10 members of the Athletes commission are elected. The rules for Election for the Athletes Commission (Statutes Appendix S5 Part II Athletes Commission Election Procedures) state in Section 4 Promotion and Conduct of Candidates that following the publication of the candidate list (at least three months before the opening of the relevant WR championships) for the election, candidates may start promotional activities which are to be carried out in accordance with the WR rules of conduct for elections and with dignity, moderation and respect towards other candidates as well as all athletes.	
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  The election process is explained in articles 35 – Voting at Congress – and 36 – Majorities – of the statutes. All elections are by secret ballot (even when there is only one candidate). A state of the art independent company manages the voting platform since 2019. Article 60 right of complaint explains the process to raise a complaint, for decision by the Executive Committee. This process is appropriate to the needs of our organization.  Five of the 10 members of the Athletes commission are elected. The rules for Election for the Athletes Commission are explained in Statutes Appendix S5 Part II Athletes Commission Election Procedures	3  Noted. Voting rules are in place. As noted in 2021-22, a protest in relation to an election would be submitted to the President, Executive Committee or IOC Ethics Commission, depending on circumstances. There does not appear to be jurisdiction for the Ethics Panel or any election oversight panel

<b>DEMOCRACY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
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	<p>0 – No</p> <p>1 - Some open positions made public</p> <p>2 - All elections and non-staff appointments referenced in General Assembly documents with details of roles, requirements, assessment provided</p> <p>3 - Elections/appointments advertised openly with details of roles, requirements, assessment</p> <p>4 - State of the art open recruitment for all roles with details of roles, requirements, assessment</p>	<p>4</p> <p>Article 45 and 46 and by-laws describe the duties of the Council while Article 42 highlights in the eligibility of Council Members that they must present skills and experience relevant to the Council position and the related duties describes in Article 55 and its by-laws – Duties of the Commissions and Working groups (appendix S9) - details on the role of each specialist commission.</p> <p>The calling notice for the Congress, published 4 months prior to the Congress as defined in article 25 of the statutes, presents the positions due for election and calls for nominations (e.g. circular N° 4 of 11/05/2023 <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrawing/wp-content/uploads/2023/05/11142600/Circular-N4-of-2023_11052023-v2-.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrawing/wp-content/uploads/2023/05/11142600/Circular-N4-of-2023_11052023-v2-.pdf</a>).</p> <p>Article 39 and its Byelaw give further information on the process.</p> <p>Five of the 10 members of the Athletes commission are elected. The rules for Election for the Athletes Commission are to be found in the Statutes Appendix S5 Part II Athletes Commission Election Procedures) which give in point 3 the nomination process. The opening of the nomination process, the eligibility</p>	<p>3</p> <p>Noted. Roles of elected officials are listed in the Bye-Laws and the calling notice informs Member Federations about positions open for election. There is limited evidence of any open recruitment, for example to independent judicial committee roles or for the co-opted Council positions</p>

DEMOCRACY				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
			<p>criteria, the full process as well as all further information are described in a specific circular (see circular n°3 of 2022). A nomination form is also made available on WR website.</p> <p>The above mentioned process has shown to be appropriate to the size and the needs of our Federation.</p> <p>For Commission members, a nomination form is posted on <a href="https://worldrowing.com/about/organisation/governance/official-communications-world-rowing-circulars/">https://worldrowing.com/about/organisation/governance/official-communications-world-rowing-circulars/</a> after election of the relevant chair of the specialist commission.</p>	
4.5	Establishment and publication of eligibility rules for candidates for election together with due diligence assessment (revised for 2023)	<p>0 – Some rules about eligibility for election candidates</p> <p>2 - Published eligibility rules for election candidates with a nominations/vetting process unrestricted except for proportionate rules to ensure involvement in the sport</p> <p>3 - Published eligibility rules with unrestricted nominations and a nominations committee</p> <p>4 - State of the art eligibility rules, an independent nominations committee (no other roles in the organisation) and dispute resolution mechanism</p>	<p>3</p> <p>Eligibility rules are described in Art 42 – Eligibility of Council Members. Candidates for President, Vice-President and Treasurer must have participated in a minimum of 4 times to the WR Congress, as a rower to WRC, OG, Paralympic regatta. This additional rule is defined to minimize risks of interference and maximize the relevance of the candidature. The Council nomination form is published in the relevant circular and available on the website (<a href="https://worldrowing.com/about/organisation/governance/fisa-congresses/">https://worldrowing.com/about/organisation/governance/fisa-congresses/</a>) Candidatures are reviewed by the Council and elections are done at the Congress.</p>	<p>2</p> <p>Noted. Only 1 nomination is required to be a candidate - non-restrictive. There are proportionate eligibility requirements for the most senior roles in terms of relevant experience in the sport. Eligibility checks for candidates are carried out by Council rather than a designated nominations committee, which limits the score to 2. No significant change since 2021-22</p>

<b>DEMOCRACY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
			The eligibility rules for the 5 elected members of the Athletes Commission are given in WR statutes, appendix S5 World Rowing athletes' commission regulation & election procedures - Part II, section 2 eligibility criteria.	
4.6	Term limits for elected officials (revised for 2023)	<p>0 – No</p> <p>1 - Some term limits but possibility of multiple re-elections to the same position</p> <p>2 - Term limits in place with a maximum of no more than 12 years in 1 role</p> <p>3 - Term limits in place with a maximum of 3 x 4 year cumulative terms in the same role</p> <p>4 - Term limits with a max of 3 x 4 year terms in same role, waiting period before new role or max 20 years in all roles combined</p>	<p>2</p> <p>Art 42 Eligibility of Council Members states that 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.</p> <p>The term of office for the 5 elected members of the Athletes Commission are given in WR statutes, appendix S5 World Rowing athletes' commission regulation &amp; election procedures -Part I, section 4 term of office. The term is 4 year starting on 1st January of the year following the election. The athlete commission member may stand for reelection upon completion of his/her term of office provided he/she continues to be eligible as an active athlete or recently retired athlete in accordance with art.2 membership.</p> <p>WR regrets it can only score a 2 with the current rules; we do not see a 3 or 4 as an improvement of our rules. Going for a higher score, would mean not having the current President who has an extensive experience gained in his former roles as member of the Athletes' Commission and then president of this</p>	<p>3</p> <p>Noted. Scoring definitions have been amended for this indicator, partly in response to IF feedback. Score is 3 as there is a maximum of 3 x 4 years in the same role - Article 42.3</p>

<b>DEMOCRACY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
			Commission. This experience represents an asset to enhance the governance and sporting aspects of our Federation.	
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  Appendix S5 – World Rowing Athletes commission regulations and election procedures defines the membership (10 members, active or recently retired athletes). The chair of the Athletes Commission has been a member of the Council for many years and since 2021 the chair is a member of the Executive committee as per article 48 of the statutes. The election and appointment of members procedure changed in 2022 and is described in Part II of the appendix, and part III describes the appointment committee. See also <a href="https://worldrowing.com/2023/10/30/athletes-commission-moving-into-a-new-era/">https://worldrowing.com/2023/10/30/athletes-commission-moving-into-a-new-era/</a> and <a href="https://worldrowing.com/about/organisation/governance/commissions/">https://worldrowing.com/about/organisation/governance/commissions/</a>	4  Noted. Half of Athletes' Commission is now elected. Executive Committee and Council includes chair of Athletes' Commission: <a href="https://worldrowing.com/about/organisation/governance/council/">https://worldrowing.com/about/organisation/governance/council/</a>
4.8	Adoption of athletes' rights and	0 – No	4	4

<b>DEMOCRACY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
	responsibilities, consistent with the IOC Athletes' Declaration (new for 2023)	<p>1 – Athletes' Commission is established</p> <p>2 – Athletes' Commission is majority elected by athletes, with evidence of activity</p> <p>3 – IF outlines athletes' rights and responsibilities in one or more documents; topics include health, education, code of conduct</p> <p>4 – IF adopts state of the art athletes' rights and responsibilities, covering career management and freedom of expression</p>	The Athletes' commission is described on page 58 of the statutes in Appendix S9 – Bye-laws to article 55 – Duties of the Commissions and working groups. Appendix S11a describes the Athletes' rights and responsibilities declaration – developed by athletes for athletes, through a worldwide consultation process, reflecting the views of athletes; it a.o. refers to access education on sports-related matters as well as to work or study while actively training and competing, should the athlete choose to do so and where practicable) and freedom of expression. It reflects the IOC Athletes' Rights and Responsibilities Declaration.	Noted. A comprehensive set of athletes' rights and responsibilities are listed
4.9	Provide support to help enhance the governance of IF member associations	<p>0 – No</p> <p>1 – Occasional support offered to help enhance governance of IF member associations</p> <p>2 – Programme in place to help enhance governance of IF member associations (e.g. seminars at General Assembly)</p> <p>3 – Programme in place to help enhance governance of IF member associations with support materials provided and/or out-sourced training</p> <p>4 – Tailored governance support programme based on assessment of members' needs, linked to overall IF strategy</p>	<p>3</p> <p>WR priorities for the current quadrennium, as it relates to Development, aim to provide Member Federations in need the opportunity to access resources and expert advice to develop rowing foundations at national level. As part of its activities, the Development department runs Development of National Sports Systems (DNSS) programmes – capacity building and coach education - for targeted countries, providing Member Federations support specifically on governance matters where identified as an area for improvement.</p>	<p>3</p> <p>Noted. Development Guide mentions DNSS and capacity building for Member Federations. There is a brief reference in the 2022 Annual Report. A number of Member Federation meetings and webinars took place in 2023. There is limited information about topics covered</p>

<b>DEMOCRACY</b>				
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			<p>A decentralized approach undertaken by World Rowing (Continental development team / Continental representatives), in executing its development strategy allows the IF to tailor and contextualize the needs of its stakeholders. Documentation can be provided as evidence on request.</p> <p>At Continental level, especially in the emerging nations, World Rowing is working with Member Federations that need support with setting structures and systems to support rowing development in their countries. Online discussions and knowledge sharing on best practice has been carried out with administrators in targeted Federations.</p> <p>The Council has agreed at the latest meeting to commission a project to propose a recommendation on how to increase/optimize collaboration between World Rowing and its five recognized Confederations, with governance amongst the topics to be addressed. Member Federation conferences &amp; meetings are held periodically during the year, with governance related items on the agenda and subject specific webinars. These conferences and meetings are communicated in the circulars (circular 3 – <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/03/31143530/Circular-N3-of-2023_310323.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/03/31143530/Circular-N3-of-2023_310323.pdf</a>) circular 4 <a href="https://d2cx26qpfwuhvu.cloudfront.net/w">https://d2cx26qpfwuhvu.cloudfront.net/w</a></p>	

<b>DEMOCRACY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
			orldrowing/wp-content/uploads/2023/05/11142600/Circular-N4-of-2023_11052023-v2-.pdf )	
4.10	Actively monitor the governance compliance of IF member associations with Statutes, Code of Ethics and other rules	<p>0 – No</p> <p>1 – Occasional action in response to compliance failures by IF member associations</p> <p>2 – Rules and a programme to monitor compliance of IF member associations</p> <p>3 - Rules and a programme to monitor compliance of IF member associations, evidence of implementation</p> <p>4 – State of the art monitoring process in place to require IF member associations to comply, evidence of implementation, outcomes published</p>	<p>3</p> <p>Part II – Membership – of the statutes states the rights, obligations, sanctions, suspension and expulsions rules for MF. Action has been taken when potential compliance failures are brought to our attention. A new initiative started in 2021 to establish a framework for monitoring 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; Excel file/database of membership governance status can be shared confidentially on request. The process put in place has proved to be clearly proportionate with the needs and resources of our organization.</p>	<p>4</p> <p>Noted. Statutes 13-15 - obligations of members, becoming a member, sanctions and suspensions. Example of a disciplinary case involving a member federation: <a href="https://worldrowing.com/2024/02/22/world-rowing-reinstalls-serbian-rowing-federation-upon-settlement-of-financial-debts/">https://worldrowing.com/2024/02/22/world-rowing-reinstalls-serbian-rowing-federation-upon-settlement-of-financial-debts/</a>. Information supplied shows that governance is tracked systematically among members</p>



<b>DEMOCRACY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
4. 11	Ensuring equal opportunities for members to participate in the General Assembly	<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>Congresses were delivered online in 2020 and 2021 and hybrid in 2022 and 2023; the hybrid format enables registered delegates who are unable to attend in person to follow the congress and caters for a larger participation by removing a.o. financial constraints. For 2023, the information is given in circular 5 of 11 July 2023 (<a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/11182744/Circular-N5-of-2023_110723.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/11182744/Circular-N5-of-2023_110723.pdf</a>). A test session is held (see circular 6 of 10 August 2023 - <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/08/10154329/Circular-N6-of-2023-_100823-Final.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/08/10154329/Circular-N6-of-2023-_100823-Final.pdf</a>) and a guide is sent out to Member Federations explaining how the Congress would be delivered for online viewers, how to connect, what to do in</p>	<p>4</p> <p>Noted. There have been online Congresses - equal opportunities for member federations to participate. Guidance has been provided</p>

<b>DEMOCRACY</b>				
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			case of technical issues; a technical helpline was also provided In 2024, the Congress will be virtual.	
4.12	Statutes, or other rules of procedure, specify what decisions are made at what level (new for 2023)	0 – No 1 – Statutes specify decision-making authority of General Assembly 2 – Statutes specify decision-making authority of General Assembly and Executive Board or equivalent(s) 3 – Terms of reference (or equivalent) published for Executive Board and at least some commissions; information on powers of senior staff 4 – Terms of reference are published (for Board and Executive Committee, if	4	4

<b>DEMOCRACY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
		both exist); information on delegation of powers from Executive Board to other level; clarity on decision-making powers of senior staff	<p>Part III of the statutes deals with Governance. Part III A. Congress (pg 15) specifies the authority of the Congress, Part III B. Council (pg 18) the responsibility of the Council and Part III C Executive Committee (pg 23) the responsibility of the Executive Committee.</p> <p>The decision taking process of the bodies is explained in the respective parts as well as the hierarchy of decision making.</p> <p>The duties of the Executive Director, stating his responsibilities, is explained in appendix S7 – Bye-law to article 46 – Duties of the Council members (pg 50).</p>	<p>Noted. Statutes provide information on role of Congress (21, 26), Council (45), Executive Committee (51). S7 covers role of President, Vice President, Treasurer, Executive Director and others. Job titles and an org chart are available for HQ staff: <a href="https://worldrowing.com/about/organisation/headquarters/">https://worldrowing.com/about/organisation/headquarters/</a></p>

DEVELOPMENT AND SUSTAINABILITY				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
5.1	Clear policy and process in place to determine transparent allocation of resources in declared development objectives	<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>WR's development programme is defined in its strategic framework (see <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2020/11/04183550/2018WR-Strategicframeworkv3002.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2020/11/04183550/2018WR-Strategicframeworkv3002.pdf</a>) and its objectives are developed in document <a href="https://worldrowing.com/wp-content/uploads/2024/01/WR-Development-Programme-Guide-Short-Version-F.25.01.2024.pdf">https://worldrowing.com/wp-content/uploads/2024/01/WR-Development-Programme-Guide-Short-Version-F.25.01.2024.pdf</a></p> <p>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: - <a href="https://worldrowing.com/technical/development/">https://worldrowing.com/technical/development/</a> (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</p>	<p>3</p> <p>Noted. There is a wide range of activity, both delivered by World Rowing and through partners. Details of development support for an Olympic and Paralympic qualifying event: <a href="https://worldrowing.com/wp-content/uploads/2024/02/F.-Paralympic_AOOPQR-DP-Bulletin_KOR@30.01.2024.pdf">https://worldrowing.com/wp-content/uploads/2024/02/F.-Paralympic_AOOPQR-DP-Bulletin_KOR@30.01.2024.pdf</a>. The Congress papers summarise development activity in 2022</p>

DEVELOPMENT AND SUSTAINABILITY				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
			<p>the benefit of athletes and sport development.</p> <p>- <a href="https://worldrowing.com/technical/development/">https://worldrowing.com/technical/development/</a> (Olympic Solidarity tab).</p> <p>The overview of the annual development activity is reported in the Ordinary Congress agenda papers: <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf</a> page 14)</p> <p>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</p>	
5.2	Information published on redistribution/support activity for main stakeholders, including financial figures	<p>0 – No</p> <p>1 - Some redistribution among main stakeholders or support provided directly</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>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>Figures for the development programme are provided in the agenda papers of the</p>	<p>2</p> <p>Noted. 2022 audit report includes line items on development programme income and expenditure. Annual budgeted figures are included in the four-year plan. A breakdown of expenditure by programme, continent, country does not appear to be available. Score of 2 for consistency with 2021-22</p>

DEVELOPMENT AND SUSTAINABILITY				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
		4 - State of the art redistribution programme for stakeholders, declared criteria and financial figures published	Congress ( <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf</a> pg 62) as well as in the Four year financial plan 2021-2024 (pg 66).	
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>Interdepartmental monitoring is an on-going process done by the Development and Governance/Administration areas to monitor directly funded development programme expenditure; the goal is to ensure all development expenses meet the approved budgets, accounting policies and internal controls as per recommendation from external financial auditors PriceWaterhouseCoopers.</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. World Rowing can provide specific examples to ASOIF for review.</p> <p>If deemed needed, the audit committee can audit the use of distributed funds as part of its mandate for a given year.</p> <p>This process is proportionate to the needs and size of our organisation.</p>	<p>2</p> <p>Noted. There is an internal monitoring process with systems in place for projects that are joint with partners. It is understood that much of the development work is paid for directly by World Rowing rather than through grants. Score of 2 for consistency with 2021-22 as monitoring is internal only</p>

DEVELOPMENT AND SUSTAINABILITY				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
5.4	Respect principles of sustainable development and regard for the environment (revised for 2023)	<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 including commitment to reduction in greenhouse gas emissions, details published</p>	<p>4</p> <p>World Rowing signed the Sport for Climate Action framework and is using an emission tracking/calculation tool based on the GHG Protocol to allow World Rowing to track its emissions related to its activities and analyse how to reduce its emissions (report: <a href="https://worldrowing.com/wp-content/uploads/2024/02/World-Rowing-2022-GHG-emission-report_short.pdf">https://worldrowing.com/wp-content/uploads/2024/02/World-Rowing-2022-GHG-emission-report_short.pdf</a>) .</p> <p>The WR's sustainability race plan has been reassessed and updated during a 7 months process with the staff; the proposed actions have been considered against human and financial resources to prepare a project management document organized around WR's goals and the SDG's.</p> <p>WR signed the Sport for Nature framework and was asked to present the above mentioned process during the first annual general assembly held at the end of the IF forum.</p> <p>The strategic alliance with WWF has enabled to draw attention of our communities on the need to protect water by a.o. organizing activation actions at events. This alliance is reviewed to move from Clean to Healthy water in 2024.</p>	<p>4</p> <p>Noted. Sustainability page: <a href="https://worldrowing.com/responsibility/sustainability/">https://worldrowing.com/responsibility/sustainability/</a>. There are several areas of focus, including clean/healthy water. There is a commitment to reducing emissions through signing up to UNFCCC: <a href="https://worldrowing.com/responsibility/sustainability/climate-action/">https://worldrowing.com/responsibility/sustainability/climate-action/</a></p>
5.5		0 – No	3	3

DEVELOPMENT AND SUSTAINABILITY				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
	Monitoring/reporting on environmental impact of events within the IF's sphere of responsibility (new for 2023)	<p>1 – Some assessment of environmental impact of events and/or IF operations</p> <p>2 – Monitoring of environmental impacts of events with public reporting</p> <p>3 - Monitoring of environmental impacts of events includes at least one full carbon footprint analysis of an event with outcomes published</p> <p>4 – State of the art monitoring and offsetting of carbon footprint with external assessment and public reporting; environmental criteria inform hosting selection/schedule</p>	<p>The activities of WR (staff, Commissions, contractors, ...) related to events are captured in the emission tracking/calculation tool. The event attribution bids include a checklist to guide and help organizing Committees to mainstream environmental sustainability in their operations, from the planning phase onwards, and including first steps to analyze the carbon footprint of the event . The aim is to make it a requirement in the coming years. We already have events which calculate their carbon footprint and/or are ISO certified.</p> <p>However, even though it is not compulsory at this time, some organizing committees already do sustainability post reports (see best practices on <a href="https://worldrowing.com/responsibility/sustainability/partnerships-education-grassroots-activism/">https://worldrowing.com/responsibility/sustainability/partnerships-education-grassroots-activism/</a>)</p>	<p>Noted. There is a GHG emissions report for 2022, which appears to be for World Rowing itself, not covering major events. Example of a post-event sustainability report (without GHG monitoring): <a href="https://worldrowing.com/wp-content/uploads/2024/02/WR-CCBSF-22-Post-Event-Sustainability-Report_Final.pdf">https://worldrowing.com/wp-content/uploads/2024/02/WR-CCBSF-22-Post-Event-Sustainability-Report_Final.pdf</a></p>
5.6	Existence of social responsibility policy and participation programmes targeting under-served areas (revised for 2023)	<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, linked to UN SDGs or other recognised frameworks, monitoring in place, details published</p>	<p>3</p> <p>The checklist included in the event attribution bids includes a guide and helps organizing Committees to mainstream environmental sustainability in their operations, from the planning phase onwards, and includes both compulsory and optional social responsibility actions; actions include preparing a local community inclusion plan for labour forces</p>	<p>3</p> <p>Noted. Information supplied about support for rowing at Kakuma Refugee Camp planned for later in 2024. Masters Regatta support for a local rowing club: <a href="https://worldrowing.com/2023/10/17/soweto-rowing-club-benefit-from-masters-rowing/">https://worldrowing.com/2023/10/17/soweto-rowing-club-benefit-from-masters-rowing/</a>. The focus of the Kafue River</p>



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No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
			<p>and volunteers, attention to neighborhood and local businesses.</p> <p>The OC sustainability checklist is available on request.</p> <p>Furthermore, as engaged organisation in the Centre for sports and human rights we implement our contractual obligations in the areas related to human rights and monitor advance in responsible sport.</p>	<p>Rowing Centre project, referred to in 2021-22, has shifted to water conservation: <a href="https://worldrowing.com/2023/10/05/evolving-the-wwf-world-rowing-strategic-alliance/">https://worldrowing.com/2023/10/05/evolving-the-wwf-world-rowing-strategic-alliance/</a>. Environmental sustainability is mainly covered in 5.4 and 5.5.</p>
5.7	Adopting and implementing human rights policies to impact on the IF's sphere of activity (new for 2023)	<p>0 - No</p> <p>1 – Some discussion about human rights at Executive Board or committee level</p> <p>2 – Human rights referenced in strategic objectives</p> <p>3 – Policy/policies available on human rights or covering relevant areas, evidence of action</p> <p>4 – State of the art human rights policy linked to specific UN SDGs, evidence of implementation with reporting</p>	<p>3</p> <p>WR sees responsible sport in all its forms as fundamental to the governance of our sport. Appendix S11a – Athletes’ rights and responsibilities declaration – is inspired by the Universal declaration of Human Rights. We announced on 10/08/2023 that WR joined the Centre for Sport and Human Rights’ (CSHR), a multi-stakeholder network working to advance responsible sport. We will collaborate with the network of engaged organisations and partners to develop guidance and best practices and embark the MFs and different communities on this journey (<a href="https://worldrowing.com/2023/08/10/world-rowing-and-centre-for-sport-and-human-rights-join-forces-to-advance-responsible-sport/">https://worldrowing.com/2023/08/10/world-rowing-and-centre-for-sport-and-human-rights-join-forces-to-advance-responsible-sport/</a>).</p> <p>This was also announced in Circular 6 of 10/08/2023 (<a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/08/10154329/Circular-">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/08/10154329/Circular-</a></p>	<p>4</p> <p>Noted. There is collaboration with the Centre for Sport and Human Rights. There are multiple references to human rights in the Sustainability section. The GEDI Commission and Cross Commission consider human rights implications of rules, policies etc. There is some monitoring work. Score of 4 in comparison with work by other IFs in this area.</p>

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			<p>N6-of-2023-_100823-Final.pdf) and is highlighted in page  <a href="https://worldrowing.com/responsibility/centre-for-sport-and-human-rights/">https://worldrowing.com/responsibility/centre-for-sport-and-human-rights/</a>.</p> <p>The policies put in place answer the specific situation of our federation.</p>	
5.8	Education programmes (topics other than integrity) and assistance to coaches, judges, referees and athletes	<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>4</p> <p>The World Rowing Education Academy founded in 2021, an online learning hub, aims to offer to all NFs a platform to develop and educate coaches, umpires, managers, classifiers and athletes  <a href="https://academy.worldrowing.com/about/">https://academy.worldrowing.com/about/</a>. It is continuously fed with new learning opportunities such as online courses, live and replay webinars and a library with articles, publications, videos and websites of reference. Furthermore, the World Rowing Development Team has assembled a framework to guide coach education for World Rowing The Coach Development Programme has been created for nations or individuals who do not have existing systems  The  <a href="https://worldrowing.com/technical/coaching/">https://worldrowing.com/technical/coaching/</a> page contains a compilation of presentations from World Rowing Coaching Conferences as well as the Level 1 booklets for classic, para and coastal rowing, which are part of the complete WR coach education framework, the syllabus and scheme of work for NFs who do not have existing national coach education programmes. The Learn to Row booklet, available as a free download</p>	<p>4</p> <p>Noted. There is extensive education activity for coaches, umpires, athletes and others. Overview of coach education: <a href="https://worldrowing.com/technical/coaching/">https://worldrowing.com/technical/coaching/</a>. The Congress report on development includes some statistics on the number of courses/participants/people qualified etc.</p>

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			<p>from the same page of the World Rowing website is a good indicator of the level of knowledge required by a Level 1 coach.</p> <p>The World Rowing Umpiring Commission has an education system that is communicated to all members to promote opportunities through Clinics, Seminars and Exams.:  <a href="https://worldrowing.com/technical/umpiring/">https://worldrowing.com/technical/umpiring/</a>.</p> <p>World Rowing aims to sustain the growth of all rowing disciplines in emerging and developing nations with a focus on safety and safeguarding and, further to the academy content, athletes can attend annual training camps through WR and in combination with Olympic Solidarity which are communicated via bulletins  <a href="https://worldrowing.com/technical/development/development-programme-events/">(https://worldrowing.com/technical/development/development-programme-events/)</a>.</p> <p>Additionally, the Row Values programme was created to service NFs participation programmes and promote Olympic values to young rowers (page  <a href="https://worldrowing.com/technical/development/gender-equality-diversity-inclusion/">https://worldrowing.com/technical/development/gender-equality-diversity-inclusion/</a> under heading Olympic Values Education Programme - Row Values Toolkit).</p> <p>Conferences are regularly organized, such as the 2023 Whatsnext2Rowing Conference - GEDI – was organized during the 2023 WR championships in Belgrade.</p> <p>As far as anti-doping is concerned, seminars are organized and announced through the</p>	

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			<p>circulars ; e.g. circular 3  <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/03/31143530/Circular-N3-of-2023_310323.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/03/31143530/Circular-N3-of-2023_310323.pdf</a> for athletes and support personnel. Dates for 2024 are known (April 09, April 16, April 23, April 30, May 07) and will be added to page <a href="https://worldrowing.com/responsibility/anti-doping/">https://worldrowing.com/responsibility/anti-doping/</a> as soon as titles and links are made available by ITA. Participants who attend the full programme receive a completion certificate. These seminars are also published on webpage to re-watch.</p> <p>World Rowing developed the Event Safeguarding Officers training essentials short introductory course intended to provide key and basic information on safeguarding essentials during sport events. It is meant to help the safeguarding officers appointed for specific events to understand their roles and responsibilities and take on their roles with confidence.</p>	
5.9	Put in place integrity awareness/education programmes	<p>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</p>	<p>4</p> <p>Webinars, manuals and additional information on safeguarding are published on <a href="https://worldrowing.com/responsibility/safeguarding/">https://worldrowing.com/responsibility/safeguarding/</a>.</p> <p>This will be further updated in 2024 with additional resources and guidelines to</p>	<p>4</p> <p>Noted. Extensive education work on safeguarding. There is regular anti-doping training. In-person education at 2023 World Championships</p>

<b>DEVELOPMENT AND SUSTAINABILITY</b>				
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		4 - State of the art integrity awareness/education programmes in place with evidence of implementation (e.g. mandatory, regular education, online/offline, communication)	<p>support the MFs in implementing safeguarding.</p> <p>In March 2023, we developed an online course for the Event Safeguarding Officers to offer education and training on safeguarding during events and how they can carry their roles. The course is now on the World Rowing Education Academy (<a href="https://academy.worldrowing.com/courses/event-safeguarding-officer-essentials-training/">https://academy.worldrowing.com/courses/event-safeguarding-officer-essentials-training/</a>):</p> <p>A second course for coaches and other athletes entourage members was piloted in December 2023 to a group of coaches during a development coaching course in Greece, this course will be online on the Academy in Q1 2024, and will be a mandatory course to be taken by coaches and other entourage members directly involved in World Rowing activities.</p> <p>For 2024, we are anticipating the organisation of a series of awareness raising and exchange of best practices webinars for the MFs on the topic of safeguarding/safe sport. In addition, we are also planning to organise a safeguarding workshop of MF leadership during the World Championships.</p> <p>All WR staff and Council members have to do the IOC online safeguarding course and all participants in development programme and umpiring education either had a session</p>	

DEVELOPMENT AND SUSTAINABILITY				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
			<p>delivered on safeguarding or had to do the IOC online course on safeguarding.</p> <p>WR's safeguarding lead completed the IOC Safeguarding Officer Certification in 2023 as a means of upskilling and maintaining safeguarding knowledge up to date.</p> <p>In spring 2023, a series of webinars on anti-doping were delivered in collaboration with ITA ; they can be rewatched on page <a href="https://worldrowing.com/responsibility/anti-doping/">https://worldrowing.com/responsibility/anti-doping/</a>. New ones are scheduled in 2024 (see anti-doping)</p> <p>As far as manipulation of competition is concerned, videos are available on page <a href="https://worldrowing.com/about/organisation/governance/prevention-of-competition-manipulation/">https://worldrowing.com/about/organisation/governance/prevention-of-competition-manipulation/</a> and links to the awareness campaign and toolbox "believe in sport".</p> <p>Integrity booths are organized in collaboration with ITA at key WR events, such as the 2023 World Rowing Championships in Belgrade (<a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/08/10154329/Circular-N6-of-2023-_100823-Final.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/08/10154329/Circular-N6-of-2023-_100823-Final.pdf</a>). The aim is to raise awareness on topics such as Anti-doping, prevention of competition manipulation and safeguarding.</p>	

DEVELOPMENT AND SUSTAINABILITY				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
5.10	Legacy programmes to benefit communities in which events are hosted (revised for 2023)	0 – No 1 – Some support for communities which host events in their legacy planning 2 – Legacy programmes to benefit 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 tailored to assist event host communities, monitoring, details published	2	2
			<p>The OC sustainability checklist which has to be filled as part of the bidding process contains best practices which will bring legacy to the communities of host events such as considering green buildings when planning a new venue, preservation or restoration of the natural environment, a local community inclusion plan, water management, cleaning venues, ...</p> <p>WR signed the Sport for Nature framework; the network provides peer to peer learning and resources which are shared with OCs in terms of legacy for nature in the venues where events are hosted.</p> <p>In order to reduce the impact of building new venues and to provide ongoing rowing opportunities for the local community and the wider rowing community WR has a policy of reusing venues on a regular basis. This was done e.g. for the Tokyo 2020 legacy; we also returned to the venue of Beijing 2008 and London 2012 venue is buzzing with activity. The Rio 2016 venue is used for education plus continental and regional events and Athens 2004 venue has hosted events</p>	<p>Noted. There are sustainability guidelines for event hosts, which cover social responsibility work such as 'open days' for the local community to learn about the event. Post-event sustainability report for 2022 World Rowing Coastal Championships and Beach Sprint Finals references some relevant legacy activity: <a href="https://worldrowing.com/wp-content/uploads/2024/02/WR-CCBSF-22-Post-Event-Sustainability-Report-Final.pdf">https://worldrowing.com/wp-content/uploads/2024/02/WR-CCBSF-22-Post-Event-Sustainability-Report-Final.pdf</a></p>

DEVELOPMENT AND SUSTAINABILITY				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
			including at least 2 education opportunities, the last one being end 2023.	
5.11	Anti-discrimination policies covering a range of characteristics	<p>0 – No</p> <p>1 – Recognition of anti-discrimination issues in official documents</p> <p>2 – Official anti-discrimination policy or policies in place</p> <p>3 – Anti-discrimination policy/ policies covering all characteristics, evidence of implementation (e.g. education activity or sanctioning)</p> <p>4 – State of the art anti-discrimination policies, evidence of implementation, results published</p>	<p>3</p> <p>WR's code of ethics explicitly refers to non-discrimination (<a href="https://worldrowing.com/wp-content/uploads/2021/03/2021-World-Rowing-Code-of-Ethics.pdf">https://worldrowing.com/wp-content/uploads/2021/03/2021-World-Rowing-Code-of-Ethics.pdf</a>) as does the position statement and strategy on GEDI (Gender equality, diversity and inclusion - <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2021/10/14101015/GEDI-Comm-MF-Presentation-061021F.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2021/10/14101015/GEDI-Comm-MF-Presentation-061021F.pdf</a>).</p> <p>Any party that deals with World Rowing, is a member of World Rowing or shares in its activities have to sign the World Rowing Commitment Form (Appendix S10a, Bye-law to article 57 ) in which they recognize to accept a.o. the Ethical Principles.</p> <p>If the rules are not complied with, World Rowing has the authority to impose sanctions.</p>	<p>4</p> <p>Noted. References to anti-discrimination in Statutes 2.6, Code of Ethics 7 and GEDI Commission documents. There has been proactive work on anti-discrimination, including unconscious bias training and the work of the Cross Commission</p>



<b>DEVELOPMENT AND SUSTAINABILITY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
5.12	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>	4	4
			<p>As shown on page <a href="https://worldrowing.com/events/rowing-and-para-rowing/">https://worldrowing.com/events/rowing-and-para-rowing/</a>, para-rowing is fully integrated into WR's activities. The purpose and activities of the Para rowing commission is given on page 61 of the statutes while Appendix R15 (pg 282) relates to specificities for para rowing (<a href="https://worldrowing.com/technical/rules/2021-rule-book/">https://worldrowing.com/technical/rules/2021-rule-book/</a>). Further to the para rowing commission, staff includes a para rowing sport manager, a member in the development department who works on the strategy and development of para-rowing and a classification coordinator. A Classification advisory panel (<a href="https://worldrowing.com/about/organisation/governance/">https://worldrowing.com/about/organisation/governance/</a>) has been created to separate classification and operational responsibilities. All information on para rowing classification can be found on <a href="https://worldrowing.com/technical/para-rowing-classification/">https://worldrowing.com/technical/para-rowing-classification/</a>, including an online tool to help potential para athletes determine their</p>	Noted. Para rowing appears to be fully integrated into the work of World Rowing. There are events, development activity, regular news items etc.

<b>DEVELOPMENT AND SUSTAINABILITY</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
			<p>eligibility, coaching and technical documents and portal instructions.</p> <p>WR commits budget to support para rowing development activities (training camps), classification workshops/clinics, research, conferences, etc.</p> <p>There are also open access modules for para rowing coaching and classification on the WR Rowing academy.</p>	

CHECKS AND BALANCES / CONTROL MECHANISMS				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
<b>Please indicate the extent to which you consider that your IF fulfils the following:</b>				
6.1	Establish an internal ethics committee with independent representation (roles may cover Code of Ethics overview, advisory, investigation, disciplinary) (revised for 2023)	<p>0 – No</p> <p>1 – Some monitoring of ethical behaviour</p> <p>2 – Ethics committee (or equivalent) with independent representation in place to monitor application of ethics rules</p> <p>3 – Ethics committee with majority independent representation in place and rules of procedure; independent disciplinary process</p> <p>4 – State of the art ethics committee with allocated funding, independent majority, formal recruitment process, regular reporting</p>	<p>3</p> <p>Article 58 of the statutes refer to the Code of Ethics which is in appendix S11. It was drafted based on the IOC Code of ethics and presented to and adopted by the 133rd IOC session in Buenos Aires on behalf of the Olympic Movement. It refers to the IOC Code of Ethics in several points: responsibilities of athletes (act in accordance, for conflicts of interest, complaint, appeal). WR also has set up an ethics advisory group, a group of individuals independent of WR and recognised for their involvement in the world of sport, their experience and their integrity. They are appointed for a four-year term (<a href="https://worldrowing.com/about/organisation/governance/world-rowing-code-of-ethics/">https://worldrowing.com/about/organisation/governance/world-rowing-code-of-ethics/</a>). The ethics panels can impose sections set out in Art. 64 of the statutes. The system put in place is perfectly proportionate to the needs and the size of our organization.</p>	<p>3</p> <p>Noted. Code of Ethics 9.4 - Ethics Panel includes 1 Executive Committee member and 2 from Ethics Advisory Group, who are independent: <a href="https://worldrowing.com/about/organisation/governance/world-rowing-code-of-ethics/">https://worldrowing.com/about/organisation/governance/world-rowing-code-of-ethics/</a></p>
6.2	Establish an internal audit committee and an internal audit function (for larger IFs) (revised for 2023)	<p>0 – No</p> <p>1 – An audit committee or designated individual is in place</p> <p>2 – Audit committee in place with qualified individuals and some element of</p>	<p>3</p> <p>The Internal Audit Committee (established in 2021) provides an independent review of governance, processes and risk management (as per article 45 of the statutes) and is defined in appendix S6,</p>	<p>3</p> <p>Noted. 2022 Audit Committee report: <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/01/15095304/Internal-Audit-Committee-2022-report.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/01/15095304/Internal-Audit-Committee-2022-report.pdf</a></p>

<b>CHECKS AND BALANCES / CONTROL MECHANISMS</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
		<p>independence, members identified</p> <p>3 – Audit committee in place with independent majority, activity published; also an internal audit function for larger IFs</p> <p>4 – State of the art audit committee with independent majority, reports directly to members; activity and terms of reference published</p>	<p>bye-laws to article 45. It consists of three individuals; the World Rowing Treasurer and two individuals who do not hold elected, appointed or employed positions within World Rowing and of the three, at least one should have a legal background and one a finance background (<a href="https://worldrowing.com/about/organisation/governance/">https://worldrowing.com/about/organisation/governance/</a>). They hold regular virtual and in-person meetings and their report is submitted to the Congress (see agenda papers - (<a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf</a> - pg 12). Their reports are also available on <a href="https://worldrowing.com/technical/publications/">https://worldrowing.com/technical/publications/</a> under heading Internal Audit Committee Reports.</p>	
6.3	<p>Adopt policies and processes for internal financial controls (e.g. budgeting, separation of duties, dual approvals for payments) (revised for 2023)</p>	<p>0 – No</p> <p>1 – Some systems in place for internal control</p> <p>2 – Official procedure in place for internal control</p> <p>3 – Official procedure in place for internal control, published, evidence of implementation</p> <p>4 – State of the art internal control procedures, published, evidence of implementation</p>	<p>3</p> <p>Internal financial control policies and processes, adapted to WR's resources, are put in place and overseen by the internal finance committee. The report of external auditors is submitted to the Congress every year (see agenda papers, <a href="https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf">https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/07/30103754/0829_Agenda-Papers_V10.pdf</a> pg 59). The appointment of the external auditors is a recommendation from the Internal audit committee for approval by the Congress.</p>	<p>3</p> <p>Noted. Statutes 51.1.2 - Executive Committee manages finances. S7.3 - Treasurer supports in preparation of budget and accounts and chairs Finance Committee. S7.4 - Executive Director acts within limits/budgets approved by Executive Committee, secures proper financial management and accounting, prepares budget with Treasurer etc. Four-year budget published in Congress documents. There are clearly systems in place. Controls such as dual signatures for</p>

CHECKS AND BALANCES / CONTROL MECHANISMS				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
			The reports are also published on the website <a href="https://worldrowing.com/technical/publications/">https://worldrowing.com/technical/publications/</a> under heading World Rowing Audited Reports.	payments etc. probably exist but are not referenced
6.4	Remuneration policy and process (new for 2023)	0 - No 1 – Remuneration of top staff role(s) determined by Executive Board 2 – Formal process for determining remuneration of top staff role(s) and any compensated elected officials 3 – Designated committee (e.g. audit or remuneration) or an external adviser has responsibility; policy/process published; policy covers all staff 4 – Designated committee with independent majority has responsibility; remuneration published for President and any other compensated elected officials	2  The process in place for the remuneration of top staff gives this responsibility to the Finance Committee.	3  Noted. Statutes S8 - Finance Committee oversees remuneration. Score of 3 as there is a designated committee, separate from the Executive Committee
6.5	Implement a risk management programme (revised for 2023)	0 – No 1 – Occasional discussion of risk management at Executive Board level 2 – Risk assessment takes place with updates considered at least annually at Executive Board level 3 – Risk assessment and monitoring takes place with mitigations considered	4  The risk register and options for risk mitigation are systematically reviewed by the Executive committee (can be shared confidentially on request). Further to the Executive committee, risk management is included in the scope of the Internal audit committee (Appendix S6 - Bye-law to article 45 – page 49), the finance committee (Appendix S8 – By law to	4  Noted. There is a formal risk management process. Risks related to sustainability are acknowledged, for example on the sustainability page: <a href="https://worldrowing.com/responsibility/sustainability/">https://worldrowing.com/responsibility/sustainability/</a> . There is a brief report from the Internal Audit Committee in the Congress papers which references risk. Risk register supplied

<b>CHECKS AND BALANCES / CONTROL MECHANISMS</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
		systematically by Executive Board, delegated responsibility for a specialist sub-committee 4 – State of the art programme identifies and ranks risks such as human rights, sustainability, third party risks; summary information published	article 51 – pg 52). The external auditor also assesses the risks of material misstatement of the financial statements (see agenda paper pg 60). A number of concrete steps have been taken to mitigate risks from a technology point of you – they are detailed below 1. Physical Servers have been moved out of the office to another special security location, this mitigates the risk of losing any critical data/files in case of a fire/flood or any other hazard. 2. A further enhanced backup system has been installed and implemented with a specialist provider from Switzerland which will help to retrieve data in case of a hacking incident. 3. Strong protection measures with updated malware bytes has been implemented.	
6.6	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	3  Rule 11 - right to participate and rule 12 - eligibility and nationality ( <a href="https://worldrowing.com/technical/rules/2021-rule-book/">https://worldrowing.com/technical/rules/2021-rule-book/</a> pg 101) gives the rules for athletes; no restrictions are applied. Rule 5 (pg 98) explains the attribution of World Rowing Championships; no restrictions are applied.	2  Noted. There do not appear to be any unreasonable restrictions on athlete eligibility. It is not clear whether there has been discussion about a process for third parties outside World Rowing to apply for events to be sanctioned. Score of 2 for consistency with 2021-22

<b>CHECKS AND BALANCES / CONTROL MECHANISMS</b>				
<b>No. 2023-24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
		4 – State of the art policies and procedures in place, including appeal process		
6.7	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  World Rowing conducts tenders for contracting all of their suppliers and service providers. The following tenders were conducted in 2022-2024 period for new services and contracts. - Sports presentation provider - Timing and Data Services provider for coastal events - Entry and data provider for coastal events, - Medals and Trophies supplier - Boat and Oar Rental provider for Masters Regattas - Boat and Oar Rental providers for World Rowing and European Rowing Coastal Events. At the end of the 2024 season, all terminating contracts will be again put for tender	3  Noted. Examples of tender documentation for several contracts supplied. It is not clear that information about tenders is posted on the website. It is understood that some tender opportunities are probably sent directly to a small number of known suppliers.
6.8	Due diligence assessment of third parties, such as sponsors, suppliers, intermediaries, partners (new for 2023)	0 – No 1 – Some evidence of due diligence assessments 2 – Due diligence assessments are required on at least one type of third party	3	3

CHECKS AND BALANCES / CONTROL MECHANISMS				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
		<p>3 – Assessments are conducted on different types of third parties, tailored to anti-corruption risks</p> <p>4 – Due diligence assessments are conducted on all third parties, consistent with anti-corruption policy or equivalent</p>	<p>As part of the tender and RFO process an extensive due diligence is done on the aspects of financial stability, sustainability practices, safeguarding policies, GEDI aspects for all the third parties which are brought on board.</p>	<p>Noted. Reference to sustainability criteria in selection of suppliers: <a href="https://worldrowing.com/responsibility/sustainability/responsible-consumption/">https://worldrowing.com/responsibility/sustainability/responsible-consumption/</a>. Criteria in tender documentation shows there is some due diligence work in evaluating offers</p>
6.9	Decisions made can be challenged through internal appeal mechanisms with a final right of appeal to CAS	<p>0 – No</p> <p>1 – Some opportunity for internal appeals</p> <p>2 – Internal appeals policy in place or a right to appeal directly to CAS</p> <p>3 – Internal appeals policy in place, evidence of implementation, with final right of appeal to CAS or equivalent</p> <p>4 – State of the art appeals policy, evidence of implementation, full decisions published; final right of appeal to CAS</p>	<p>4</p> <p>WR has an extensive policy in place for appeals. Article 30 of the statutes states that MF can request to reconsider decisions of the Council or the Executive committee by a vote at the Congress. Articles 60 to 66 express the right to complaint, the applicable procedural rules and the judicial provisions. Statutes Part IV – Individual commitments (pg 27) states CAS as only competent judicial authority external to WR, with final and without appeal status of decisions by the CAS</p> <p>Article 10.8 of WR’s code of ethics (page 75 of statutes) states how to appeals against a decision of the Ethics panel.</p> <p>Rules of Racing Part VI, Section 11 – Rules 75 - 79 – Define the Objection, Protest and Appeals processes within WR for events.</p>	<p>3</p> <p>Noted. Statutes 30 - right of appeal to Congress for Council and Executive Committee decisions. There is a judicial process. Articles 65-66 - right of appeal against first instance decisions to CAS (rather than an internal appeals process first). The indicator is intended to cover appeals against non-sporting decisions only, although it is understood that the distinction is not always clear. There is a right of appeal in the case of athlete Evaluation for para-rowing (which is important but considered a sporting matter). There have been historic cases at CAS</p>



CHECKS AND BALANCES / CONTROL MECHANISMS				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
			<p>The Statutes Article 66 provides the ability to appeal a decision any judicial body of WR to CAS as the only body to hear those appeals outside of WR.</p> <p>Rules of Racing Appendix R16 Sections 5 and 6 define the Protest and Appeals process for the classification of Para-Athletes.</p> <p>Section 11 - Rule 77 – Appeals of the statutes (pg 134) treats appeals in the organization of regattas Paragraph 6 (pg 298) explains the appeal against a decision on classification</p> <p>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.</p>	
6.10	Due diligence and effective risk management in bidding requirements, presentation, assessment and allocation of main events	<p>0 – No</p> <p>1 – Some due diligence and/or risk management in bidding and allocation of major events</p> <p>2 – Designated due diligence and risk management process for bidding, assessment, event allocation</p> <p>3 – Due diligence and risk management process for bidding, assessment, event allocation, info published</p> <p>4 – State of the art due diligence/ risk management for event process, info published, with element of external bidding assessment</p>	<p>3</p> <p>Page <a href="https://worldrowing.com/events/event-bidding/">https://worldrowing.com/events/event-bidding/</a> gives the World Rowing and European Rowing events open for bidding. When expressing interest on bidding, National Federations will receive a bid dossier as bid documents are not publicly available online. However, to clearly inform National Federations, key deadlines and attribution dates are published on the website.</p> <p>The World Rowing Congress attributes the World Rowing Championships, other</p>	<p>3</p> <p>Noted. Explanation of SEAP: <a href="https://worldrowing.com/events/event-bidding/">https://worldrowing.com/events/event-bidding/</a>. World Rowing collects information from bidders which enable a due diligence process</p>

CHECKS AND BALANCES / CONTROL MECHANISMS				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
			events are attributed by the Council after analysis by staff, discussion and voting.	
6.11	Awarding of main events follows an open, transparent process and includes sustainable development criteria (revised for 2023)	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, criteria cover sustainable development, fair timetables, shortlisting or rotation 4 - Process for awarding events, criteria cover sustainable development, fair timetables, shortlisting or rotation, designated method for reallocation	4	4
			<p>The Strategic Events Attribution Process (SEAP) offers a strategic and long-term approach to the attribution of World Rowing and European Rowing events – see <a href="https://worldrowing.com/events/event-bidding/">https://worldrowing.com/events/event-bidding/</a></p> <p>Rule 5 (pg 98) gives the generalities about the attribution of World Rowing Championships and other World Championships and Appendix R21 (pg 377-379) refers to event bidding and preparation regulations. The bid process is fair and includes an evaluation by the staff which is shared with the Council. Attention is given to a rotation system to keep venues “alive”; to acknowledge good bids when several ones are received for a given event and year, World Rowing discusses with the future OC to reallocate to another year and/or event. All attribution decisions are recorded and published, whether done by the Congress or the Council.</p> <p>The bid documents sent to MFs interested in bidding include a Sustainability checklist with compulsory elements such as the obligation to appoint a sustainability officer, write a sustainability plan, propose an environmental policy in</p>	<p>Noted. Rule 5 - Council submits recommendation for World Championship allocation to Congress for approval with some other events allocated directly by the Council. Example of an allocation announcement:  <a href="https://worldrowing.com/2022/09/26/2022-world-rowing-congress-attributes-2025-world-rowing-championships-to-shanghai/">https://worldrowing.com/2022/09/26/2022-world-rowing-congress-attributes-2025-world-rowing-championships-to-shanghai/</a>. 2022 Congress minutes record the decision including a vote. Sustainability considerations are among the criteria</p>

CHECKS AND BALANCES / CONTROL MECHANISMS				
No. 2023-24	Indicator for 2023-24	Score definition for 2023-24	Self-assessed score/evidence	Moderated score/evidence
			accordance to local/regional/national rules, plan a budget and expenses dedicated to sustainability operations. Document available on request.	
6.12	Compliant with applicable laws regarding data protection (such as GDPR) and takes measures to ensure IT security	0 – No 1 – Some evidence of action taken regarding data protection issues 2 – IF is compliant with applicable data protection laws, such as GDPR and undertakes IT security measures 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 4 – State of the art policies and procedures in place	3	3
			World Rowing commits itself to safeguard data of all of its participants and stakeholders by implementing strict IT security protocols.  All internal and external systems and GDPR Compliant  1. All internal and external systems are compliant with Swiss Data protection laws  2. Physical Servers have been moved out of the office to another special security location, this mitigates the risk of losing any critical data/files in case of a fire/flood or any other hazard.  3. A further enhanced backup system has been installed and implemented with a specialist provider from Switzerland which will help to retrieve data in case of a hacking incident.	Noted. Measures have been taken on IT security and data protection. There has been training for staff

<b>CHECKS AND BALANCES / CONTROL MECHANISMS</b>				
<b>No. 2023- 24</b>	<b>Indicator for 2023-24</b>	<b>Score definition for 2023-24</b>	<b>Self-assessed score/evidence</b>	<b>Moderated score/evidence</b>
			<p>4. Strong protection measures with updated malware bytes has been implemented.</p> <p>Annual Data protection workshops are organized for all World Rowing Staff.</p>	

## SUMMARY SCORES

	2016-17		2017-18		2019-20		2021-22		2023-24	
	SA	Moderated	SA	Moderated	SA	Moderated	SA	Moderated	SA*	Moderated
Transparency (sections out of 40, up to 2022, 48 in 2023-24)	18	27	29	30	34	31	37	35	45	45
Integrity	10	16	23	23	29	27	34	33	45	41
Democracy	22	22	24	24	28	28	32	30	43	41
Development	15	20	22	21	25	25	27	25	39	39
Control Mechanisms	17	20	25	22	25	26	29	26	38	37
Total (out of 200 up to 2022, 240 in 2023-24)	82	105	123	120	141	137	159	149	210	203
Mean per indicator	1.64	2.1	2.46	2.4	2.82	2.74	3.18	2.98	3.5	3.38

\*SA: Self-Assessed

	2016-17	2017-18	2019-20	2021-22	2023-24 50 retained indicators
Total moderated score (out of 200)	105	120	137	149	171
					All 60 indicators
Total moderated score (out of 240)					203

<b>IF Group based on total moderated score (2023-24)</b>	A2
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The maximum theoretical score is **240** for **2023-24** (48 for each of five sections). Due to the scoring method, percentages should not be used.

## OVERVIEW OF IF GROUPS BASED ON TOTAL MODERATED SCORES

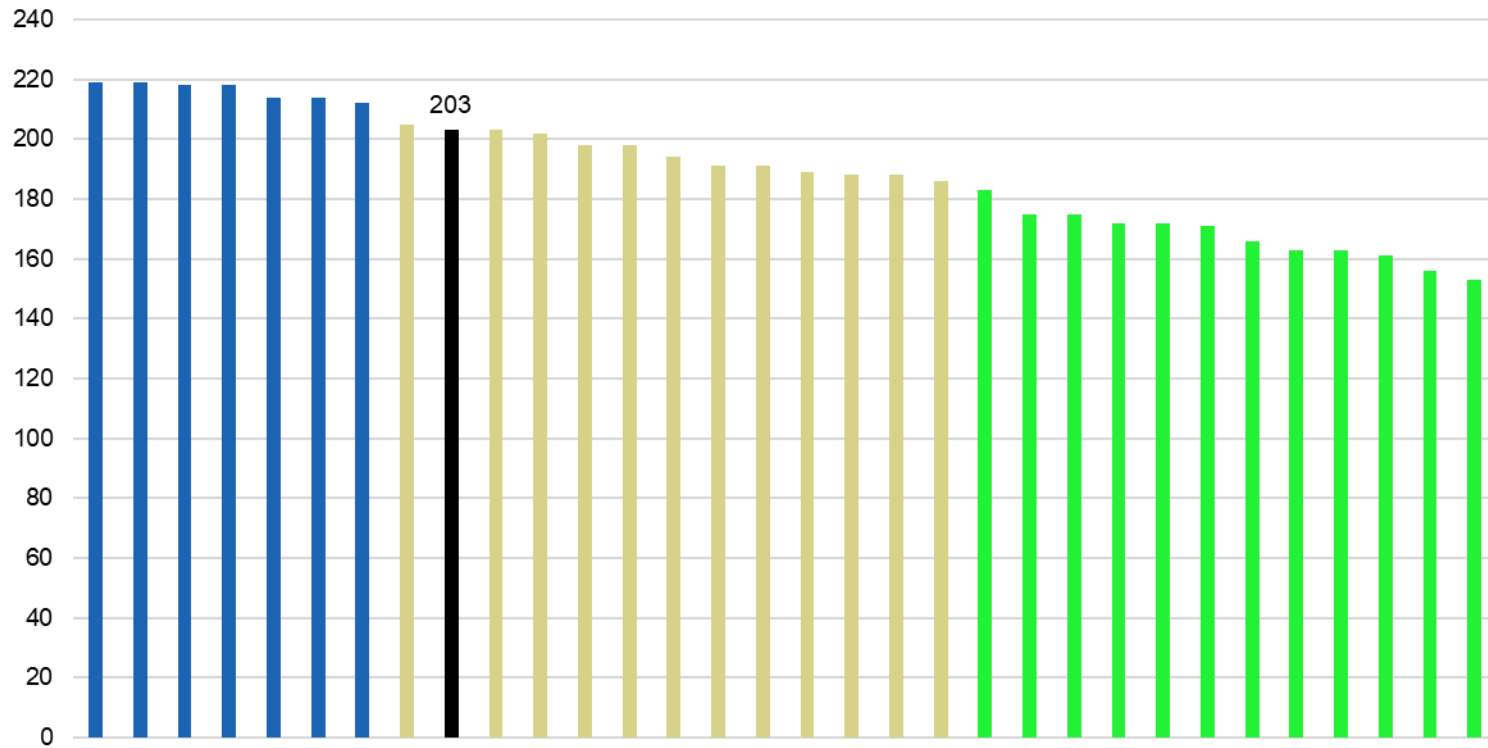
Group	Score range	IFs
A1	210 - 219	BWF, FEI, FIFA, ITF, UCI, World Athletics, World Rugby
A2	185 - 209	FIBA, FIG, FIH, FIVB, IFSC, ITTF, UWW, WBSC, World Aquatics, <b>World Rowing</b> , World Sailing, World Taekwondo, World Triathlon
B	150 - 184	FIE, ICF, IGF, IHF, IJF, ISA, ISSF, IWF, UIPM, WDSF, World Archery, 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 Fifth Review of International Federation Governance:  
<https://www.asoif.com/governance>

## COMPARISON OF IF SCORES

Total moderated score for each IF studied

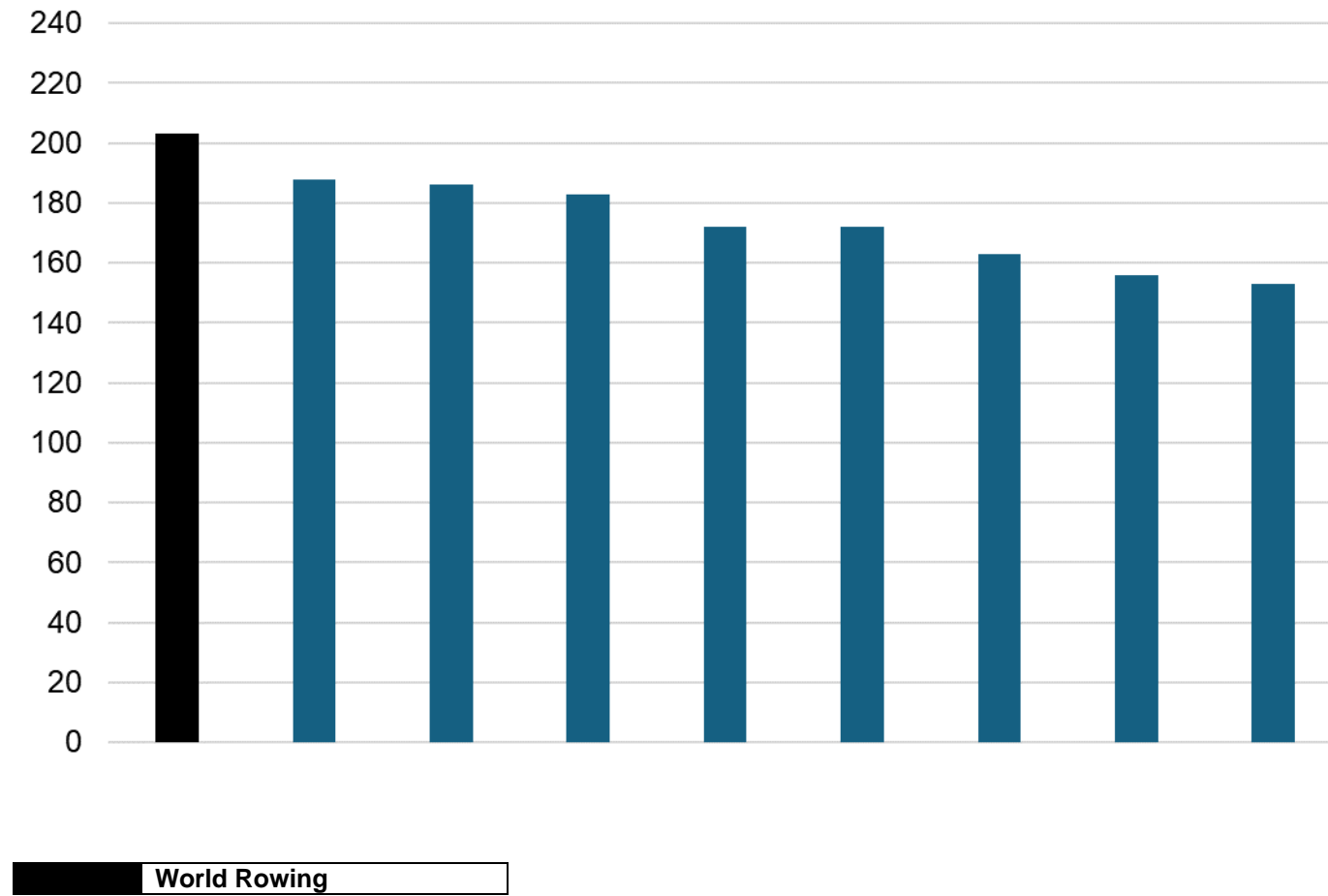


### Key

	Group A1
	Group A2
	Group B
	<b>World Rowing</b>

### COMPARISON OF IF SCORES WITH SIMILAR STAFF NUMBERS

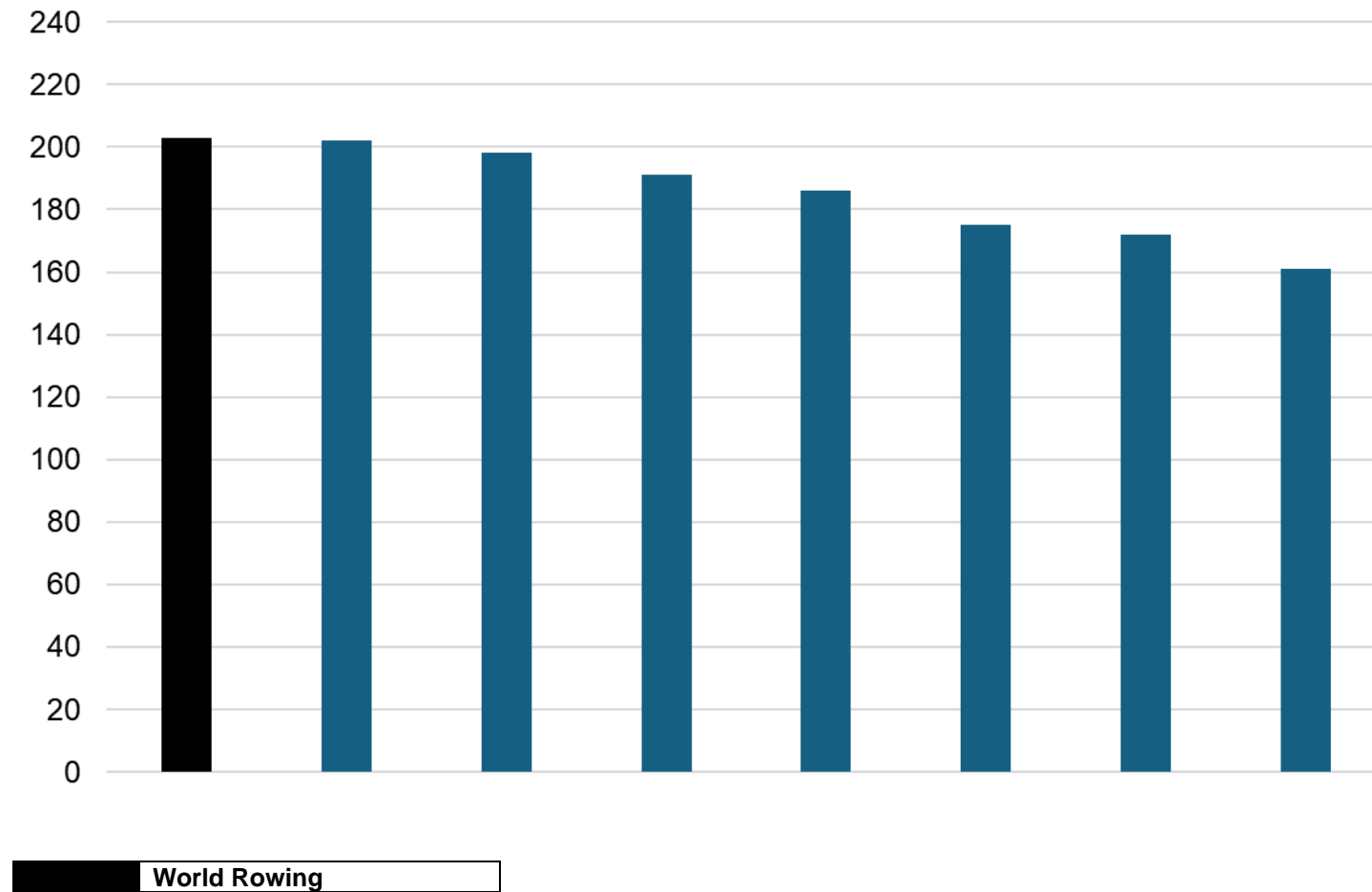
Total moderated score for each IF with 10-19 staff





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

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

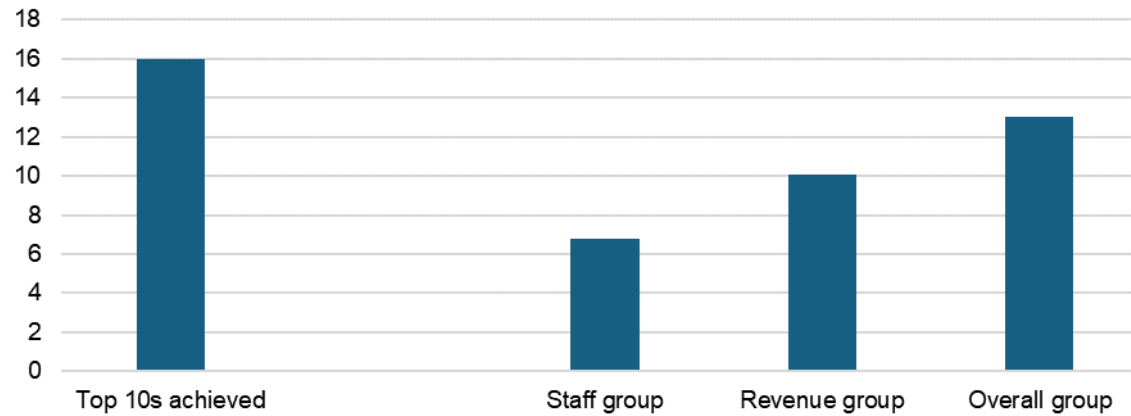


## TOP 10s ANALYSIS - World Rowing

Explanation of Top 10s: As part of the analysis for the Fifth 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 40 of the 60 indicators. For the other 20 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 first introduced for the Fourth Review and is 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.

**Count of Top 10s (out of 40) compared to averages**



Top 10s achieved		Staff group	Revenue group	Overall group
		10-19	4m-8m	A2
16	Average Top 10s by group:	6.8	10.1	13

Top 10 ratings for indicators:

							3.8	3.9	3.10
3.11					4.6		4.8		
		5.4	5.5		5.7	5.9		5.11	5.12
			6.4	6.5			6.8		6.11

Top 10s were not identified for any IFs for these indicators due to IFs generally performing well (or activity being too similar to differentiate between IFs): 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.8, 2.9, 2.10, 2.11, 2.12, 3.3, 4.1, 4.3, 4.10, 4.11, 4.12, 5.8, 6.9, 6.12

## SELECTED POINTS FROM THE ANALYSIS

### Overall

- World Rowing is close to the top of group A2
- The moderated score of 203 is 7 lower than the self-assessed score, compared to an average mark-down of 15 across all IFs
- Considering just the 50 indicators retained (with some amendments) from 2021-22, the score rose considerably from 149 to 171, compared to an average increase of 10
- The score on the 10 new indicators was 32 (out of 40), compared to an average of 26
- Note that the assessment is based on measures which were already in place by early March 2024. 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.
- World Rowing achieved Top 10s in 16 out of 40 indicators assessed in this way

### Positive

- World Rowing was the highest-scoring among nine IFs with 10-19 staff and eight IFs with annual revenue from 4m to 8m CHF
- World Rowing scored well all-round, particularly in the Transparency section
- New work since 2021-22 includes the introduction of an athlete representative on the Executive Committee, commitment to the UN Sport for Climate Action framework with associated monitoring of emissions, and proactive training on anti-discrimination
- World Rowing performed well on the 10 new indicators for 2023-24; for example, the rights and responsibilities of athletes are consistent with the IOC Declaration and set out clearly, and there is extensive activity in the area of gender equality

### Areas for improvement

- A small number of indicators with a score of 2 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:

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