



4-YEAR PLAN 2020-2023

GOVERNANCE COMMISSION

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4-Year Plan Summary

The Governance Commission's four-year plan focuses on guiding and supporting Member Federations and Area Associations to implement good governance practices including aligning with the governance and integrity reforms undertaken by World Athletics.

In addition, the plan seeks to implement World Athletics' commitment to ensuring it remains at the forefront of good governance and integrity in international sport by monitoring and learning from the practical implementation and delivery of the substantial reforms approved by Congress in 2016, as well as measures being taken by other bodies in global sport such as by the Association of Summer Olympic International Federations (ASOIF) Governance Monitoring Unit.

The plan also records the Commission's mandated role to review any amendments to the Constitution and all rules and regulations proposed by persons or bodies within World Athletics and Member Federations.

World Athletics Strategic Plan 2020-2023

The World Athletics Strategic Plan 2020-2023 was developed and signed off by the Executive Board and approved by the Council in June 2020.

The overarching vision and the purpose of the Strategic Plan is to grow the whole of our sport. We have unique and enviable global attributes as a sport – talented and driven athletes on every continent; an operational presence in 214 countries (although it should be recognised that our Member Federations span a wide scale of operational capacity, skill and resource); knowledge, experience and connections across cultures and social groups and a product with history and tradition whose stars have become household names. We are the number one Olympic sport but also the most universally participated in sport, with equal numbers of men and woman of all ages using our sport to maintain fitness and vitality.

The Strategic Plan sets out how we will capitalise on these attributes and our assets and details our approach, vision, mission and strategic goals over the next 4 years. It is available to access [here](#).

Our Mission is to Grow, Inspire and Lead.

The Governance Commission is central in the mission to Lead and “be the best example of a well governed sports federation taking brave leadership decisions and valuing partnerships that deliver athletics around the world”. The Commission plays a key role in monitoring the governance structures in place and in providing the Council with expert advice and feedback to further advance and adapt policies and procedures to maintain robust systems of checks and balances that will continue to add value and inspire confidence in our stakeholders.

Governance Commission Objectives

The objectives of the Governance Commission are to:

Support the alignment of Member Federations and Area Associations with the World Athletics governance and integrity reforms by:

- a. developing Membership Rules including identifying areas for the alignment of governance and integrity requirements and defining the good standing requirements for Member Federations;
- b. developing Area Association Rules including identifying areas for the alignment of governance and integrity requirements;
- c. approving Member Federation and Area Association guidance and templates to assist in implementing their respective obligations under the World Athletics Constitution, Rules and Regulations; and
- d. developing guidance and information for Member Federations (including Guidelines on Alignment to the Governance and Integrity Reform).

Monitor the governance and integrity structure of World Athletics to consider any appropriate modifications arising from implementing the governance and integrity reforms, and any further changes necessary to comply with good governance by:

- a. considering whether to consolidate the various appointment panels (i.e., Nominations Panel, AIU Board Appointments Panel and Executive Board Appointments Panel) into one Panel. *[seek debrief from each Panel on learnings and improvements]*
- b. considering any changes to the Book of Rules in terms of other relevant matters in Book A (Constitution), B (Organisation) and D (Integrity & Disciplinary) which require adjustment for practical or operational reasons (e.g., timeframes and transition provisions) and/or from the learnings obtained from the implementation of the reforms in 2019 and 2020. *[seek debrief from various persons and bodies including EOP, VP, DT on learnings and improvements; includes removing transition provisions]*
- c. considering any governance and integrity benchmarks applicable to sport including reviewing the reports from the ASOIF Governance Taskforce International Federation Self-Assessment Questionnaire undertaken by World Athletics in 2019-20 and thereafter, and recommending any changes;
- d. reviewing the annual auditors' reports on the non-financial audits undertaken under Article 79.3 of the Constitution (i.e., the governance and ethical compliance audit and the anti-doping and integrity audit) and recommending any changes;
- e. monitoring the World Athletics ethical compliance programme including its principles, policies, rules and education activities and recommending any changes.

Review any proposed new rules and regulations or changes to existing Rules and Regulations (in accordance with Rule 3.5.3e of the Governance Rules) by:

- a. reviewing draft Rules or Regulations proposed by any Council Member, the Executive Board, Chief Executive Officer, Ethical Compliance Officer, any other Commission, Working Group, the AIU or any other Independent Body.

Consider and make recommendations on any other matters referred to the Commission within its mandate including (but not limited to):

- a. contributing to the World Plan for Athletics;
- b. contributing to the development of the Strategic Plan for 2023 to 2027;
- c. identifying and making recommendations on any significant legal issues affecting World Athletics or athletics.

Projected Time Frames

Support the alignment of Member Federations and Area Associations with the World Athletics governance and integrity reforms

Timeline	Key Actions/ Milestones	HQ Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2020	<ul style="list-style-type: none"> - Membership Rules - Area Rules - MF/Area alignment guidance and templates 	International Relations & Development Department (Director, Governance Senior Manager & Member Federation Relations Senior Manager) Legal Department (Lead Counsel Governance & ECO) Consultant	MFs Areas AIU	Sample of MFs and all Areas Development Commission AIU
Phase 2 – 2021	<ul style="list-style-type: none"> - Develop guidance for MFs/ Areas - Any constitutional changes arising from Member/Area Rules 	Same as above	Same as above	Same as above
Phase 3 – 2022	<ul style="list-style-type: none"> - Monitor implementation of the Member/Area Rules 	Same as above	Same as above	All MFs and Areas
Phase 4 – 2023	<ul style="list-style-type: none"> - Monitor implementation of the Member/Area Rules - Any constitutional changes arising from Member/Area Rules 	Same as above	Same as above	All MFs and Areas

Monitor the governance and integrity structure of World Athletics to consider any appropriate modifications arising from implementing the governance and integrity reforms, and any further changes necessary to comply with good governance

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2020	<ul style="list-style-type: none"> - Identify and consider any governance changes needed - Review results of 2019 ASOIF Assessment - Review auditors' reports (non-financial audits) for YE 2019 - Prepare Commission's activity report for the 	International Relations & Development Department (Director & Governance Senior Manager) Finance & Administration Department (COO)	Council MFs Areas	All Commissions All Panels and independent bodies Executive Board Audit, Risk & Finance Committee (for audits)

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	2020 Annual Council Report - Education and training programmes for World Athletics Members, Officials, and other stakeholders as appropriate, in governance, ethical compliance and integrity	Legal Department (ECO) Consultant		
Phase 2 – 2021	- Prepare any proposed Constitution changes - 2021 Congress votes on any Constitution proposals - Approve any rules and regulations - Review auditors' reports (non-financial audits) for YE 2020	Same as above	Same as above	Same as above
Phase 3 – 2022	- Review results of 2020/21 ASOIF Assessment - Review auditors' reports (non-financial) for YE 2021 - Monitor practical implementation of changes - Consider any further Constitution changes	Same as above	Same as above	Same as above
Phase 4 – 2023	- Monitor implementation - Review auditors' reports (non-financial) for YE 2022- 2023 - Congress votes on any Constitution proposals	Same as above	Same as above	Same as above

Review any proposed new rules and regulations or changes to existing Rules and Regulations

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2020	- Call for and review any proposed changes to rules and regulations for consideration by Council	International Relations & Development Department (Governance Senior Manager)	Council/ EB MFs/ Areas May also include AIU	Relevant Commission, Working Group, other bodies and HQ staff, for the subject matter of

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	<ul style="list-style-type: none"> - Changes to existing rules and regulations arising from version 2 of Book of Rules (late 2020) but only after version 1 is fully launched - Review of Rules and Regulations to ensure compliance with international anti-corruption standards and regulations - Any business as usual rule and regulation amendments (e.g., Anti-Doping Rules and Regulations, Integrity Code of Conduct, and other AIU related rules and regulations, Event Bidding Rules, Athletes Representatives Rules etc.) 	<p>Legal Department (Director, Lead Counsel Governance & ECO) External Legal Advisors AIU</p>		the proposed change
Phase 2 – 2021	<ul style="list-style-type: none"> - Propose any changes to the Constitution arising from rules and regulations or proposals from MFs - 2021 Congress votes on any Constitution proposals - Changes to existing rules and regulations arising from version 2 of Book of Rules continuation - Amendments to Rules and Regulations to ensure compliance with international anti-corruption standards and regulations - Any business as usual rule and regulation amendments 	Same as above	Same as above	Same as above
Phase 3 – 2022	<ul style="list-style-type: none"> - Call for and review any proposed changes to rules and regulations 	Same as above	Same as above	Same as above

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	<ul style="list-style-type: none"> for consideration by Council - Any business as usual rule and regulation amendments 			
Phase 4 – 2023	<ul style="list-style-type: none"> - Propose any changes to the Constitution arising from rules and regulations or proposals from MFs - 2023 Congress votes on any Constitution proposals - Any business as usual rule and regulation amendments 	Same as above	Same as above	Same as above

Consider any other relevant matters

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2020	<ul style="list-style-type: none"> - Input and be consulted on the principles and proposed focus of the World Plan - Be consulted by any relevant Working Groups - Consider any significant legal issues affecting World Athletics or athletics - Consult with Election Oversight Panel on Candidacy Guidelines and campaign matters 	<p>Executive Office (CEO) Legal Department (Director, Lead Counsel Governance & ECO)</p> <p>As applicable dependent on the Working Group</p>	As applicable	As applicable
Phase 2 – 2021	<ul style="list-style-type: none"> - Input and be consulted on the draft World Plan - Be consulted by any relevant Working Groups - Consider any significant legal issues affecting World Athletics or athletics 	Same as above	Same as above	Same as above
Phase 3 – 2022	<ul style="list-style-type: none"> - Be consulted by any relevant Working Groups - Consider any significant legal issues 	Same as above	Same as above	Same as above

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	affecting World Athletics or athletics			
Phase 4 – 2023	<ul style="list-style-type: none"> - Be consulted by any relevant Working Groups - Be consulted on the 2023-27 Strategic Plan - Consider any significant legal issues affecting World Athletics or athletics 	Same as above	Same as above	Same as above

Monitoring, Evaluation & Reporting

The Governance Commission will review its progress against this Plan, as well the Plan’s continued alignment with the World Athletics Strategic Plan, and, at least twice a year, report to Council at two of its meetings each year, typically in the Summer and at the November/ December meetings. The reports to Council will include the Commission’s updated 4-Year Plan with any realignments against the World Athletics Strategic Plan, as well as its related appendices.

The Commission will also prepare a report on its activities to be incorporated into the Annual Council Report which is published and sent to Members for each Congress meeting, and in the year in between, by 31 July. This report will set out the activities of the Commission in the period covered by the Council report.



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