

Time *for* Change





A SUMMARY OF
THE FINAL PROPOSAL
FOR GOVERNANCE
STRUCTURE REFORM
OF THE **IAAF**

FROM THE PRESIDENT

There are not many moments in our lives when we have a genuine opportunity to shape the future. The opportunity to put in place the building blocks for something we may not complete ourselves but something that provides a solid and strong foundation upon which the next generation can confidently build.

The governance structure proposal is at the heart of our collective ambition to be the best we can be. It is our moment to look ahead to the sport we want to be 20 or 50 years from now and create the framework that can support our ambition.

A framework that will help the next generation to protect, promote and provide for athletes and athletics in a responsible, responsive, accessible and transparent way. It is time to leap not to tip toe.

The proposals address head on the uncomfortable challenges we have confronted over the last year as well as the promises I outlined in my campaign manifesto a little over a year ago.

These manifesto promises, which were drawn up following many late night and early morning conversations by phone and face to face with so many of you reflect the vision and ambition you hold for our sport. They were right a year ago and are even more salient today.

We have all just enjoyed a remarkable season of athletics where we have seen increased levels of interest in our sport from strong spectator attendance in our indoor and outdoor world championships to good crowds and media coverage for our Diamond League events and some outstanding performances at the Rio 2016 Olympic Games.

But this is not the time to be complacent. It is a time to be visionary, to be brave and decisive. It is important that we introduce change and innovation in athletics in times of strength not of weakness. We are strong and there is no better time for change.

We have sponsors and stakeholders watching very carefully how we address the issues facing our sport and facing all sport, as we strive for greater transparency and accountability.

Our partnerships and revenue streams are directly under threat if we do not act promptly and decisively. This could impact on all levels of the sport, not the least the development of Athletics at both elite and grassroots level.

We must accept that the reputation of the IAAF and Athletics has been tarnished by events that came to light a year ago. We still have a lot of work to do to restore our reputation, credibility and trust within our own sport and the wider world of sport.

In today's environment, the IAAF is a substantial global business. We must have the necessary structures, systems, practices and processes in place to protect and grow our precious assets for the future of the sport.

To do this we must have best practice governance standards and ensure the IAAF is modern and progressive.

We also must ensure with urgency that we have independence and meet gold standards in our integrity and anti-doping functions including our disciplinary processes.

In the lead up to the Rio 2016 Olympic Games we had to make some very difficult decisions, including suspending one of our own Member Federations.

These decisions are not easy and have fully tested the existing framework in which we operate.

A leading edge integrity framework which no other international sports federation has in place sits at the heart of our reform proposals. It will position us as federation leaders which is critical if we are to continue to lead in protecting clean athletes.

Now is the time for change. The time to rebuild our organisation for the next generation. To be the change we want to see.

I know there is a real appetite for change, you

are all telling me this. Change that will create trust. Change that will return confidence to clean athletes. Change that will attract more resources. Change that is lasting and change that leads.

The proposals are wide ranging and many of you and your colleagues have helped to shape them into the final proposal included here through face to face meetings, workshops and other communication.

They are proposals which your Council and the Executive Board have discussed and debated and unanimously agreed at the 10 August Council Meeting.

I look forward to spending time with you all during the Area Roadshow meetings to discuss this final proposal with you in more detail.

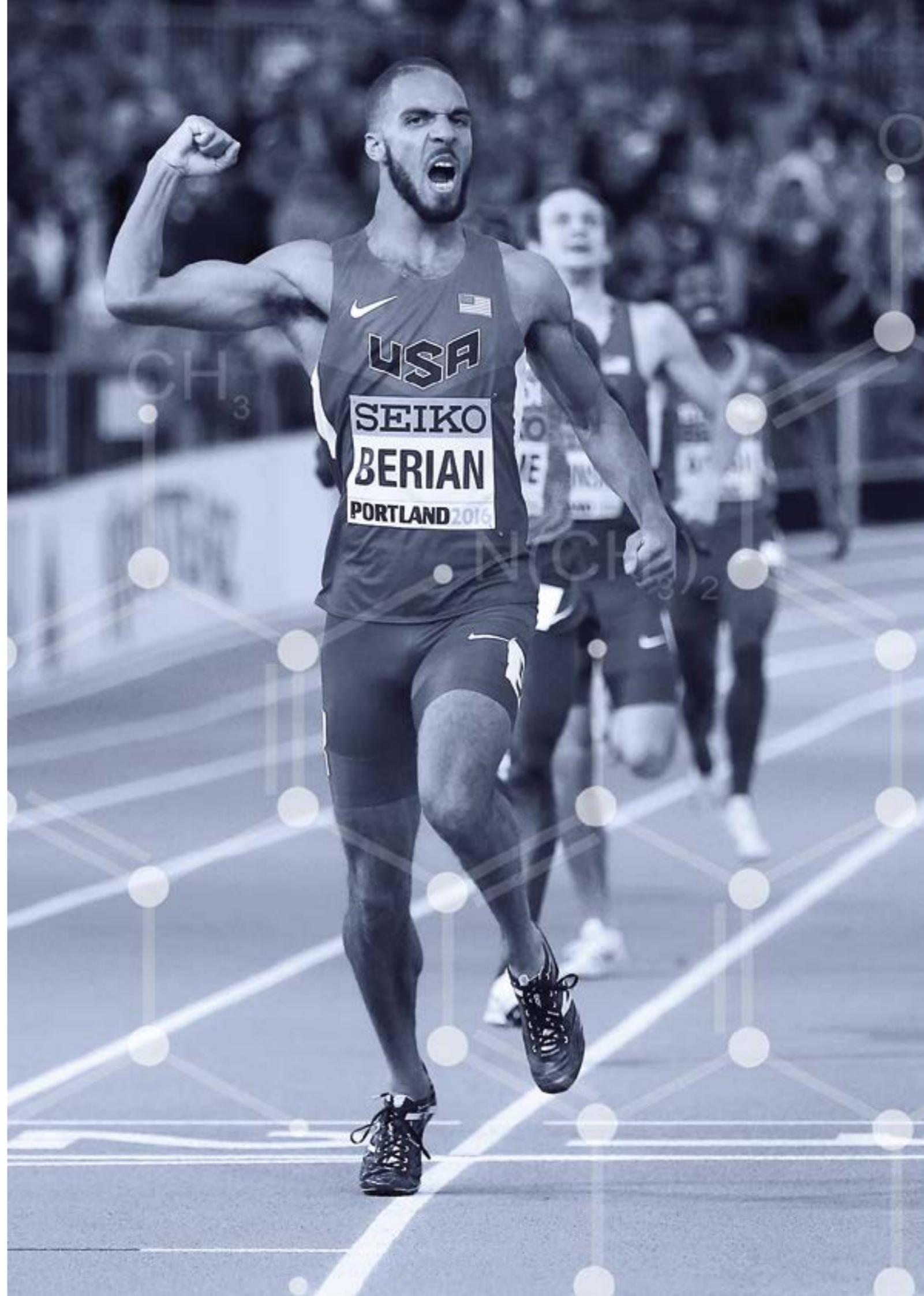
I hope you will then join me and my Council colleagues in Monaco in December where I hope we will usher in a new era for the IAAF.

Thank you for your support.



A handwritten signature in dark ink, which appears to read 'Sebastian Coe'.

Lord Sebastian Coe
President



FROM THE CHAIR WORKING GROUP ON GOVERNANCE STRUCTURE REFORM

It is my pleasure to present this Summary of the Final Proposal for Governance Structure Reform of the IAAF, on behalf of the Working Group on Governance Structure Reform.

The Working Group listened very carefully to the feedback which Member Federations representing each of the Areas gave on the original proposal when we gathered in Amsterdam in July 2016.

We have also reviewed, and taken into account, the very helpful comments and ideas sent in to us over the last few months and the views expressed in various discussions.

We have heard from Area Presidents, Member Federation Presidents and officials, members of committees and commissions, athletes and stakeholders in the Athletics family.

The Working Group has also benefited from the diversity of contributions of our new members who joined the Working Group in July: Myrta Doldan (Paraguay), Harold Adams (South Africa) and Koji Murofushi (Japan).

The other members of the Working Group are Abby Hoffman (Canada), Geoff Gardner (Norfolk Island), Sylvia Barlag (Netherlands), Terry Miler (United Kingdom), Alex McLin (Switzerland) and Huw Roberts (United Kingdom).

In finalising this Proposal the Working Group specifically took on board the views expressed to better capture the diversity of interests and perspectives on the various decision making bodies.

These views included providing a greater voice for athletes, a better gender balance and stronger geographical representation.

We also acknowledged the views that in reshaping the roles and responsibilities for Council and the Executive Board, retaining four Vice-Presidents to support broader geographical representation was justified, rather than two as we had originally proposed.

Many of the other ideas and views expressed have been incorporated into this final proposal.

We consider the final proposal addresses many of the various issues raised while still retaining the fundamental elements of the governance framework which we believe is critical to the IAAF moving forward.

No proposal will be acceptable to everyone in all respects. However, the proposal represents a starting point from which we can evolve and develop in the future.

At each Congress held every two years there is the opportunity to propose amendments to the constitution and as such there is ongoing opportunity to adjust and adapt specific parts of the proposal over time.

I look forward to meeting you when we visit each Area for meetings, led by the President, with Member Federations in October and November to explain the proposal further and answer any questions.

On behalf of the Working Group, thank you for the opportunity to help rebuild and grow our sport.



Maria Clarke

Maria Clarke
Chairperson

FINAL PROPOSAL FOR GOVERNANCE STRUCTURE REFORM

1. INTRODUCTION

- 1.1** This paper summarises the final proposal for reform of the IAAF's governance structure for consideration at a Special Congress to be held in Monaco on 3 December 2016.
- 1.2** This final proposal follows feedback on the paper entitled "Reform of the IAAF a New Era – An Outline of the Proposal for Governance Structure Reform of the IAAF" issued in July 2016.
- 1.3** This document is a summary of the Proposal and is not the document to be voted on at the Special Congress in December 2016.
- 1.4** At the Special Congress meeting, the delegates of Member Federations will vote on adopting two constitutions (circulated to Member Federations) which contain the main elements of the Proposal. This is further explained in paragraphs 6 and 7 below.
- 1.5** In addition some of the procedural details of the Proposal will be set out in Rules approved by Council. If the constitutions are adopted at the Special Congress, these Rules will be developed and adopted by Council early in 2017.

2. OVERVIEW

- 2.1** In summary there are four principle to the Final Proposal for Reform:
- Redefining roles and responsibilities including empowering Member Federations and ensuring stronger Area representation
 - A greater voice for athletes
 - A better gender balance
 - Independent anti-doping, integrity and disciplinary functions.
- 2.2** Each of these elements listed above feature in various parts of the Final Proposal which are summarised further in this paper.

3. KEY ELEMENTS OF THE FINAL PROPOSAL

3.1 CONGRESS

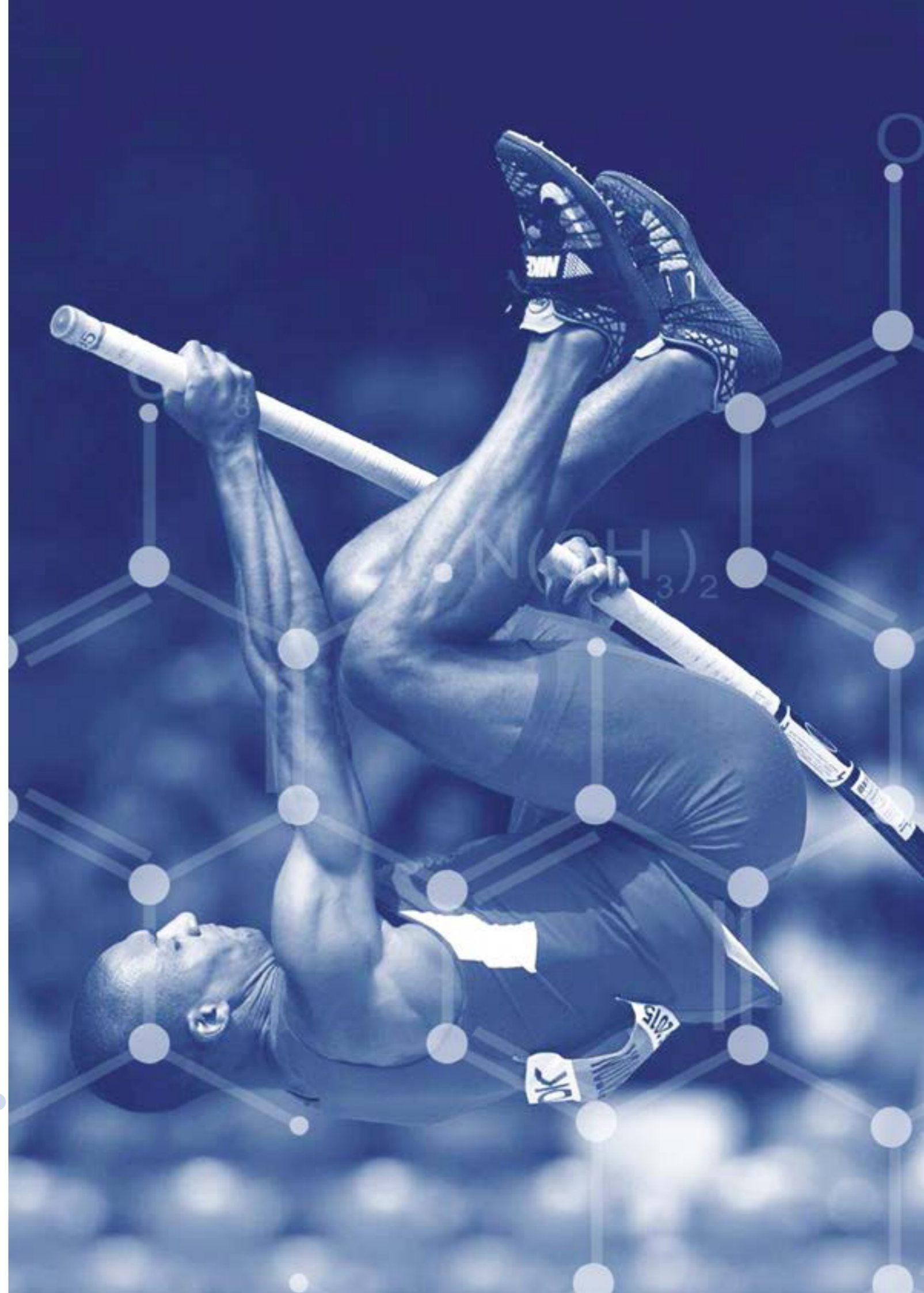
- Congress will continue to be the highest authority of the sport and the IAAF.
- Council, Executive Board and other bodies within the IAAF are accountable to it and must report annually, including in the year between Congress meetings.
- Each Member Federation will retain one vote at Congress through its delegate(s). It must have at least one delegate attend and is entitled to up to three delegates (one paid for by the IAAF). A delegate must be a member of a Member Federation holding an official position (eg Secretary General, President) and be appointed as a delegate by the executive body of the Member Federation.
- Congress will continue to elect the President, the Vice Presidents and other Council Members every four years. Congress will be able to suspend and remove people from these positions in certain circumstances.
- Congress will have the power to admit, suspend and expel Member Federations from membership of the IAAF; to amend the constitution and to approve the World Plan for Athletics.
- To ensure separation from political interference, Congress will approve (upon recommendation) the members of the Vetting Panel, Disciplinary Tribunal and Integrity Unit Board.
- The ability for Congress to vote outside of a Congress meeting by email in urgent and extraordinary circumstances will be available to ensure quick decisions of Congress can be made, if absolutely necessary, without the time and cost of holding a meeting.

3.2 CONVENTION

- A new IAAF Convention will be established and held on the occasion of each Congress to encourage wide participation and discussion on the future of the sport. This will include representatives from across the global Athletics family including Member Federations, Areas, athletes, coaches, sponsors and other stakeholders.
- The Convention will provide a forum in which to raise ideas and concerns, provide input into the World Plan for Athletics, be updated on new rules and developments, and to share best practice.
- The programme for the Convention will be decided by Council after consultation and input from Member Federations.
- The Convention will allow us to make best use of the time and money spent on bringing people together for Congress by providing a much needed forum for ongoing discussion on the future of the sport.

3.3 COUNCIL

- Council's role is redefined to be the "guardian of the sport". It will have responsibility for all decisions related to the sport of Athletics including approving all rules and regulations, selecting host cities for IAAF events, deciding the competition calendar, appointing Commissions, developing the World Plan for Athletics and approving the IAAF Strategic Plan.



- The composition of Council will change to ensure better Area representation, greater athletes' voice and better gender balance so that it has diversity of views. Council composition (total of 26) will be as follows:
 - ▶ President (elected by Congress)
 - ▶ 4 Vice Presidents (by 2019, 1 of each gender. By 2027, 2 of each gender elected by Congress and 1 as Senior Vice President elected by Council)
 - ▶ 6 Area Presidents (elected by Area Associations)
 - ▶ Chair and 1 other elected member of the Athletes' Commission (elected by the Athletes' Commission)
 - ▶ 13 other Council Members (elected by Congress)
- Consistent with gender numbers participating in Athletics, the gender of Council will transition to 50% of each gender by the 2027 Election as follows:
 - ▶ At the 2019 Election, there must be a minimum of seven of each gender elected from amongst the total of 26 Council members (including the 1 Vice President and athlete representative of each gender)
 - ▶ At the 2023 Election, there must be a minimum of 10 of each gender elected from amongst the total of 26 Council members (including the 1 Vice President and athlete representative of each gender)
 - ▶ At the 2027 Election, there must be 13 of each gender on Council (including the 2 Vice Presidents of each gender).
- To ensure there is a geographical spread in its members, there cannot be more than one person from any one Member Federation on Council.
- The term on Council will be 4 years with a maximum number of 3 terms (total 12 years). This will ensure a regular rotation of Council members to bring new ideas and energy to Council. At the same time it allows for some continuity of Council members if they are re-elected for successive terms.
- However to enable a smooth transition, for existing Council Members, if re-elected, they may serve up to another two terms in office (ie until 2027), regardless of the number of existing terms they have had on Council.
- The age limit currently in the Constitution will be removed as it is considered the maximum term limit will ensure sufficient turnover on Council so that more regular opportunities are provided for representation. In addition it is discriminatory in some jurisdictions and an age limit can disqualify very capable people from continuing in office.
- Any Council Member who misses three consecutive Council meetings, without excuse, will automatically vacate their position. Council Members can be suspended or removed from office by a special majority decision of Council or Congress.
- Council must report to the Member Federations annually including reports on progress against the IAAF Strategic Plan, and reports from the auditors. In the intervening year when there is no Congress, this reporting will be done electronically via the website or IAAF intranet.
- It is proposed that these changes to Council will come into effect following the 2019 Election Congress.

3.4 EXECUTIVE BOARD

- The Executive Board will have a new role as "guardian of the IAAF", the organisation that governs the IAAF business. This is a significant change as currently its only function is to act on urgent matters between Council meetings. But given the IAAF's responsibility for the global development of Athletics at all levels, efficient governance with the right expertise is necessary.
- The Executive Board will have responsibility for all decisions related to the business of the IAAF including the annual plan and budget, risks and compliance, major transaction (eg sponsors), organisational policies, procedures and systems (eg human resources, IT), financial planning, revenue raising, investment, and monitoring the Chief Executive Officer.
- The composition of the Executive Board changes to ensure it has a combination of senior elected officials and people with the requisite skills, experience and capabilities to govern a multi-million dollar business.
- The Executive Board composition (total of nine) will be as follows:
 - ▶ **President**
 - ▶ **4 Vice Presidents**
 - ▶ **3 Appointed Members (from either within the Athletics family or independent)**
 - ▶ **Chief Executive Officer (non-voting)**
- There must be at least three of each gender on the Executive Board.
- There cannot be any more than one member of the Executive Board from one Member Federation country which ensures an equitable balance of area representation.
- The three Appointed Executive Board members will be appointed by the President and the four Vice Presidents, on the recommendation of the Executive Board Appointments Panel. This Panel is made up of the President, a Council Member and an independent governance expert. They will review candidates for these positions (after an open search process) and recommend persons who have the necessary skills and expertise to be on the Executive Board. The Panel must apply the criteria set out in the Constitution in deciding its recommendations.
- The reason for using an appointment process, rather than election, is to ensure that the full bandwidth of skills and expertise within the Athletics family is utilised and that the best people are chosen to complement the skills and expertise of the President and Vice Presidents, rather than those who might be most popular or can galvanise support for their election.
- Candidates for Appointed Executive Board Members may come from within Council (other than an Area President or Athletes Commission members), or from within Athletics or they may be completely independent. The Appointed Executive Board members do not have to be independent but may be. The process will ensure that appointees are sought from member federations first. This will be in the rules.
- The Appointed Executive Board Members are full members of the Executive Board and have the same rights and obligations as the other Board members. They are fully accountable to the Executive Board, Council and Congress.
- The term on Executive Board is 4 years with a maximum number of 3 terms (total 12 years). For Executive Board Members who are also on Council, the terms of office on Council, are the same terms for Executive Board, and vice versa.

- The Executive Board will be like a corporate governance board and is likely to meet regularly (estimated 10 meetings per year). The use of technology (eg video conferencing) for meetings, and to make decisions by phone and email, will be critical to its effective functioning.
- The Executive Board will set up sub-committees, such as finance, risk and audit to support its work. As a consequence, the current position of Treasurer will cease to exist and the finance function will be managed by a combination of professional staff, the finance sub-committee and the Executive Board.
- To reflect the increased workload that will be required of Executive Board Members, Council may decide to remunerate them for their work. This will be effected by Council establishing a specific remuneration policy. Council Members and other positions within the IAAF may also be remunerated in accordance with that policy.
- The accountability required of Executive Board Members, is reflected in the right for the Executive Board, Council and Congress to suspend or remove them from office on the same basis as Council Members.
- It is proposed that these changes to the Executive Board will come into effect following the 2019 Election Congress.

3.5 PRESIDENT

- The President will continue to act as the leader and 'face' of the IAAF and the sport of Athletics worldwide. However there will be greater checks and balances in place to eliminate the ability for the President to take major decisions alone as is currently the case.

- As the leader, the President will be the main spokesperson for the sport and Area, Member Federation and stakeholder liaison. The President will be responsible for chairing Congress, Council and the Executive Board, including ensuring the decisions of Congress, Council and the Executive Board are implemented. The President is also the link between the Chief Executive Officer and the Executive Board and will support, monitor and liaise with the Chief Executive Officer to ensure they have a strong collaborative working relationship.
- To ensure any political influence in the operations of the IAAF is removed, the President will not have any authority over the day to day management of the IAAF Staff (other than the Chief Executive Officer) as that is the responsibility of the Chief Executive Officer.
- The term of office for the President will be 4 years with a maximum of 3 terms in the role of President, but is subject to a maximum total number of 5 terms in office (20 years), including terms as a member of Council or the Executive Board. This means a person could be a Council Member for two terms (8 years) and then have three additional terms (12 years) as President.
- However by way of transition, and consistent with the terms of existing Council Members, if the existing President is re-elected as President in 2019, he may serve another two terms (ie until 2027), regardless of the number of terms he has served on Council.
- Should the President resign, die or be removed from office, the Senior Vice President would automatically become President until the next Election Congress.
- It is proposed that these changes to the President's powers will come into effect in 2017.

3.6 VICE PRESIDENTS

- The number of Vice Presidents will be retained at four. The initial preference was to reduce the number to two Vice Presidents to ensure more efficient decision making on Council and the Executive Board. However, following the feedback it is acknowledged that retaining four Vice Presidents, who are elected by the Member Federations, is appropriate given the other substantial changes being proposed and to ensure broader geographic representation on the Executive Board.
- A Senior Vice President will be elected by Council from amongst the four Vice-Presidents at the first meeting of Council after each Election Congress.
- Consistent with the principle of gender balance which is proposed throughout the governance structure, there will be a minimum of one Vice President of each gender, starting from the elections in 2019, and two Vice Presidents of each gender, from the elections in 2027. This is an increase of one female Vice President in the current constitution.
- In addition to deputising for the President, Vice Presidents are members of the Executive Board and Council, which means they will have a greater workload than is currently the case. Each Vice Presidents will be given a defined role and area of focus.
- Given the increased time commitment and responsibilities of the Vice Presidents, it is proposed that neither an Area President nor a member of the Athletes Commission on Council, can be a Vice President at the same time. They may stand for election as a Vice President but if elected they must resign from their other position.
- It is proposed that these changes to the Vice Presidents will come into effect following the 2019 and 2027 Election Congresses respectively.

3.7 CHIEF EXECUTIVE OFFICER

- The existing title of "General Secretary" has been replaced with the title "Chief Executive Officer" however the Executive Board may decide on some other title. For example it could be Chief Executive Officer, General Secretary or Director General.
- This change in title reflects the adjustment to the accountabilities of the CEO who will be responsible for the day to day management of the IAAF in accordance with the approved plans and budgets (including the IAAF headquarters and staff). These responsibilities will be defined by the Executive Board with limits of authority specified for the Chief Executive Officer.
- It is proposed that these changes to the Chief Executive Officer will come into effect in 2017.

3.8 COMMITTEES AND COMMISSIONS

- The nature, number and scope of Commissions and Working Groups will be reviewed in 2017 and be aligned to the IAAF Strategic Plan. This will ensure greater focus and clarity on the work and outputs of the Commissions, which will report to, and be monitored by, Council.
- From 2019, the current Committees will cease to exist as elected bodies, and become Commissions. Removing the election process, will ensure that members are appointed to Commissions based on their expertise in the relevant subject matter of the Commission, rather than their popularity or their ability to galvanise votes. Member Federations will be able to make recommendations for appointments.
- The need for the views and input from Member Federations on Commissions will be protected by requiring each Commission to have at least one representative from each Area, as well as gender balance and athlete input.

3.9 VETTING AND ELIGIBILITY OF ALL IAAF OFFICIALS

- To ensure greater scrutiny and transparency within the IAAF, all “IAAF Officials” must be “eligible” and also meet the “vetting requirements”.
- “IAAF Officials” includes all members of Council, the Executive Board, Integrity Unit Board, Disciplinary Tribunal, Commissions, and others acting for IAAF including IAAF staff.
- An IAAF Official will not be “eligible” if certain circumstances have occurred to them such as a criminal conviction, declaration of bankruptcy, disqualification as a director or breaching any IAAF rule, including committing an anti-doping violation.
- The “Vetting requirements” will include disclosing interests the person holds, in accordance with the Rules.
- A new Vetting Panel will have the task of checking eligibility and deciding if the vetting requirements have been satisfactorily met. This will include the vetting of candidates ahead of the 2019 elections. Most of the administrative work for this will be undertaken by a new Ethical Compliance Officer who will be a member of IAAF Staff.
- The Vetting Panel will be made up of three people who are independent of the IAAF and approved by Congress on the recommendation of Council. Decisions of the Vetting Panel can be appealed to the Court of Arbitration for Sport.
- It is proposed that the introduction of the eligibility and vetting requirements, including the Vetting Panel come into effect in 2017.

3.10 INTEGRITY CODE OF CONDUCT

- A new Integrity Code of Conduct incorporating the existing Code of Ethics and all the existing IAAF rules which set out the standards of conduct, will be introduced in 2017 as one new Code.
- The Integrity Code of Conduct will include rules on:
 - ▶ Anti-doping
 - ▶ Manipulation of Sports Competitions
 - ▶ Betting and corruption
 - ▶ Conflicts, Disclosures and Gifts
 - ▶ Other prohibited conduct (eg bringing the sport into disrepute).
- The Code will apply to:
 - ▶ IAAF Officials
 - ▶ Area Association officials
 - ▶ Member Federation officials (limited to their dealings with the IAAF)
 - ▶ International level athletes and their support personnel.



3.11 ATHLETICS INTEGRITY UNIT

- A new independent Athletics Integrity Unit will be established to manage all doping and non-doping integrity matters including assuming responsibility for education and testing, and for investigation and prosecution of breaches of the Integrity Code of Conduct.
- In particular, the Athletics Integrity Unit will take over responsibility for investigating and prosecuting anti-doping rule violations of all international level athletes, which is currently being carried out at national level.
- To ensure the independence of the Athletics Integrity Unit, it will have its own Integrity Unit Board and staff, and be housed and operate separately from the IAAF.
- However the Athletics Integrity Unit will not be a separate legal entity and will be required to report annually to Congress. Council will make Rules setting out the scope and authority of the Integrity Unit, and will appoint certain members to it and the appointments panel. The IAAF will also allocate financial resources to it.
- The Integrity Unit Board will be solely responsible for governing the Integrity Unit including appointing and monitoring the Head of the Integrity Unit. Neither the Council, Executive Board nor any officer within the IAAF, including the President, will have any authority to direct the Integrity Unit on its work.

- The Integrity Unit Board will consist of five people as follows:
 - ▶ **A person with significant governance experience (who will be the Chairperson)**
 - ▶ **A person with experience in anti-doping or other integrity matters**
 - ▶ **A lawyer**
 - ▶ **A Council Member, appointed by Council (non-voting)**
 - ▶ **Head of the Integrity Unit (non-voting).**
- The first three members will be approved by Congress on the recommendation of the Integrity Unit Board Appointments Panel. This Panel will undertake a similar role to that of the Executive Board Appointments Panel. However the composition of the Integrity Unit Board Appointments Panel differs in that it consists of the Chairperson of the Integrity Unit, an independent person (appointed by Council) and a Council member.
- It is currently proposed that the Integrity Unit will be operational by 3 April 2017.

3.12 DISCIPLINARY TRIBUNAL

- A new independent Disciplinary Tribunal will be established to hear and decide all breaches, and impose sanctions, under the Integrity Code of Conduct, so there is "One Code - One Tribunal". This will enable the Tribunal to develop specific knowledge in athletics and ensure consistency in its decisions across the sport.
- The functions of the current IAAF Ethics Board (and potentially some of its members) will be transferred to this Tribunal.
- There will be transition provisions to allow existing cases before the IAAF Ethics Board to continue before the Ethics Board until they are resolved.
- The Disciplinary Tribunal will consist of a panel of lawyers, from which members would be allocated to each case. The panel of members would be proposed to Congress for its approval, on the recommendation of Council.
- Decisions of the Disciplinary Tribunal will be able to be appealed to the Court of Arbitration for Sport.
- It is currently proposed that new Disciplinary Tribunal will come into effect from 3 April 2017.

3.13 AUDITING

- New external audits of finance, anti-doping/ integrity and governance functions would be undertaken and reported to Congress and/or Member Federations annually.
- The audits will check that the IAAF is complying with its own rules as well as the applicable international standards.
- The auditors will be approved by Congress on the recommendation of the Executive Board.
- It is proposed that these new audits will start in 2019.

3.14 TRANSPARENCY STANDARDS

- New transparency standards will be developed, and set out in the Rules.
- They will apply to all IAAF organs including publication on the IAAF website of the composition of bodies, applications for roles, decisions, reports, remuneration of IAAF officials and decisions of the Disciplinary Tribunal. This approach will ensure that more information and greater clarity is available to Member Federations.



4. OTHER ELEMENTS OF THE FINAL PROPOSAL

- 4.1** In addition to the elements described above, the 2017 and 2019 constitutions set out a number of other changes to the existing IAAF Constitution. In the main, these changes are to the drafting of the Constitution and the terminology used and are not intended to change the intent of the existing rules.
- 4.2** Member Federations should read the 2017 and 2019 Constitutions thoroughly to ensure they understand all of the changes being proposed.

5. APPLICATION TO MEMBER FEDERATIONS AND AREAS

- 5.1** It is not proposed, as part of this Proposal, to mandate that Member Federations or Area Associations must adopt the governance reforms of the IAAF for their own organisations.
- 5.2** The changes being proposed to the IAAF are significant and it is important to implement them (if they are adopted) before undertaking further reforms at Area and Member Federation level.
- 5.3** However Member Federations and Area Associations may of course make changes consistent with those proposed, should they wish to do so.
- 5.4** In the future, it is envisaged there will need to be alignment across the sport but Member Federations and Area Associations should be actively involved in that reform process before any alignment is required.
- 5.5** There will be a number of steps that Member Federations and Area Associations will need to do to support the

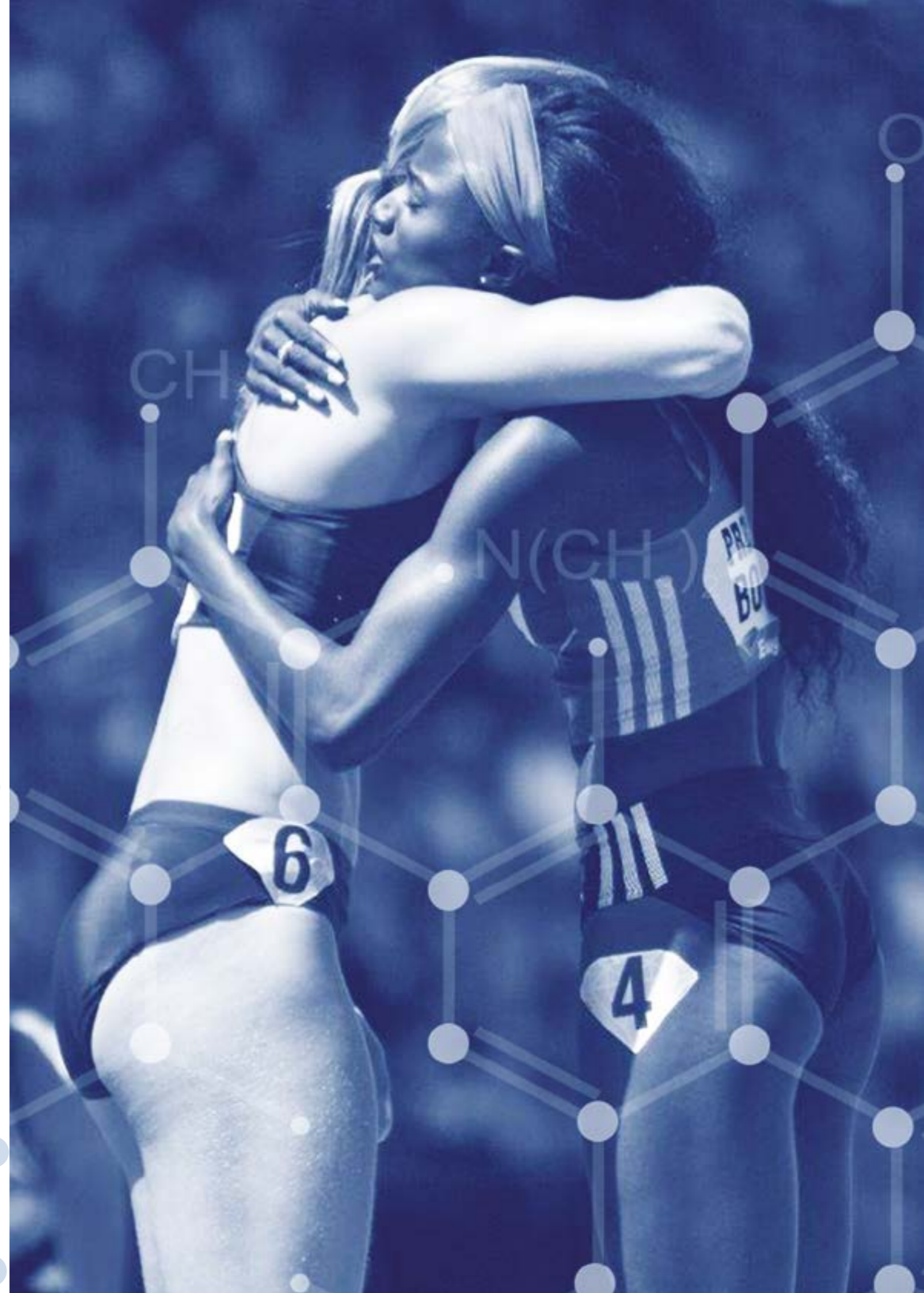
implementation of this Proposal, if it is adopted. For example, finding suitable candidates to meet the gender requirements for delegates, Vice Presidents and Council Members. We will be developing initiatives to support Member Federations in this regard.

6. TIMELINE FOR IMPLEMENTATION

- 6.1** As mentioned earlier, the Final Proposal will be effected by two Constitutions – the 2017 Constitution and the 2019 Constitution. These will be voted on as part of one vote at the Special Congress, as described below.
- 6.2** In simple terms the 2017 Constitution enables the Integrity related reforms to be implemented in 2017. The 2019 Constitution brings in the remainder of the reforms, with the new structure for Vice Presidents, Council and Executive Board starting after the 2019 Election Congress.
- 6.3** Within each of these Constitutions, there are transition dates as described below.

2017 CONSTITUTION
 (amends current constitution)
 effective from 1 January 2017

In force from 1 January 2017	In force from 3 April 2017
Council has sole power to make Rules (Need this power to adopt new rules including Integrity Rules with Integrity Code of Conduct, Integrity Unit, Disciplinary Tribunal)	Integrity Code of Conduct
President's powers changed	Integrity Unit including the Integrity Unit Board
Convention	Disciplinary Tribunal (incorporating the Ethics Board) and current Ethics Board and code of ethics continue to apply until 3 April 2017 (or proceedings before it have been completed)
Role of Chief Executive Officer changed	
Current composition of Council, Executive Board and Committees unchanged	
Eligibility requirements for all IAAF Officials and Vetting Panel to assess eligibility of IAAF Officials (needed for Integrity Board, Disciplinary Tribunal etc)	



2019 CONSTITUTION (new constitution) effective from 1 January 2019	
In force from 1 January 2019	In force from 1 October 2019
All of Constitution, other than new Council, Vice Presidents, Executive Board powers	Vice Presidents, Council, Executive Board rules takes effect under newly elected President, Vice Presidents, Council and Executive Board
Process for nomination and election of new Council at 2019 Election Congress	
Revised membership provisions on admission, intervention, suspension etc.	
Revised powers and procedures for Congress meetings (starting 2019 Election Congress) and revised Delegate requirements	
Revised Commission structure	
Annual reporting to Member Federations and Congress	

6.4 This approach is proposed to ensure an implementation process that prioritizes the changes to our integrity functions in 2017 and includes the fundamental governance changes through until 2019, which allows for the development of rules, practices and procedures to support those changes.

one Article in a constitution will likely impact on another Article in the same constitution. Therefore to vote on the constitutions in parts or separately could result in incomplete constitutions or inconsistencies between them.

7.3 It is recognised that some delegates may wish to propose amendments to certain Articles.

7.4 To address this it is recommended that if changes are requested, these are presented to the 2017 or 2019 Congress by way of amendments.

7. SPECIAL CONGRESS PROCESS

7.1 At the Special Congress there will be one resolution proposed, in which both the 2017 and 2019 Constitution will be voted on together. This is set out in the Convocation calling the Special Congress.

7.2 The reason for this approach is that the proposals are inextricably interrelated so that changes to one constitution, will impact on the other. Also changes in

8. NEXT STEPS

Oct	Member Federations to register for Special Congress and make travel arrangements. Details are in the Invitation.
Oct/Nov	The President will hold forums in each of the Areas in October/November to discuss the proposed changes and ensure that there is a full understanding of why these have been proposed and what they mean for the IAAF, the Areas and the Member Federations. The dates have been sent out to all Area Associations and Member Federations.
Nov	Member Federations to hold meetings to decide how they wish their delegates to vote at the Congress.
2 Dec	A Pre-Congress workshop will be held to enable delegates to ask any questions about the Proposal prior to the vote.
3 Dec	Special Congress meeting will be held at which a decision will be made on the approval, or otherwise, of the proposal.

For any questions about the Final proposal or the Next Steps, please contact the Working Group at the following email address:

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