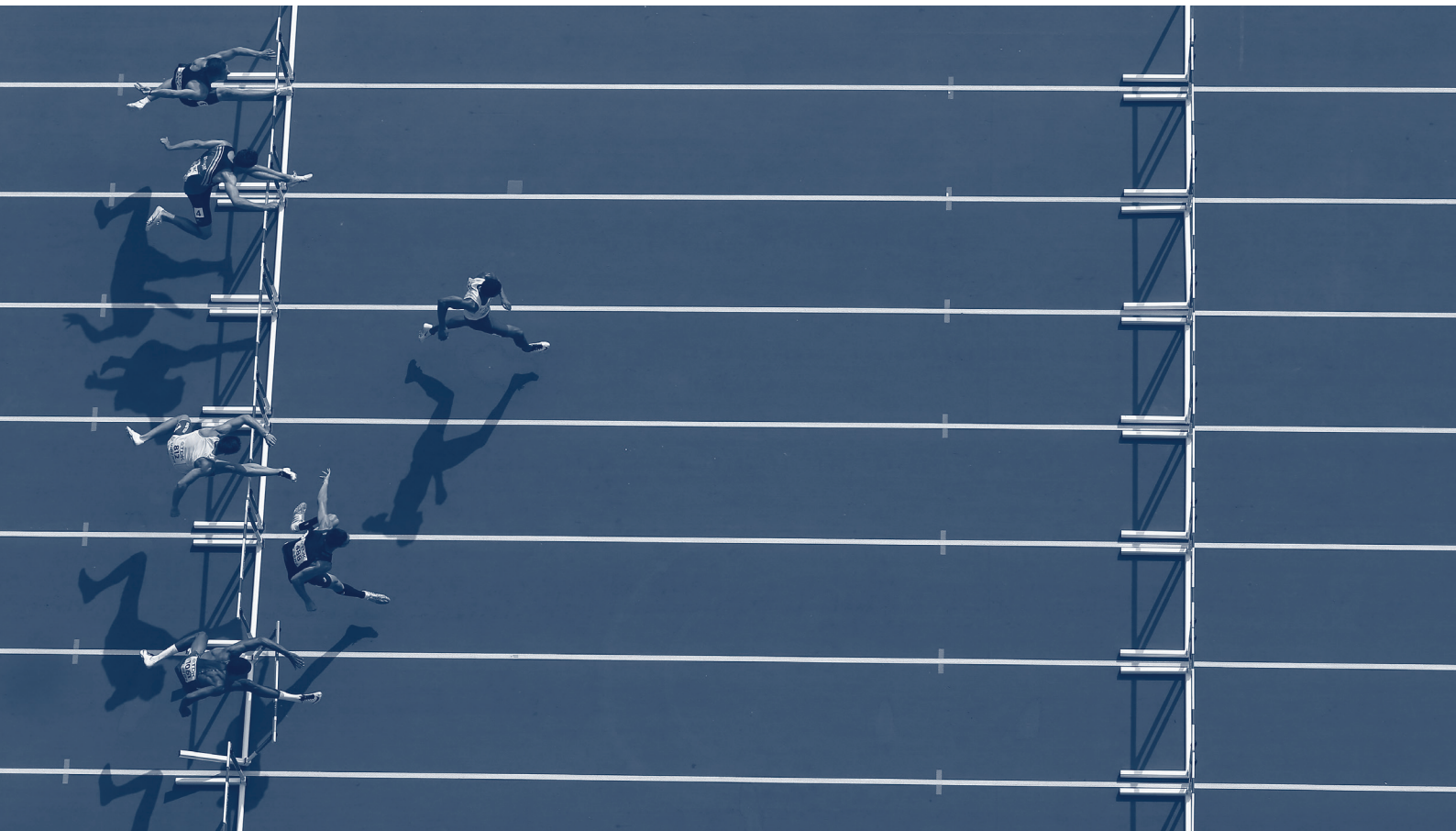


Reform of the IAAF

A New Era



An outline of the Proposal for Governance Structure Reform of the IAAF



Preface from the President

The life of the athlete is one of permanent evolution. An unflinching ambition to do everything within the rules to improve by the day throughout their careers. The ultimate aim to be as good as they can possibly be. This takes ambition and discipline.

As the President of the IAAF that is also my ambition for our sport. And like the athlete we will need passion, commitment and discipline to start out on the journey of self-improvement and above all be brave in the decisions and changes we must make.

And rather like the athletes whose performances in the competitive stadium of the world inspire the next generation to follow in their footsteps so we, as the International Federation, have an obligation to the athletes of the world to be a world class organisation – one which the athletes and our stakeholders trust and the rest of sport sees as a leader in the field.

The reforms contained in this Governance Structure proposal are at the heart of our ambition to be the best. They address not just the well-publicised and uncomfortable challenges we have had to confront in the last year but the need in future to be a sport that is responsible, responsive, accessible and transparent.

A sport that is attractive to, and understanding of, the world that young people inhabit – and a sport attractive to global sponsors. To do this we must reflect the world we live in.

These reform proposals are by their very nature wide ranging and still proposals. Over the coming months it is essential we are able to explain our thinking behind them, debate and priorities them and why at this critical time in our history they are essential in returning trust to athletics. We want to consult widely and make sure that the athletics family is given the opportunity to shape them.

I know from many conversations I have had and the generous time you (the Member Federations) have given me since becoming President of the IAAF there is a real appetite for demonstrative change. Change that will create trust. Change that will give confidence to the clean athletes. Change that is lasting. Change that leads.

We must grab this opportunity. I look forward to meeting you at the workshops over the coming months where we will have the chance to reshape our sport.

Lord Sebastian Coe
President

Introduction from Chair of the Working Group on Governance Structure Reform

I am pleased to present this **Outline of the Proposal for Governance Structure Reform of the IAAF, on behalf of the Working Group on Governance Structure Reform.**



The doping and corruption crises facing the IAAF has necessitated the review of nearly every aspect of its structure and operations, including its governance structure. However it has also provided the IAAF with an opportunity to design a governance structure that is modern and fit for purpose.

The Working Group on Governance Structure Reform was tasked with reviewing the IAAF Governance Structure and making recommendations to Council for its reform, including proposing changes to the IAAF constitution.

The Working Group was established in February 2016 and comprises sports, legal and governance experts as well as members of the IAAF Council. The full composition of the Working Group is set out in the Annexure to this paper.

We have met several times and have been working hard to prepare a proposal that will not only fix the serious issues that have come to light in the last 12 months, but also meet prevailing good governance standards while positioning the IAAF for the future.

In preparing this proposal, the Working Group has reviewed a number of international papers and literature on sports governance. The proposal was approved by Council at its recent 17 June 2016 meeting in Vienna. Council asked that the Working Group proceed to consult with the Member Federations to seek feedback and adjust the proposal as required.

The proposal is still a proposal, and we therefore expect it will be changed. We would appreciate your comments and feedback so we may further improve the proposal and present a governance structure for Congress to vote on in December 2016 to take the IAAF into a new era.

The Working Group and I look forward to meeting you and hearing your views on the proposal in the coming months.

Maria Clarke
Chairperson



Proposals for Governance Structure Reform

01

What are the reforms underway at the IAAF?

There are 5 streams of work underway or recently completed to reform the IAAF:

- i.** a review of the financial and operational systems
- ii.** a programme of ethical compliance measures
- iii.** a review and restructure of the internal IAAF staff structure
- iv.** the design of an Independent Integrity Unit
- v.** the review and reform of the IAAF Governance Structure. This work stream coordinates and underpins all of the other streams of work.



02 What is meant by "Governance Structure"?

The Governance Structure is the various roles and organs of the IAAF and the relationships between them, including Congress, Council, Executive Board, Committees, Commissions, the role of President, Vice-President and other officers, the existing Ethics Board, the new Athletics Integrity Unit (see below), and other disciplinary functions.



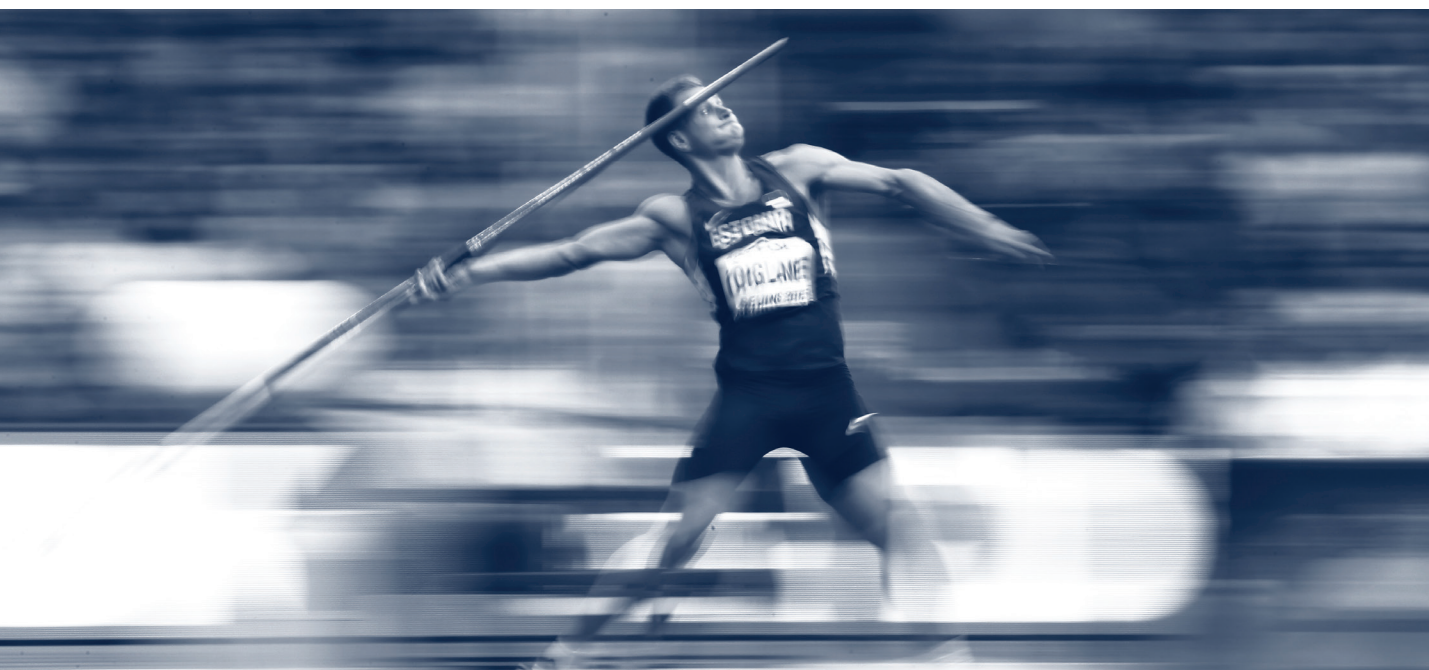
What are the proposed governance reforms?

There are 15 key changes proposed as summarised below:

- i.** **Congress** would be confirmed as the highest authority of the sport and the IAAF to which Council, Executive Board and other organs of IAAF would report annually;
- ii.** A new IAAF **Convention** would be established and held on the occasion of each Congress to encourage wide participation in the future of the sport;
- iii.** **Council's** role would be clarified as "guardian of the sport" with its composition changed to ensure the athletes' voice and better gender balance. It would also act as a check on the newly framed Executive Board;
- iv.** The **Executive Board** would have a new role as "guardian of the IAAF" and be a governance board with wider powers. Its composition would be changed to ensure it has appropriate governance and business skills and expertise, with two of the seven members being appointed (not elected) to the Executive Board;
- v.** The **President** would continue to act as the face of the sport but would have reduced personal powers and only act under delegated authority from Congress, Council and Executive Board;
- vi.** The number of **Vice Presidents** would be reduced from four to two, with one of each gender and elected by Council;
- vii.** The position of **Treasurer** would cease to exist and the finance function would be managed by professional staff and a finance subcommittee of the Executive Board;
- viii.** There would be maximum **terms of office** of three terms of four years for President, Council and Executive Board Members;
- ix.** The nature, number and scope of **Commissions** would be reviewed so they are aligned to IAAF strategy. This would include the current Committees which would cease to exist as elected bodies, and become Commissions.
- x.** **Integrity and eligibility checks** would be undertaken by a new Nominations Commission for all persons on IAAF organs;

03
...continued

- xi.** A new **Integrity Code of Conduct** incorporating the existing Code of Ethics would be introduced incorporating all other IAAF rules of conduct into one Code;
- xii.** A new **independent Athletics Integrity Unit** would be established to manage all doping and non-doping integrity matters including assuming responsibility for the testing, investigations and results management process for all international level athletes and their support personnel;
- xiii.** A new independent **Disciplinary Tribunal** would be established to hear and decide all breaches under the Integrity Code of Conduct, so there is 'One Code - One Tribunal', with the functions of the current Ethics Board (and potentially its members) to be transferred into this Tribunal;
- xiv.** New **external audits** of finance, integrity and governance functions would be undertaken and reported to Congress and/or Member Federations annually;
- xv.** **Transparency Standards** would be developed to apply to all IAAF organs including publication on the IAAF website of the composition of bodies; decisions, reports, remuneration of IAAF officials and decisions of the Disciplinary Tribunal.



04 What are the objectives of these governance reforms?

- The devolution of powers will eliminate the authority of any one person, such as the President, to act alone, as is currently the case.
- There will be wider participation in decision making, for example through the voice of the athlete on Council, and a greater balance of gender throughout the structure. The new IAAF Convention will also ensure more people representing a broader range of athletics stakeholders and partners can have a say on the future of the sport.
- The roles and responsibilities of the various organs will be better defined, so it is clear who has responsibility for the various aspects of the IAAF and the sport. For example, Council's role will be to act as guardian of the sport, whereas the Executive Board's role will be as guardian of the IAAF as an organisation.
- The leadership and governance positions in the IAAF will be refreshed on an ongoing basis by having maximum terms of office.
- There will be greater transparency of the decision making process within the IAAF. For example, the composition and decisions of Council and Executive Board will be put on the IAAF website. Also, it is proposed that Congress will be open to the media.
- Greater scrutiny and accountability will be demanded under the proposed structure. For example, everyone in an IAAF role will need to meet eligibility conditions, including an integrity check, as well as have strict obligations to disclose interests held outside the IAAF. In addition, detailed annual reporting to the Member Federations will be introduced.
- Many functions of the IAAF will be subject to independent oversight. For example, the screening of candidates for IAAF positions will be undertaken by an independent Nominations Commission. External independent auditors will also be engaged to audit the integrity and governance functions of the IAAF, as well as the existing financial audit.
- The exercise of political influence in the operations and enforcement of the IAAF's rules will be significantly reduced. For example, the President will have no direct authority over IAAF staff, other than the CEO who would act within clearly delegated authority. In addition, the independent Athletics Integrity Unit will have its own Board and staff, and be housed and operate separately from the IAAF.
- The IAAF will have mechanisms to ensure the right people, with the right skills and expertise, are doing the right jobs. For example, the Executive Board will have the expertise it needs to govern the multi-million dollar business of the IAAF by having 2 of the 7 positions, appointed rather than elected. This will enable any skill gaps in the elected positions on the Executive Board to be filled.
- The proposal aims to promote a culture in the IAAF of behaving ethically and with integrity. For example, the new position of Ethical Compliance Officer will ensure disclosures of interest and benefits are submitted and reviewed. Also the new Integrity Code of Conduct will set out the standards of expected conduct and will be underpinned by systems, practices, policies and procedures to uphold them. The Disciplinary Tribunal will have the mechanisms to enforce any breaches efficiently.

05

What is the process for approving these governance reforms?

JUN/JUL	<p>Consultation will occur on the proposal with Member Federations, Area Associations, athletes, athlete support personnel and others involved and interested in athletics. This will occur by:</p> <ul style="list-style-type: none">- A forum in Amsterdam (4/5 July 2016)- A forum in Rio (11 August 2016)- Feedback on the proposal via IAAF intranet.
AUG	<p>The final proposal, including the proposed new IAAF constitution, will be discussed by Council at its meetings in Rio, during the Olympic Games.</p>
SEP	<p>If Council approves the proposal, it will be sent out to Member Federations and Area Associations in early September, along with a notice calling a Special Congress (with a holding date of 3 December 2016 in Monaco).</p>
OCT/NOV	<p>The President will then hold forums in each of the Areas in October/November to discuss the proposed changes.</p>
DEC	<p>A Special Congress meeting will be held at which a decision will be made on the approval, or otherwise, of the proposal.</p>

When will the governance reforms take effect?

Under the proposal, the governance reforms will be phased in over a period of three years, if approved by Congress in 2016.

From 1 January 2017, the following parts of the proposal would be in force:

- Reduction in President's personal powers
- Revised Congress powers and requirements such as approving Worldwide Plan, delegates, annual reporting, appointment of Disciplinary Tribunal, Nominations Commission and Integrity Board
- New Nominations Commission and integrity checks
- New Integrity Code of Conduct
- New Athletics Integrity Unit (proposed to be operational by 1 April 2017)
- New Disciplinary Tribunal (proposed to be operational by 1 April 2017)
- Council has sole power to make rules
- New IAAF convention (first convention proposed to be held in conjunction at 2017 Congress)
- Transparency standards

From the 2019 Congress, the remaining parts of the proposal would come into force:

- Revised Council composition and powers
- Revised Executive Board composition and powers
- Change in Commissions structure and composition
- Change in Vice Presidents and end of Treasurer position
- External integrity and governance audits

The elections for the revised Council and Executive Board would be held at the 2019 Congress.

07

What will the governance reforms mean for Area Associations and Member Federations?

The proposal will mean Area Associations and Member Federations can influence decision making in the IAAF by:

- Area Presidents being retained on Council
- A new IAAF Convention at which a broader group of people may attend than at Congress
- The ability for Member Federations to put people forward for consideration by Council for appointment to Commissions, as well as for President and Council.
- The obligation for all Areas to be represented on Commissions.

The proposal does not currently include any requirement for Area Associations and Member Federations to adopt a similar governance structure to the IAAF's. However this may be considered for the future.

In the meantime, the IAAF would welcome the opportunity to assist Member Federations in voluntarily making such changes.

The proposal is aimed at providing Area Associations, Member Federations and everyone interested in the sport of athletics, the confidence and comfort that the new structure and practices will safeguard the organisation from the issues of the past, and that the IAAF will be structured in accordance with current best practice, and positioned to continually improve.





Where can you find further information on the governance reform?

At this link you can find the proposal and updates on the governance structure reform:

www.iaaf.org



Annexure 1

Members of IAAF Working Group on Governance Structure Reform

CHAIR	Maria Clarke, New Zealand Sports Lawyer, Chair of IAAF Legal Commission
MEMBERS	Abby Hoffman, Canada IAAF Council Member Geoff Gardner, Norfolk Island IAAF Council Member Sylvia Barlag, Netherlands IAAF Council Member Terry Miller, United Kingdom Lawyer and Independent Governance expert Alex McLin, Switzerland Lawyer and ASOIF Governance Taskforce member Huw Roberts, United Kingdom IAAF Senior Counsel
IAAF LIAISON	Jean Gracia General Secretary Anne-Marie Garrigan Manager Institutional Forums