



# **4-YEAR PLAN 2024-2027**

# **GOVERNANCE COMMISSION**



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## 4-Year Plan Summary

The Governance Commission's four-year plan ("the plan") focuses on guiding and supporting Member Federations and Area Associations to implement better governance practices, including aligning with the governance and integrity orientations of World Athletics.

In addition, the plan seeks to implement World Athletics' commitment to ensuring it remains at the forefront of quality governance and integrity in international sport, 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.

Finally, 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 in matters of competitions, integrity, disciplinary and eligibility – amongst others.

## World Athletics Strategic Plan 2024-2027

The World Athletics Strategic Plan 2024-2027 framework was developed and signed off by the Executive Board and approved by the Council in December 2023.

The overarching vision and the purpose of the Strategic Plan is to grow, inspire and lead our sport by pioneering change and setting the standard to future-proof the sport of athletics. We plan to invest and innovate in our events and primary activities to create the ultimate platform for athletics. In parallel to setting the standard in our events, the sports governance and partnerships and commercial programmes will continue to protect and grow the value of athletics while driving accessibility as well as developing our people. 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 our attributes and our assets and details our approach, vision, mission, and strategic goals over the next 4 years. The Governance Commission is central in the mission to ensure World Athletics remains an 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 delivering two of the four fundamental areas (brilliant basics) which underpin the strategic goals namely ensuring 'best in class governance at all levels of the sport that governs, protects and safeguards our sport and our people' and 'strong and connected Member Federations and Area Associations with the tools and skills to deliver on the ground'. This will involve the Commission monitoring the governance structures in place and in providing the Council with expert advice and feedback to help drive innovation, policies and procedures and maintain robust systems of checks and balances that will continue to inspire confidence in our stakeholders.

## Governance Commission Objectives

The objectives of the Governance Commission are to:

**Promote a culture of better governance and support the alignment of Member Federations and Area Associations with the World Athletics governance rules and regulations by:**

- a. assessing compliance against the Member Federation and Area Associations Rules, including identifying areas for the alignment of governance and integrity requirements for Member Federations;
- b. developing strategies to enhance alignment of Area Associations and Member Federations with their set of Rules, including preparing education materials and identifying a specific set of mandatory better governance principles alongside a set of best practice recommendations;
- c. preparing a set of guidelines that formalise the aforementioned principles and recommendations for approval by the relevant bodies; and
- d. reaching out to Area Associations and Member Federations to offer assistance in performing voluntary governance reviews with assistance from World Athletics HQ.

**Monitor the governance and integrity structure of World Athletics to consider any appropriate modifications to its internal corporate governance – how we govern ourselves e.g., our internal rules and regulations and policies and procedures – to make increasingly fast, efficient, and effective decisions by:**

- a. developing a set of ‘good’ or ‘better’ governance principles that reflect the maturity of the organisation;
- b. considering the remit, breadth and depth of non-financial audits in order to strengthen this process by improving the quality of the audits;
- c. proposing the possibility of incorporating staggered appointments, term limits (where applicable), membership of key bodies for purposes of knowledge transfer and continuity in decision making and conduct business without interruption;
- d. suggesting improvements to jurisdictional matters between AIU and World Athletics on historical matters and identify any groups of individuals that the Integrity Code of Conduct does not cover but should;
- e. bringing forward 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., appointment processes, membership of bodies, athletes’ elections, congress procedures); and
- f. 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 2022-23 and thereafter, and recommending any changes.

**Assist in governing and regulating the sport of athletics with a focus on competition rules, technical rules or associated regulations or issues concerning eligibility (e.g., Transgender, DSD, Mechanical Aids Regulations) by:**

- a. reviewing all one-day meeting and road race regulations to separate regulatory and procedural matters with a focus on improving in the criteria and evaluation to enable better compliance and enforcement of the regulations;
- b. considering compliance with the Athletes' Representatives Rules, and the disciplinary processes therein, as well as addressing issues emerging from the application of the Athletes' Representatives Authorised Licensing Scheme;
- c. contributing to the review and modification of WAS Events Regulations and supporting documents;
- d. assisting with the AIU's general review of the Integrity & Disciplinary section of the Book of Rules;
- e. reviewing the Eligibility of Athletes and Transfer of Allegiance Regulations and other eligibility matters including affiliation with more than one Member Federation, neutral athletes, the definition of athlete(s) and athlete support personnel; and
- f. identifying and making recommendations on DSD and Transgender regulations and related Competition Rules governing sex categories arising from the outcome of any legal challenges and/or recommendations from the Working Group on Gender Diverse Athletes'.

## Projected Time Frames

### Promote a culture of better governance and support the alignment of Member Federations and Area Associations with the World Athletics governance rules and regulations

Timeline	Key Actions/ Milestones	HQ Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2024	<ul style="list-style-type: none"> <li>- Constitutional analysis of Area Associations &amp; Member Federations</li> <li>- Identification of mandatory principles and recommendations resulting in guidelines for MFs</li> <li>- Trial governance review with Areas</li> </ul>	International Relations & Development Department (Director, Governance Senior Manager);  Legal Department (Lead Counsel, Senior Counsels, Risk & Compliance Officer)	Council MFs Areas	Gender Leadership Taskforce; Athletes' Commission; Safeguarding Taskforce
Phase 2 – 2025	<ul style="list-style-type: none"> <li>- Approval of guidelines</li> <li>- Start of implementation of governance reviews</li> </ul>	International Relations & Development Department (Director, Governance Senior Manager);  Legal Department (Lead Counsel, Senior Counsels)	Same as above	Sample of voluntary MFs
Phase 3 – 2026	<ul style="list-style-type: none"> <li>- Continue implementation of the guidelines and principles</li> <li>- Monitor implementation of the Member/Area Rules</li> </ul>	Same as above	Same as above	All MFs
Phase 4 – 2027	<ul style="list-style-type: none"> <li>- Continue implementation of the guidelines and principles</li> <li>- Monitor implementation of the Member/Area Rules</li> </ul>	Same as above	Same as above	All MFs

**Monitor the governance and integrity structure of World Athletics to consider any appropriate modifications to its internal corporate governance – how we govern ourselves (including the AIU) e.g., our internal rules and regulations and policies and procedures – to make increasingly fast, efficient, and effective decisions**

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2024	<ul style="list-style-type: none"> <li>- Develop ‘good’/’better’ governance principles for the organisation for Council approval</li> <li>- Review auditors’ reports (non-financial audits) for YE 2023</li> <li>- Staggered Appointments/Term Limits/Membership of the various governance bodies - mapping of appointment processes</li> <li>- Identify and consider any Constitution changes</li> <li>- Review results of 2022-23 ASOIF Assessment</li> <li>- Refining Congress &amp; Athletes’ Elections Procedures</li> <li>- Recommendations from the Election Oversight Panel</li> <li>- Jurisdiction of AIU and World Athletics on historical matters and identify any groups of individuals that the Integrity Code of Conduct does not cover (i.e. review definitions of ‘Member Federation Official’ or ‘Official’) Conflicts, Gifts and Hospitality Rules</li> </ul>	<p>International Relations &amp; Development Department;</p> <p>Finance &amp; Administration Department;</p> <p>Legal Department</p>	<p>Council MFs Areas</p>	<p>All relevant Commissions, Panels and independent bodies (including AIU)</p> <p>All relevant Executive Board Committees</p>
Phase 2 – 2025	<ul style="list-style-type: none"> <li>- Finalise and circulate proposed Constitution changes</li> <li>- 2025 Congress votes on any Constitution proposals</li> </ul>	Same as above	Same as above	Same as above



Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	Review the Governance Principles – ‘fit for purpose’			
Phase 3 – 2026	<ul style="list-style-type: none"> <li>- Monitor and support practical implementation of changes</li> <li>- Refining the processes and procedures arising from Phases 1 and 2</li> <li>- Consider any further Constitution changes</li> </ul>	Same as above	Same as above	Same as above
Phase 4 – 2027	<ul style="list-style-type: none"> <li>- Monitor implementation</li> <li>- Congress votes on any Constitution proposals</li> </ul>	Same as above	Same as above	Same as above

**Assist in governing and regulating the sport of athletics with a focus on competition rules, technical rules or associated regulations or issues concerning eligibility (e.g., Transgender, DSD, Mechanical Aids Regulations)**

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
Phase 1 – 2024	<ul style="list-style-type: none"> <li>- Call for and review any proposed changes to rules and regulations for consideration by Council</li> <li>- Update to Athletes’ Representatives Rules, addressing issues emerging from the Authorised Licensing Scheme</li> <li>- One day meeting and road race regulations procedure and enforcement improvements for 2025</li> <li>- Review of proposed amendments arising from AIU’s review of Integrity &amp; Disciplinary Rules</li> <li>- Eligibility of Athletes and Transfer of</li> </ul>	International Relations & Development Department (Governance Senior Manager) Legal Department (Director, Lead Counsel Governance) External Legal Advisors AIU	Council/ EB MFs/ Areas May also include AIU	All relevant Commissions, Working Groups, other bodies and HQ staff, for the subject matter of the proposed change

Timeline	Key Actions/ Milestones	Lead/ Contributors	Key Stakeholders	Consultation
	<ul style="list-style-type: none"> <li>Allegiance Regulations review</li> <li>- Any business as usual rule and regulation amendments (e.g., Event Bidding Rules, Shoe Regulations, etc.)</li> </ul>			
Phase 2 – 2025	<ul style="list-style-type: none"> <li>- Review outcomes arising from Phase 1 on enforcement of regulations</li> <li>- Review (if necessary) of recommendations on TG Regulations / Competition Rules arising from recommendations of Working Group on Gender Diverse Athletes</li> <li>- Outcome of WAS Events Regulations review</li> <li>- Any business as usual rule and regulation amendments</li> </ul>	Same as above	Same as above	Same as above
Phase 3 – 2026	<ul style="list-style-type: none"> <li>- Call for and review any proposed changes to rules and regulations for consideration by Council</li> <li>- Any business as usual rule and regulation amendments</li> </ul>	Same as above	Same as above	Same as above
Phase 4 – 2027	<ul style="list-style-type: none"> <li>- Propose any changes to the Constitution arising from rules and regulations or proposals from MFs</li> <li>- 2027 Congress votes on any Constitution proposals</li> <li>- Any business as usual rule and regulation amendments</li> </ul>	Same as above	Same as above	Same as above

## Monitoring, Evaluation & Reporting

The 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, typically at the Summer and the November/ December meetings. The reports to Council will, when appropriate, include the Commission's updated 4-Year Plan with any adjustments against the World Athletics Strategic Plan or re-prioritisation of work recommended by the Commission.



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