

EU Principle of Good Governance in Sport		Replies on what measures MS / sport organizations have in place (reflecting either the EU principles or through their own initiatives)
<p><b>1. CLARITY OF PURPOSE/OBJECTIVES</b></p> <p>Role, function and objectives</p> <p>Goals and principles</p> <p>Vision and strategic plan</p> <p>Consensual strategy</p> <p>Monitoring and oversight</p>	BULGARIA	Ministry of Youth and Sports is the sports governing body in Bulgaria. It provides licences for sport organisations in the country. The Ministry is preparing and follows Strategy for development of physical education and sport 2012-2022, Program for development of PE and sport, Law for physical education and sport. It is also responsible for monitoring and audit of licensed sport organisations. Sports organisations are to be registered under the Law for non-profit legal entities.
	ESTONIA	<p>Strategy documents:</p> <ul style="list-style-type: none"> <li>• Estonian Sport Strategy for 2030, available also in English: <a href="http://www.kul.ee/sites/default/files/150318_spordipoliitika_alused_aastani_2030_en_0.pdf">http://www.kul.ee/sites/default/files/150318_spordipoliitika_alused_aastani_2030_en_0.pdf</a></li> <li>• The Government action plan 2015-2019</li> <li>• Ministry of Culture Development Plan 2016-2019</li> <li>• Sport Act, available also in English: <a href="https://www.riigiteataja.ee/en/eli/ee/Riigikogu/act/505022016001/consolide">https://www.riigiteataja.ee/en/eli/ee/Riigikogu/act/505022016001/consolide</a></li> </ul> <p>Bases for financing sport from state budget set by the Minister of Culture.</p>
	FINLAND	According to Finnish Association Act the purpose and forms of activities must be mentioned in the statutes of all not for profit association (=sport organisations). Almost all federations have long term visions and strategic plans. Strategic approach has increased remarkably during last ten years
	FRANCE	Sport's federations adopt rules of good conduct in their regulations. The principles of election are planned within the model statutes controlled by the Ministry. These statutes provide the democratic aspects and the transparency of decisions. These provisions are in the code of sport. In addition, the French National Olympic Committee offers sports federations' ethical charter model. All federations have not yet adopted these charters.
	GERMANY	The role and structure of the individual sport organizations are set out in each organization's statutes.
	HUNGARY	The role function and objectives of the sports bodies are set out in 2004. I. Act on Sport and in the Statutes /Articles of Association/ of the sports bodies.
	LUXEMBOURG	According to the Luxembourg sport law of 17 August 2005 Act, sports federations require the recognition of the National Olympic Committee (COSL) and the Ministry and therefore must meet the criteria set by our National Olympic Committee (COSL), particularly a non-profit status and therefore comply with the provisions on our legislation on non-profit organisations (ASBL)(1928) setting out responsibilities of managers (convening of general meetings, ...).
	MALTA	<p>Role, function and objectives - The Sports Act defines the Legal Personality of national sports organisations as being a Non-Profit Making organisation. The Sports Act is currently under review and shall be amended by the end of the year 2016 – mid 2017. To this effect, more stringent requirements relating to the mechanisms required in statutes will be included in the new registration system and amendments will be required by SportMalta in currently registered organisations as well.</p> <p>Goals and principles – The newly amended Sports Act and the relevant legal notices will require sports organisations to have incorporated in their statutes, a statement of commitment towards fighting doping and match fixing. Furthermore, the Sports Act already incorporates a definition of principles and SportMalta expects these principles to be advocated by all sports organisations registered under its sports register.</p> <p>Vision and strategic plan – The Sports Act does not require that sports organisations provide a strategic plan. The main reason why this is not required by law is the fact that these organisations are run, in their majority, by volunteers. Nonetheless, sports organisations are required to provide details about any projects which require public funding.</p> <p>Consensual strategy – The major national sports organisations already have this sort of mechanism in place. Nonetheless, SportMalta will, through new policies and guidelines, ensure that all sports organisations have a clear strategy in place.</p> <p>Monitoring and oversight – Sports organisations which are run only by volunteers can hardly achieve this level of administration. Therefore, SportMalta will be introducing various categories of sports organisations, based on their size and the annual income generated. This will introduce a level of burden in monitoring and oversight mechanisms, depending on the level of mechanisms the organisation can handle.</p>
	NETHERLANDS	Every 4 years the NOC develops a new policy document (sport agenda) together with their members and other relevant stakeholders. It is monitored by the general assembly. The implementation of this sport agenda is through the financial annual budgets.

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	AUSTRIA	The roles, functions and objectives of sports organisations are set out in the statutes of the individual sports organisations. The federal law on sports funding (“Bundes-Sportförderungsgesetz”) and the Austrian law on associations (“Vereinsgesetz”) set out a general framework. A national action plan on physical activity (Nationaler Aktionsplan Bewegung “NAP.b”) was published in 2013 and sets out a catalogue of objectives with focus on: sports, public health, education, traffic and environment, working environment, elderly people
	PORTUGAL	According to the Portuguese law, the Portuguese Sports Federations have, in their structure, at least the following bodies: a)The congress; b) President; c) Executive committee; d) the Supervisory Board; e) Disciplinary Board; f) Board of justice; g) Board of arbitration. All functions and objectives of these bodies are clearly set in the law, and in the statutes and regulations of the Federations. All the skills of these bodies are independent, one from another.
	ROMANIA	Regulations in force, the foundations of the Romanian Ministry of Youth and Sports activity <a href="http://mts.ro/acte-normative-in-vigoare/">http://mts.ro/acte-normative-in-vigoare/</a> Law 69/2000 of Physical Education and Sports. The Law is currently under review and shall be amended by the end of the year 2016. The sport organisations are required to provide details about any projects which require public funding as well as the submission of annual financial reports in order to ensure transparency and accountability with respect to the precise funding. It is also responsible for monitoring and audit of licensed sport organisations. Sports organisations are to be registered under the Law for non-profit legal entities and afterwards they are passed under the sectorial law (L. 69 / 2000). The Ministry provides licences for sport organisations in the country. The Ministry is also preparing to launch a new National Strategy for Sport 2016-2032.
	SWEDEN	Practically all sports clubs in Sweden are members of a specialized sports federation which in turn are members of The Swedish Sports Confederation. All clubs at all levels and all federations are democratic, open for all, non-profit and for public benefit. All clubs must use a template for statutes set up by the confederation.
	EHFA	The aims and objectives of EuropeActive are contained within its Statutes as a not-for-profit Association based in Brussels (IVZW). The vision, mission and Statutes are published on our website: <a href="http://www.europeactive.eu/vision-mission/our-vision">http://www.europeactive.eu/vision-mission/our-vision</a>
	ENAS	The ENAS Constitution sets out clear rules related to the overall operation and governance of the organisation such as: capacities of the Executive Committee, capacities of General Assembly, rules for elections,... The short term 3-year strategy sets out detailed goals and objectives for the organisation. This strategy is approved on annual action basis by the General Assembly.
	EU ATHLETES	EU Athletes is a not-for-profit members association, registered in the Netherlands set up to represent the collective interests of the European player associations. The objectives and the means of achieving them are defined in the Constitution which is notarised and registered with the state authorities in the Netherlands. EU Athletes produces over-arching policy papers which are democratically approved by the General Assembly and then form the basis for our policies and actions with oversight provided by the executive board and General Assembly.

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	FIFA	<p>The FIFA Statutes and the accompanying regulations governing their implementation form the constitution of football's world governing body. They provide the basic laws for world football, on which a series of rules are set for competitions, transfers, anti-doping, etc. Amendments to the FIFA Statutes can only be made by the FIFA Congress and require a three-quarter majority of the associations present and eligible to vote.</p> <p>The Statutes have undergone several thorough revisions during FIFA's history, giving FIFA a modern and comprehensive legal framework for its increasingly important work. According to the Statutes, the FIFA Congress is the organisation's supreme and legislative body, comprising of representatives of the national member associations, each having one vote (cf. art. 24, 25, 26 of the FIFA Statutes).</p> <p>Numerous articles stipulate which items are to be discussed and which decisions are to be passed by this body. The Congress bears a particular responsibility for developing the game, the nature of which has been subject to increasingly rapid change over the past few years. Following the adoption of the latest reforms by the extraordinary FIFA Congress of February 2016, the amended FIFA Statutes (entered into force 27/04/2016) provide a clear separation between political and management functions. The FIFA Council (replacing the FIFA Executive Committee) is FIFA's strategic and oversight body responsible for setting the organisation's overall strategic direction, while the general secretariat is the executive, operational and administrative body (cf. art. 24 of the FIFA Statutes). All information on the reforms and the reform process is available in: <a href="http://www.fifa.com/governance/how-fifa-works/the-reform-process.html">http://www.fifa.com/governance/how-fifa-works/the-reform-process.html</a>.</p>
	ICSSPE	<p>ICSSPE's strategic priorities, the working programmes and the structure are being adopted by the General Assembly which takes decisions according to the statutes. The not-for-profit status is validated by the local court of Berlin-Charlottenburg. Activities, income and expenses are evaluated by the General Assembly every two years. Furthermore, ICSSPE adheres to SMART (specific, measurable, achievable, realistic, time-framed) principles in the development of vision, objectives and goals.</p>
	SD EUROPE	<p>Internally: Objectives, Key Performance indicators, their regular monitoring and oversight are implemented in our operational procedures and reviewed every six months. The same counts for roles of employees and consultants and our overall strategy.</p> <p>Externally: Objectives, purpose, strategy are also communicated to our funder as well as our network and other stakeholders through our communications and our position paper, which is available in four languages.</p> <p>Three year strategy: our three year strategy, which includes objectives, key outputs, etc has been shared with stakeholders and our members. In fact our network members were asked to feed into drafting our strategy.</p>
	UEFA	<p>As a governing body, UEFA redistributes its revenues to amateur football across 55 European football associations as well as the clubs participating in professional leagues across the continent; manages a licensing system that helps to improve governance and financial transparency; improves safety in our stadiums and works closely with public authorities and police; trains referees and coaches; and combats the ills of doping, racism and integrity. And just as a state will finance and maintain its public services and infrastructure, UEFA strives also to finance its own activities.</p> <p>To fulfil its special role, UEFA has organised itself according to a set of principles that constitute a separation of powers.</p> <p>UEFA's statutes foresee a separation of the executive, legislative and judicial functions, each one under the responsibility of a distinct and autonomous body. This model of governance, which borrows elements from our national systems of government, allows UEFA to reconcile the roles of commercial operator and regulator in complete independence and transparency. It is precisely this combination of roles that allows a fair, coherent and holistic approach to European football.</p> <p>In addition to this, UEFA has highlighted the need for enforcing Governance and Compliance as a discipline within its organisation, and a Corporate Governance and Compliance. UEFA's role thus extends beyond the management of its competitions. UEFA promotes the common, public interest in European football.</p> <p>This is our mission and the source of our legitimacy.</p>

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<p><b>2. CODE OF ETHICS</b></p> <p>Development of a code of ethics</p> <p>Basic rules on the content and enforcement of the code</p>	BULGARIA	Chapter 8 from the Law of Physical Education and Sport and each sports federation is entitled to follow the principles of sports ethics
	ESTONIA	All Estonian sport organisations have to follow the roles set out in Olympic Charter, European Sport Charter, European Code of Ethics and Estonian Sport Charter ( <a href="http://www.eok.ee/eesti-spordi-harta">http://www.eok.ee/eesti-spordi-harta</a> ). At the moment we are developing the good governance principals for the sport clubs.
	FINLAND	Finnish Sport community has approved code of ethics called Fair Play which apply in a soft law sense to all federations. This code includes issues like equality (multiculturalism, gender equality etc), environment, good governance, health, sexual harassment, antidoping etc. In addition many federations have their own codes and above mentioned issues are also included in statutes and rules and regulations (like disciplinary codes)
	FRANCE	A code has been drawn up by public authority: The French national Olympic committee
	GERMANY	The DOSB adopted a code of ethics in 2013 ( <a href="https://www.dosb.de/fileadmin/sharepoint/DOSB-Dokumente%20%7B96E58B18-5B8A-4AA1-98BB-199E8E1DC07C%7D/DOSB_Ethik_Code.pdf">https://www.dosb.de/fileadmin/sharepoint/DOSB-Dokumente%20%7B96E58B18-5B8A-4AA1-98BB-199E8E1DC07C%7D/DOSB_Ethik_Code.pdf</a> ). Only a few of its member organizations have yet done so.
	HUNGARY	There is no general Code of Ethics issued by a public authority in Hungary. Some sports bodies, associations have their own Code of Ethics.
	LUXEMBOURG	No code of ethics at the Ministerial level but due to the pyramid structure of sport, each Luxembourg federation is member of an European and international federation usually with extensive code of ethics they must comply with.
	MALTA	Codes of Ethics are usually adopted by national sports organisations from their international federations. SportMalta has introduced a Code of Ethics for athletes who are provided funds through its budget. This is incorporated in their funding contracts. The Code is based on principles projected in other codes from different disciplines' federations and international federations.
	NETHERLANDS	The NOC (nat. Federations included)has a code of conduct sport governance in place. This is also part of the statutes of almost all sport federations. Every 2 years this code of conduct is evaluated(mandatory).
	AUSTRIA	Play Fair Code for Integrity in Sports ( <a href="http://www.playfaircode.at">www.playfaircode.at</a> ) 68 Austrian sports organisations signed a joint declaration, in which they speak out against sexual violence and for respect and safety in sports. Several individual sports organisations already drew up ethical codes.
	PORTUGAL	In Portugal it is established a Code of Ethics
	ROMANIA	<p>A draft of a Sports Code of Ethics sport was handed over for debate in late 2015.</p> <p>The project will be evaluated, approved and assumed by the Ministry and consequently, by any entity to partner with the central national authority.</p> <p>A number of the elements assigned to this draft code of ethics can be found in the applicable legislative framework. The L. 69 / 2000 of Physical Education and Sports : TITLE V - disciplinary authority, TITLE VI - surveillance and control, TITLE VIII - control and care in physical education and sport, TITLE X - social protection of athletes, TITLE XIII - violence prevention and the fight against doping in sport, TITLE XIV - penalties.</p>

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	SWEDEN	The Swedish sports movement adheres to the UN's Universal Declaration of Human Rights, the UN Convention on the Rights of the Child and the Convention on the Rights of Persons with Disabilities. The policy programme for Swedish sport includes a common system of values for the entire sports movement and provides guidelines for the organization of sports activities in federations and clubs. Sport is to be organized so that it promotes: democracy, development, gender equality, universal right to participate, respect for others, voluntary commitment, fair play, good health, sound finances and environmental awareness.
	EHFA	The ethical position of the Association is enshrined in the Statutes, where the Board of Directors are elected by the membership and are answerable for their performance at the annual General Assembly. Individual members (fitness workers) of the European Register of Exercise Professions have to agree to work within the rights and principles of a Code of Ethical Practice: <a href="http://www.ereps.eu.com/what-is-ereps">http://www.ereps.eu.com/what-is-ereps</a> Vocational Educational and Training providers who are EuropeActive accredited have to abide by a Code of Ethics: <a href="http://www.ehfa-standards.eu/es-conditions">http://www.ehfa-standards.eu/es-conditions</a> . Members of the board (and President) have to agree to a Code of Ethics. The independent Professional Standards Committee reviews all and any complaints raised about members of the European Register or VET providers on the accreditation programme.
	ENAS	Several Policies were created over the past year: Membership Policy, Data Protection Policy, Bidding procedures annual Forum & Assembly and as new activities are being organised associated policies are developed.
	EU ATHLETES	EU Athletes does not currently have a code of ethics though normal business codes apply and all members are expected to declare an interest (and if needs be absent themselves from the discussions) in any issues that may be seen as presenting a potential conflict of interest.
	FIFA	FIFA has a dedicated Ethics Committee (EC), the function of which is governed by the FIFA Code of Ethics (cf. art. 54 of the FIFA Statutes, <a href="http://resources.fifa.com/mm/Document/AFFederation/Generic/02/78/29/07/FIFAStatutswEBEN_Neutral.pdf?t=1461659845938">http://resources.fifa.com/mm/Document/AFFederation/Generic/02/78/29/07/FIFAStatutswEBEN_Neutral.pdf?t=1461659845938</a> ). In 2013, the Ethics Committee was restructured into a bicameral system, namely divided into an investigatory chamber and an adjudicatory chamber. The investigatory chamber can investigate potential breaches of provisions of the FIFA Code of Ethics on its own initiative and ex officio at its full and independent discretion. The chairman of the investigatory chamber may also initiate preliminary investigations at his own discretion and at any time. The EC may pronounce the sanctions described in the FIFA Statutes, the FIFA Code of Ethics and the FIFA Disciplinary Code (cf. art. 54 of the FIFA Statutes). According to the FIFA Statutes (cf. art. 52 par. 4), all members of the EC shall fulfil the independence criteria as defined in art. 5 of the FIFA Governance Regulations and each may serve a maximum of 3 terms (12 years) (cf. art. 52 par. 6 of the FIFA Statutes). Also all members of the EC are elected by the Congress and are not members of any other FIFA body (cf. art. 52 par. 5 of the FIFA Statutes).
	ICSSPE	The organisation does not follow a code of ethics, but Article 1 of the ICSSPE statutes prescribe the principles under which members cooperate and the organisation runs its business.
	SD EUROPE	
	UEFA	Concerning the legal framework and the procedural mechanisms to investigate and sanction misbehaviour, the UEFA Disciplinary Regulations is the appropriate, applicable instrument. The following are subject to these regulations: all member associations and their officials, all clubs and their officials, all match officials, all players and all persons assigned by UEFA to exercise a function (Article 3.1). Article 4 ("Scope of temporal application") states that: "These regulations apply to all those who fall under UEFA's jurisdiction on the day the alleged disciplinary offence is committed", and it adds that: " Disciplinary proceedings instigated against someone who was under UEFA's jurisdiction on the day the alleged disciplinary offence was committed must not be abandoned by UEFA's disciplinary bodies solely because the person involved is no longer under UEFA's jurisdiction."

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<b>3. STAKEHOLDER IDENTIFICATION AND ROLES</b> Involvement of stakeholders Minimum standards for stakeholders' representation Commitment from stakeholders Formalisation of role of stakeholders	BULGARIA	Ministry of Youth and Sports gives licenses on the condition that it approves a Statute of the applying organisation. The Statute has to meet certain conditions and has to be public (e.g. on a website)
	ESTONIA	Roles of stakeholders are set out in the Non-profit Association Act ( <a href="https://www.riigiteataja.ee/en/eli/ee/Riigikogu/act/504022016003/consolide">https://www.riigiteataja.ee/en/eli/ee/Riigikogu/act/504022016003/consolide</a> ). Sport clubs and sport federations all are non-profit organisation and have to follow the rules set out in this general act. There are no special roles for sport movement.
	FINLAND	Members are the most important stakeholders. Their right and duties are stipulated in the Association Act. Every member must have at least one vote in the general assembly; have the right to make initiative, right to candidate to board. Member can be expelled from an Association only if he/she/it has violated the law or the statutes. Association Act sets the framework for the rights of the members and statutes of an association can't be in contradiction with imperative clauses of the law.
	FRANCE	The role of stakeholders is clearly set out in the statutes. Mission stakeholder is defined for each sport. The model statutes shows the guidelines and some adjustments are allowed. An annual check of sports federations and their operation is perform by public authorities
	GERMANY	The statutes of the individual sport organizations contain rules on the role of stakeholders (members). In this context, the provisions of the Civil Code (Bürgerliches Gesetzbuch, BGB) concerning law on associations (sections 21 et seqq. BGB) must be respected.
	HUNGARY	The roles and responsibilities of the athletes and sports specialists are set out in 2004. I. Act on Sport and in the Statutes of the sports bodies.
	LUXEMBOURG	Yes Luxembourg law on non-profit organisations (ASBL)
	MALTA	Involvement of stakeholders- SportMalta encourages clauses in relation to the involvement of stakeholders to be present in statutes of sports organisations. It is currently requiring that sports organisations specify such involvement in the statutes of organisations requesting registration. Minimum standards for stakeholders' representation - Minimum standards are expected to be clearly visible in statutes. Commitment from stakeholders – This is a natural consequence of being a member of the sports organisation in question. Failure to support the overall objective and vision of the organisation would lead to the stakeholder being replaced by a person who is more in touch with the sports organisation's aims and vision. Formalisation of role of stakeholders –The roles of stakeholders are expected to be clearly stated in statutes.
	NETHERLANDS	There are 3 kinds of membership: full, aspirant, associated. Other stakeholders have a role in policy preparation. It is informally arranged and it works quite well and is a transparent process for all stakeholders. it is captured in a consultation structure that is approved by the general assembly but not every structure is part of the statutes..
	AUSTRIA	Federal laws must be respected, especially the Austrian law on associations ("Vereinsgesetz") which among other things sets minimum standards for statutes. The roles of stakeholders are set out in the statutes of the sports organisations/associations.
	PORTUGAL	The role of the stakeholders is clearly set out in the statutes. Also, there is a minimum of standards for the stakeholders' representation, namely the in the congress, the clubs and sports societies are represented with 70% of the total members, the athletes are represented with 15%, and the referees and coaches are represented with 7.5% each.
	ROMANIA	These aspects are set out according to the legislation in force (Law 69/2000 ; the Statutes of the National Sports Federations)
	SWEDEN	Individual members are the foundation of the sports movement and all members are equal. Clubs are under certain circumstances allowed to temporarily transfer the right to participate in a league to a limited company. Such a company must however be controlled by the club (at least 50 % of the voting shares).

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	EHFA	Membership of EuropeActive is open to stakeholders from the private and public sectors, including operators, training providers, accreditation bodies, suppliers, manufacturers and from higher education.
	ENAS	The role of stakeholders is not set out at the moment.
	EU ATHLETES / UNI Europa Sport	<p>As a membership organisation with 35 player associations in membership the stakeholders are clearly identified and have a formal role within the General Assembly. All members are required to be formally constituted player associations representing elite or professional athletes. Members are required to be independent of the sports federations.</p> <p>A wide consensus among members that the stakeholder policies of their national federations are too narrow. Too many sport governing bodies do not recognize athletes' fundamental right to form trade unions. Players unions and associations are an essential part of the "sport movement". Well-governed sport organizations must respect the basic individual and collective rights of the athletes, including the freedom of association, and embrace partnership with them through their professional associations and collective bargaining.</p>
	FIFA	<p>The various football stakeholders are represented within FIFA's member associations as well as its committees and task forces so that FIFA can benefit from their experience and expertise in the context of its activities, consultation and decision-making processes. Section II. Membership, of the FIFA Statutes sets out all duties and obligations for MAs of FIFA. Section IV. Confederations, sets out the role of confederations towards FIFA.</p> <p>Following the latest reforms, a new Football Stakeholders Committee was created. According to the FIFA Governance Regulations (cf. <a href="http://www.fifa.com/mm/document/affederation/administration/02/11/20/75/forenweb_neutral.pdf">http://www.fifa.com/mm/document/affederation/administration/02/11/20/75/forenweb_neutral.pdf</a>), each confederation shall be represented in this committee and its composition shall reflect the different stakeholders involved in association football. This Committee shall advise and assist the Council on all matters relating to football and shall also deal, among others, with the relationship between clubs, players, leagues, member associations, confederations and FIFA (cf. art. 31 of the FIFA Governance Regulations). In addition, art. 49 of the new Statues stipulates the organisation of a member associations' conference at least once per year, which aims at</p> <p>Moreover, there are various examples of working groups and task forces created by FIFA and comprising all relevant stakeholders within the international football community (e.g. Task Force for Women's Football)</p>
	ICSSPE	<p>All members pay a membership fee according to defined categories. Members can participate in various ways in the activity of the organisation. All members in good standing can actively and passively participate in all election and decision processes of the organisation. The procedure is outlined in statutes and byelaws. A participation by proxy and postal voting is possible in case participation in meetings is not possible.</p> <p>According to the statutes, members can be expelled from boards by a two-third majority vote in the respective board if they have not demonstrated any activity. The statutes permit that members who have not paid their membership fee for two years can be expelled. Cooperation with external stakeholders excludes financial support from tobacco and alcohol companies.</p>
	SD EUROPE	<p>Stakeholders are informed on a regular basis through our newsletter and direct/individual communications, including regular meetings</p> <p>Stakeholders are represented in the advisory group of our current Erasmus+ project.</p> <p>We do a regular stakeholders identification exercise to ensure we are inclusive.</p> <p>Stakeholders will be appointed to our future advisory board</p> <p>Signed MoUs and detailed operation plans (project driven cooperation with stakeholders)</p> <p>Close cooperation with relevant stakeholders depending on topic (Third Party ownership and Transfers – FifPro, Licensing - UEFA); joint publications</p>

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	UEFA	<p>UEFA has recognised for some time now the need to give statutory recognition to the representatives of stakeholders in the governance of football. The role of stakeholders such as players, clubs or leagues has been increasingly prominent over the last years and UEFA recognises their importance. We do not only simply deal with them, but have recognised them as legitimate stakeholders.</p> <p>Since 2007, all the members of the European football family are represented within the Professional Football Strategy Council (PFSC). Accordingly, representatives of the clubs (ECA), players (FIFPro), national leagues (EPFL) and UEFA member associations have been meeting together regularly to discuss the main issues affecting football today. No important decisions are taken these days without the support of the PFSC.</p> <p>MoUs were signed in March 2012 with each member body of the European football family, i.e. the Association of European Professional Football Leagues (EPFL), the European professional footballers' union (FIFPro Division Europe) and the European Club Association (ECA).</p> <p>At UEFA's initiative, an autonomous agreement on minimum requirements for standard player contracts was signed on 19 April 2012 with the ECA, EPFL and FIFPro Division Europe.</p> <p>Since 2001, UEFA has forged a close partnership with the FARE network, which comprises groups and bodies working against intolerance and discrimination across the continent.</p> <p>An annual meeting with the organisation representing the interests of European supporters (FSE) has been held since 2009.</p> <p>&lt; More information on UEFA's policy with stakeholders can be found at <a href="http://www.uefa.org/stakeholders/">http://www.uefa.org/stakeholders/</a>&gt;</p>

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<b>4. DEMOCRACY AND MINIMUM STANDARDS</b> Clear organisational framework Identification of decision making organs Identification of procedural rules Role and rights of members and stakeholders Minimum democratic principles for appointment to decision making bodies	BULGARIA	
	ESTONIA	Each sport federation has its Board and the president. The members of the sport federation (sport clubs) elect the members of the Board and the president. The names of the members of the Board are available in public database. Again concrete general roles, which the sport organisations have to follow are set out in Non-profit Association Act ( <a href="https://www.riigiteataja.ee/en/eli/ee/Riigikogu/act/504022016003/consolide">https://www.riigiteataja.ee/en/eli/ee/Riigikogu/act/504022016003/consolide</a> )
	FINLAND	Decision making is based on democratic elections. Board is always elected by the general assembly where every member has at least one vote.
	FRANCE	The decision process is provided herein. Each decision-making body has defined powers and members can't sit at within the same instance. The elections are controlled by ad hoc committees within sports federations. Elections can be controlled in case of special use.
	GERMANY	Relevant rules are contained in the statutes, etc.
	HUNGARY	The Statutes of sports bodies clearly define the responsibilities of the decision making authorities and the process of the decision making. E.g. the decisions of the general assembly are mostly made by open voting, but mostly the rules provide possibility for secret voting e.g. in case of the election of the senior officers.
	LUXEMBOURG	Luxembourg Law on non profit organisations (ASBL)
	MALTA	Clear organisational framework - Clear organisational framework clauses are expected to be clearly indicated in statutes. Identification of decision making organs – Decision making organs are expected to be clearly indicated in statutes. Identification of procedural rules – Procedural rules are expected to be clearly indicated in statutes. Role and rights of members and stakeholders – Clauses relating to the role and rights of members in general are expected to be clearly indicated in statutes. Minimum democratic principles for appointment to decision making bodies – SportMalta requires elections to take place within every sports organisation falling within the categories of federation, association and club.
	NETHERLANDS	The policy documents for the general assembly are available through the website, for general public. Governance of decision making, the allocation of resources, policy development are all available on demand.
	AUSTRIA	Relevant rules and regulations concerning elections etc. are set up in the statutes of the individual sports organisations/associations. At least every four years a general assembly must take place (regulated in the Austrian law on associations).
	PORTUGAL	All major decisions are taken in the congress, and executed by the executive committee. All decisions of the President and the executive committee can be annulled by the congress. The congress has the power to dismiss the president and the executive committee. All Portuguese Sports Federations are obliged to adopt an election regulation that foresees the rules of the elections.
	ROMANIA	This is regulated according to the legislation in force and statutes of the National Sport Federations, the clubs and the players frameworked by Law 69/2000. ART. 35 ART. 36 ART. 39
	SWEDEN	This is thoroughly regulated in the statutes of all clubs and federations as a precondition for being a part of the sports movement,
	EHFA	The annual budget and work plan for the Association are presented at the annual General Assembly where a majority of members (50%+1) have to approve. Directors are elected for a three-year term and can only serve for a maximum of 2 terms.

EU Principle of Good Governance in Sport		Replies on what measures MS / sport organizations have in place (reflecting either the EU principles or through their own initiatives)
	ENAS	Decision process and elections are ruled by the Constitution. The General Assembly is the annual forum where the goals and action of the previous year are reflected on and the annual plan of the Executive Committee for the next year is approved.
	EU ATHLETES	<p>EU Athletes is a democratic association. All members have one vote at the General Assembly which is the ultimate decision making body. The General Assembly has overall responsibility for the organisation and elects a board of nine directors to form an executive committee. Roles and rights of members (and modalities of joining the organization) are defined in the Constitution. Organisational framework, decision-making bodies and procedures are defined in the Constitution. An internal Credential Committee monitors the voting rights of the members and the regularity of votes of the General Assembly. All votes for the election of board members are cast in a secret ballot and any close decisions at the General Assembly are decided by secret ballot.</p>
	FIFA	<p>According to the FIFA Statutes (cf. art. 24-32), the FIFA Congress is the supreme and legislative body. It is responsible, among others, for adopting and amending the Statutes, the Regulations Governing the Application of the Statutes and the Standing Orders of the Congress. It also approves the annual financial report, decides on the acceptance of new national associations and holds elections, most notably for the FIFA presidency. In the spirit of true democracy, each national association has one vote, regardless of its size or footballing strength. Furthermore, the election process for the FIFA President and the Council is stipulated in the FIFA Governance Regulations (cf. chapter III and IV). New provisions for candidatures for the office of the FIFA President were adopted by the 63rd FIFA Congress in 2013 and the 66th Extraordinary FIFA Congress in 2016 (e.g. a candidate must pass an eligibility check carried out by the Review Committee, cf. art. 27 par. 1 of the FIFA Statutes). In order to fulfil their national mandate to organise and develop football countrywide, FIFA supports the 211 members in the revision and adaptation of their structures enhancing the sustainability of their governance structures. Towards this direction, the new FIFA Forward Development Program increases investment (5 mill). According to the new FIFA Statutes, minimum provisions of good governance are foreseen also for the statutes of member associations and confederations. Those are related to discrimination, separation of powers, neutrality, definition of the competences of the decision making bodies etc.(cf. art. 15 and 23 of the FIFA Statutes).</p>
	ICSSPE	<p>The remits of the organs are defined in the statutes. The highest organ is the General Assembly. Upon its decision different boards take over assigned responsibilities and report to the General Assembly. In order to become legally binding, the statutory organs of ICSSPE need to have a defined quorum. Different boards share their responsibilities in specific projects, i.e. the Associations' Board is in charge of content development, whereas the Executive Board ensures that the implementation of programmes is in line with the strategic priorities and the decisions of the General Assembly (financially and with regard to the working programme).</p>
	SD EUROPE	<p>We are a members organisation, which clear rights and duties of members as set out in the organisation's structure. Accounts, board papers, etc are made available to members and the wider public. Our membership policy includes: one-member-one-vote principles, open and inclusive, against any form of discrimination</p>

EU Principle of Good Governance in Sport		Replies on what measures MS / sport organizations have in place (reflecting either the EU principles or through their own initiatives)
	UEFA	<ul style="list-style-type: none"> <li>● The UEFA Congress is UEFA's supreme controlling organ, responsible for electing the UEFA president for a four-year term of office and for democratically electing the sixteen members of the Executive Committee, UEFA's supreme executive body. It comprises the UEFA President and 16 other members, including at least one female, elected by a UEFA Congress. The UEFA Executive Committee is empowered to adopt regulations and make decisions on all matters which do not fall within the legal or statutory jurisdiction of the UEFA Congress or another organ. The UEFA Executive Committee manages UEFA, except to the extent that it has delegated such management, or unless such management has been delegated by the UEFA Statutes to the UEFA President or the UEFA administration.</li> <li>● The UEFA President represents UEFA and chairs the UEFA Congress, as well as meetings of the UEFA Executive Committee.</li> <li>● The Organs for the Administration of Justice act as UEFA's disciplinary bodies, i.e. the Control, Ethics and Disciplinary Body and the Appeals Body; Ethics and Disciplinary Inspectors and the two-chamber Club Financial Control Body (CFCB).</li> <li>● Disputes between UEFA and associations, leagues, clubs, players and officials, or disputes of a European dimension between the same, may also be dealt with by the C</li> <li>● The UEFA Professional Football Strategy Council (PFSC) is composed of four UEFA vice-presidents (i.e. all but the vice-president chairing the Finance Committee); four r</li> <li>● Nineteen committees and six expert panels are involved in shaping UEFA's policy across the broad palette of European football.</li> </ul>

EU Principle of Good Governance in Sport		Replies on what measures MS / sport organizations have in place (reflecting either the EU principles or through their own initiatives)
<b>5. DELEGATION AND COMMITTEES</b> Delegation of tasks to members and stakeholders Appointment of technical and/or expert committees Composition of committees	BULGARIA	Committees are composed, technical and/or expert committees are appointed according to the rules set out in the Statute and according to the Law for non-profit legal entities.
	ESTONIA	Again concrete general roles, which the sport organisations have to follow are set out in Non-profit Association Act: ( <a href="https://www.riigiteataja.ee/en/eli/ee/Riigikogu/act/504022016003/consolide">https://www.riigiteataja.ee/en/eli/ee/Riigikogu/act/504022016003/consolide</a> ) Usually the General meeting appoints the committees.
	FINLAND	Association Act stipulates the basic framework for the division of powers. GA is the “legislative” power; board the “executory” power and the office/staff responsible for operational activities. In addition an association can rule in it statutes or other rules or regulations the division of duties between different bodies, for example that disciplinary matters are handled by an independent body.
	FRANCE	
	GERMANY	The procedure for appointing committee members is set out in the relevant rules.
	HUNGARY	The responsibilities are clearly set out in the Articles of Association of sports bodies. The responsibilities are clearly divided between the different organs/departments like: General Assembly, Presidency, committees (constant or temporary), Supervisory Board, etc. Or they are divided on the basis of membership (different rights and duties are possessed by members or non-member of e.g. the Hungarian Olympic Committee (HOC))
	LUXEMBOURG	Luxembourg Law on non profit organisations (ASBL)
	MALTA	Delegation of tasks to members and stakeholders / Appointment of technical and/or expert committees: These are not requirements in view of the size of Malta’s sports organisations. Nonetheless, the bigger sports organisations have specific clauses about them in their statutes. Other smaller ones make provision for when the need of such delegation arises. Composition of committees – Composition of committees is specifically detailed in statutes since this is expected to be clearly indicated in statutes.
	NETHERLANDS	See also 3, Via consultation Group and council members to general assemble for approval.
	AUSTRIA	The Austrian law on associations must be respected. Rules and regulations concerning delegations and committees are set up in the relevant statutes or rules of procedures. Depending on the committee, members and experts might be appointed or elected.
	PORTUGAL	All competences are clearly divided between the different bodies. Each body is responsible for a certain subject, and all governing bodies are composed of several elected members, and take decisions by majority.
	ROMANIA	These aspects are according to the rules set out in the Statutes and according to the Law 69 / 2000.
	SWEDEN	The division of powers is a basic feature of the sports movement.
	EHFA	The Professional Standards Committee has a separate and independent function from the main board and Association. It deals with all matters concerning the professionalising of the sector.
ENAS	Decisions that can be made by the Executive Committee are clearly set out in the Constitution. For all other elements there is involvement of the General Assembly. There are currently no further committees.	
EU ATHLETES	Members are regularly informed about and involved in the activities of EUA. For example, the Common Position Paper 2015 has been drafted by the task group including several members and adopted by the General Assembly. Most committees are formed on an ad hoc basis to address specific issues with volunteers recruited from the membership according to expertise and availability.	

EU Principle of Good Governance in Sport		Replies on what measures MS / sport organizations have in place (reflecting either the EU principles or through their own initiatives)
	FIFA	<p>FIFA's Council is assisted in its work by standing committees. To improve efficiency of the decision-making processes the number of the standing committees was reduced from 26 to 9 (cf. art. 39 of the FIFA Statutes, <a href="http://fifa.to/1reKhPG">http://fifa.to/1reKhPG</a>), following the latest reforms approved by the extraordinary FIFA Congress of February 2016 and the subsequent amendment of FIFA's Statutes. The standing committees report to the Council and they advise and assist the Council in their respective field of function. Their composition and structure, as well as their specific duties and powers are stipulated in the FIFA Governance Regulations ).</p> <p>In addition, FIFA has an independent Audit and Compliance Committee (cf. art. 51 of the FIFA Statutes). For its composition and responsibilities cf. art. 37 of the FIFA Governance Regulations. It also has three judicial bodies: the Disciplinary Committee, the Ethics Committee and the Appeal Committee (cf. art. 52-55 of the FIFA Statutes). The composition, powers and responsibilities, as well as the proceedings of the FIFA judicial bodies are set forth in the FIFA Disciplinary Code and the FIFA Code of Ethics.</p>
	ICSSPE	Based on decisions by the General Assembly and boards, working groups can be set up who report to the respective organ. Boards and commissions have to strive for gender and regional balance.
	SD EUROPE	Responsibilities are divided between the executive team, administration, the board and committees. Depending on the topic, members are involved in certain projects and activities
	UEFA	<p>All UEFA member associations have been represented within the 19 UEFA committees (responsible for referees, club competitions, football development, finance, fair play and social responsibility, etc.) since 2007. They all participate in the decision-making process by means of proposals, opinions and recommendations directly addressed to the UEFA Executive Committee.</p> <p>Six expert panels are involved in shaping UEFA's policy across the broad palette of European football. UEFA's expert panels are the following: (i) Administrative Expert Panel; (ii) Anti-Doping Panel; (iii) Grassroots Football Panel; (iv) Jira Panel; (v) Referee Convention Panel; and (vi) Stadium Construction and Management Panel. EFA committees and expert panels have an advisory function, unless the UEFA Executive Committee grants them decision-making powers.</p> <p>The scope of activities organised as part of the Top Executive Programme (TEP) has increased since 2007.</p> <p>&lt;More information on UEFA's committees can be found at <a href="http://www.uefa.org/about-uefa/committees-panels/index.html">http://www.uefa.org/about-uefa/committees-panels/index.html</a>&gt;</p>

EU Principle of Good Governance in Sport		Replies on what measures MS / sport organizations have in place (reflecting either the EU principles or through their own initiatives)
<p><b>6. MANAGEMENT</b> Requirements for the board (e.g. diversity, transparency, limited term, conflict of interest policy, etc.)</p>	BULGARIA	
	ESTONIA	<p>Bases for financing sport from state budget</p> <ul style="list-style-type: none"> <li>• Support shall be paid to sports organizations, which have a development plan and have been entered in the sports database and which have updated their information entered in the sports database in the previous year by the term determined by the chief</li> <li>• The development plan of a sports organization shall prescribe the mission and objectives of the sports organization and the activities and means planned to fulfil the mission and achieve the objectives. The development plan shall be prepared for at least four years.</li> <li>• All decisions, which are made by the Ministry of Culture, Cultural Endowment or Council of Gambling Tax or other state bodies are public</li> <li>• Decisions are not made by one person (for example by the minister). The specific independent commission is established. The experts from the field of sport are involved to the decision making process.</li> </ul>
	FINLAND	<p>Board is first of all bound by the rules of law (Association Act, Accounting Act, etc etc) and the statutes of the association. Finnish Sport Confederation published 2010 a booklet on good governance for federations which gives a number of recommendations how diversity, transparency, limited term, and conflict of interest policy are applied in the best way. The Association Act and general legal principles rule the conflict of interest situations</p>
	FRANCE	<p>There are some general principles on the functioning of the governing bodies within federations: reappointments for example. However, the decision-making bodies are made for four years and are renewed at the end of these four years. Since 2013, there are specific rules on gender / women state that the less represented gender in the federations should be able to hold a minimum number of seats (40% or 25% according cases).</p>
	GERMANY	<p>We have no information on the measures taken by individual federations.</p> <p>As a rule, the sport organizations do not have instruments such as term limits or performance evaluations. However, some have rules on the representation of women in decision-making bodies.</p> <p>In this context, however, it should be noted that many functionaries in sport federations are volunteers.</p>
	HUNGARY	<p>The rules in connection with the operation of the management board are set out in the Statutes of the sport bodies.</p> <p>In the HOC the Presidency fulfils the roles of a "management board": it makes decisions in personal, economic and operational matters, plays a monitoring role, maintains international relations. Its sessions are public (but exceptionally the publicity can be limited or banned), and there is a right of appeal against its decisions to the General Assembly.</p>
	LUXEMBOURG	<p>Mandates limited in time (according to the law on non profit organisations (ASBL) but unlimited possibility to be renewed. For the Olympic committee maximums 3 terms as president for four years each.</p>
	MALTA	<p>When registering sports organisations, SportMalta requires that elections take place within a term not exceeding 5 years. The most common tenure duration within the governing board of a sports organisation is a term not exceeding three years, whereby in many sports organisations, elections are held in a rotating manner in order to ensure continuity between one board and another. SportMalta requires the promotion and implementation of good governance principles and any sports organisations which do not, in SportMalta's opinion, implement such principles, in particular, after being warned by SportMalta to do so, are excluded from receiving government funding.</p> <p>Evaluation of performance is automatically acknowledged and approved by the sports organisation's members when a person is re-elected in his/her previous position within the board / committee. SportMalta attends AGM's when it deems necessary, when elections are being held in order to ensure that transparency is adequate during such events.</p>
	NETHERLANDS	<p>Good governance code is part of guidelines. It contains the following topics: transparency, terms, mandatory self-evaluation, conflict of interest etc. It is approved via minimal quality standards (annual self scan, monitored by the advisory board).</p>
	AUSTRIA	<p>If applicable it is set out in the individual statutes and regulations.</p>

EU Principle of Good Governance in Sport		Replies on what measures MS / sport organizations have in place (reflecting either the EU principles or through their own initiatives)
	PORTUGAL	There isn't a mechanism that foresees a minimum required effectiveness for a board. This means that it is up to the National Federations to decide who are the members of the board, based on their competence. However, as mentioned early in 3., all the sports agents are represented in the congress. Concerning the transparency, there are several rules in the law that foresee the situations of conflict of interest, and transparency. The terms are limited in time, so any member of any body of a Sports Federation can only perform functions up to three terms. Each term last four years.
	ROMANIA	The Ministry of Youth and Sports (MTS) is a specialized body of the central public administration, with legal personality under the Government authority, under Government Decision no. 11/2013 (...) The MTS role is to synthesize and to coordinate the application of the Government strategy and policies in the fields of youth and sports. The administrative management is articulated to the objectives and missions concerned.
	SWEDEN	The function of the board is well regulated in the statutes of all clubs and federations. It must consist of both men and women.
	EHFA	The board are accountable to the members of the Association and have a personal liability for its proper function and overseeing by the appointed Notary who files all statutes and board members details in the Belgium Gazette. As above for duration for the office of directors.
	ENAS	The Executive Committee reports to the General Assembly on an Annual basis. Terms are limited. Diversity is aimed at but not required by the Constitution.
	EU ATHLETES	A number of independent board members is democratically and freely elected for fixed terms, with Election Committee providing oversight. Tasks, responsibilities and procedures related to the board are defined in the Constitution. In terms of diversity, an audit of executive board shows that 11% executive board from BME group, but all members are male. Action plan for 2016 involves welcoming and supporting two women's player associations into membership and encouraging female representatives to stand for election in 2016. EU Athletes has decided against the imposition of term limits preferring instead to rely on democratic choice. The board currently consists of a mix of independent members (which includes the President) and representative members though there are no set limits.
	FIFA	For example, the new FIFA Statutes stipulate that the individual compensation of the FIFA President, the members of the Council and the FIFA Secretary General shall be made public (cf. art. 51 par. 10, <a href="http://resources.fifa.com/mm/Document/AFFederation/Generic/02/78/29/07/FIFASTatutswebEN_Neutral.pdf?t=1461659845938">http://resources.fifa.com/mm/Document/AFFederation/Generic/02/78/29/07/FIFASTatutswebEN_Neutral.pdf?t=1461659845938</a> ). Following the adoption of the new FIFA reforms, there is a clear separation of the political/strategic function (FIFA Council) from the management/executive function (general secretariat). The Council defines FIFA's mission, strategic direction, policies and values, in particular with regard to the organisation and development of football worldwide (cf. art. 34 of the FIFA Statutes). The new FIFA Governance Regulations stipulate that all members of the Council (including the President), of the standing committees, the independent committees as well as the Secretary General shall be required to fulfil eligibility checks prior to their election or appointment (cf. art. 4 and Annexe1, <a href="http://www.fifa.com/mm/document/affederation/administration/02/11/20/75/forenweb_neutral.pdf">http://www.fifa.com/mm/document/affederation/administration/02/11/20/75/forenweb_neutral.pdf</a> ). Also new independence criteria for the members of the relevant FIFA bodies are specified in article 5 of the aforementioned Regulations. To further avoid conflicts of interest and in addition to prior provisions set out in the FIFA Code of Ethics (cf. article 19, <a href="http://www.fifa.com/mm/document/affederation">http://www.fifa.com/mm/document/affederation</a> ) Term limits (no more than three terms of office, i.e. 12 years) have been introduced for the FIFA President and the FIFA Council members (cf. art. 33, par. 2 and 3 of the FIFA Statutes).
	ICSSPE	Officers that have been elected for one term of office which lasts four years, may be re-elected once for the same position. Officers need to submit a written report prior to the statutory meeting for their boards. These reports need to be adopted by the board. Financial reports and reports of the president's committee need to be approved by the Executive Board and the General Assembly. Meeting minutes and reports are available to all members in a restricted area of the organisation's website. The composition and responsibilities of the Board of Directors is based on German organisational law (§26 BGB).

EU Principle of Good Governance in Sport		Replies on what measures MS / sport organizations have in place (reflecting either the EU principles or through their own initiatives)
	SD EUROPE	<ul style="list-style-type: none"> <li>• From experience, particularly for a non-profit, dependent on funding , it is vital to have a small, skilled board, which can act and react effective- and efficiently and support the executive team actively.</li> <li>• A large board, which only controls and overlooks the executive, is counterproductive, if not hindering.</li> <li>• Board members need to have the right skills (legal, financial, policy, etc)</li> <li>• Stakeholders and friends of the organisation could be engaged via an advisory board</li> <li>• Terms need to be limited, particularly if board members are volunteers. Burn-out has been a diagnosis heard too often</li> <li>• The membership needs to be educated and future new board members need to be identified, educated and supported</li> <li>• Transparency is essential in all areas of the organisation.</li> </ul>
	UEFA	<p>The UEFA Statutes and Organisational Regulations clearly forbid participation in a vote of a person who is in conflict of interest. In particular, Article 56. and Article 61 on “Ethical conduct, professional conduct and other duties” .</p> <p>Bid Regulations for UEFA EURO 2020 established that “Executive Committee members may not participate in the deliberations or the voting procedure if they are associated with a candidate association/city participating in the selection phase concerned or if a conflict of interests exists” (Article 2.4 of the Annex on Executive Committee voting procedure).</p> <p>Following a recent change in the UEFA Statutes, there is now one female football representative elected at the UEFA Executive Committee. UEFA also promotes a change of culture in all European national football associations through the UEFA Women in Football Leadership Programme, which aims at encouraging more women to be in decision-making roles in football.</p> <p>Concerning the terms of office, according to Article 22.1 of the UEFA Statutes, the UEFA president and members of the Executive Committee are elected by the UEFA Congress for four years and all members are eligible for re-election. However, an age limit is established by Article 22.2 of the abovementioned Statutes: “A person aged 70 or more shall not be eligible for election or re-election.”</p>

EU Principle of Good Governance in Sport		Replies on what measures MS / sport organizations have in place (reflecting either the EU principles or through their own initiatives)
<p><b>7.</b> <b>JUDICIAL/DISCIPLINARY PROCEDURES</b></p> <p>Need for an appropriate judicial/disciplinary framework</p> <p>Need for a separate judicial/disciplinary code</p> <p>Impartiality of adjudicators</p> <p>Skills and expertise of adjudicators</p> <p>Fair trial</p> <p>Appropriate appeal framework</p>	BULGARIA	All sport federation follow general rules set out in common rules and regulation at national level (e.g. Bulgarian Sport Arbitration to the Bulgarian Olympic Committee - represents independent jurisdiction in the field of sport; National Anti-doping rules and regulations; the Ministry gives approval of the competition rights of the athletes).
	ESTONIA	
	FINLAND	The Association Act stipulates only disciplinary issues vis a vis members. The sport disciplinary system is a creation of the sport movement and has developed during the years. Finnish sport movement has a joint Arbitration body where everyone can appeal from a decision of a club/federation. Above mentioned booklet gives many recommendations how disciplinary procedure should be set up and organised. Finnish Sport Confederation has issued a recommendation for standard disciplinary rules for federations. Principles of fair trial, impartiality, hearing, independence of disciplinary body, skills of adjudicators are strongly emphasised. At the moment Finnish Sport Confederations has reviewed the disciplinary codes of all member and will have consultation with those who have insufficiently fulfilled the basic principles of fair trial.
	FRANCE	The legal framework seems appropriate. It is necessary to impose rules on the status of model framework and control the operation. It must also preserve the independence of the sporting movement. The federations are associations with an operating system that is specific to the development of their sport.
	GERMANY	As a rule, sport organizations in Germany have such judicial frameworks. We are not in a position to determine whether these frameworks are appropriate.
	HUNGARY	The Hungarian Olympic Committee has a Supervisory Board which supervises the operation and the economic activities of the Committee. The legal supervision of the HOC is performed by the Prosecutor's Office. Litigation is possible in case of the break of law or provisions of the Statutes.
	LUXEMBOURG	Luxembourg Law on non-profit organisations (ASBL). And all federations have an internal arbitration tribunal operating satisfactorily so far.
	MALTA	Sports organisations are required to have adequate mechanisms in their statutes that ensure practical judicial and disciplinary procedures. The new legislation will also improve other redress methods in its own right.
	NETHERLANDS	There is an independent complaint commission for decisions of the board regarding the budget plans. This commission is elected by the general assemble.
	AUSTRIA	In general, sport organizations have judicial/disciplinary frameworks.
	PORTUGAL	Each Federation if obliged to adopt a disciplinary code, which is necessarily approved by the public authority that regulates sport. The disciplinary code foresees the impartiality of the adjudicators, as well as all guarantees of defence od the defendant. All disciplinary cases are dealt by the disciplinary board, with the possibility of appeal to the board of justice.
	ROMANIA	Title V of Law 69/2000 - the disciplinary authority
	SWEDEN	The sports movement has its own legal system. It is thoroughly regulated in the statutes of The Swedish Sports Confederation.
	EHFA	The Professional Standards Committee hears complaints or appeals from the members of EREPS and any other "infringements" of the work of the Association; e.g. a training provider making false claim or incorrect use of logos and achievement. Disciplinary sanction can follow for cases against individual trainers, but these are usually considered in conjunction with their employers and will result in further training.
ENAS	There is currently no judicial framework in place.	

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	EU ATHLETES / UNI Europa Sport	<p>Given that we are a member association we do not have an active disciplinary procedure. In the event of a dispute, members have the right under the constitution to bring issues to the General Assembly as the ultimate decision making body.</p> <p>The judicial and disciplinary framework in place within their sport is deficient in several aspects. As in the case of the Court of Arbitration for Sport (CAS) there is a lack of genuine athlete representation when it comes to the selection of judges as well as the in the development of the judicial and disciplinary codes. Moreover, the costs for an appeal are often unreasonably high barring athletes from having their case re-examined.</p>
	FIFA	<p>FIFA's entire justice system relies on two pillars: the dispute resolution system and the judicial bodies. All decisions of FIFA's decision-making bodies may be appealed to the Court of Arbitration for Sport (CAS) in accordance with FIFA's Statutes and regulations. The dispute resolution system (for litigations mainly of a contractual nature) is composed of the Dispute Resolution Chamber and its Single Judge, the Players' Status Committee and the respective Single Judges. The proceedings before the Dispute Resolution Chamber and the Players' Status Committee are governed by a set of clear procedural rules.</p> <p>FIFA has also established judicial bodies whose tasks are to ensure the respect of the FIFA Statutes and regulations and a fortiori to impose the relevant disciplinary measures in case of a breach. These bodies are: the Disciplinary Committee, the Ethics Committee (cf. question 2) and the Appeal Committee. Their responsibilities, function and procedural rules are stipulated in the FIFA Disciplinary Code. In particular the Appeal Committee is responsible for hearing appeals against decisions from the Disciplinary Committee and the Ethics Committee that are not declared final by the relevant FIFA regulations.</p> <p>All of FIFA's arbitration bodies are established according to the fundamental principles of fair representation, fair proceedings (i.e. criteria that need to be observed for a fair trial). In particular, with reference to skills, expertise, and independence of the judicial bodies, according to the FIFA Statutes, the judicial bodies are to be composed in such a way as to ensure the highest quality of justice. Following the latest reforms, the independence criteria, which have become part of the FIFA Governance Regulations, and which now apply to all members of FIFA's judicial bodies, have been further strengthened and more narrowly defined (cf. art. 5 of the FIFA Governance Regulations). In addition, term limits – three terms of maximum four years – have been introduced for all members of FIFA's judicial bodies (cf. art. 52 of the FIFA Statutes).</p>
	ICSSPE	<p>Several articles in the statutes offer the framework for judicial and disciplinary procedures and are in accordance with Germany's organisational law (e.V.; eingetragener Verein).</p>
	SD EUROPE	
	UEFA	<p>UEFA's Organs for the Administration of Justice are (1) UEFA's disciplinary bodies, i.e. the Control, Ethics and Disciplinary Body and the Appeals Body; (2) the Ethics and Disciplinary Inspectors; and (3) the Club Financial Control Body.</p> <p>Members of the Club Financial Control Body are elected by the Executive Committee for a term of four years.</p> <p>The Control, Ethics and Disciplinary Body deals with disciplinary cases, both on and off the field, which arise from the UEFA Statutes, regulations and decisions of UEFA that do not fall within another committee or body's competence.</p> <p>The Appeals Body handles appeals against disciplinary decisions taken by the Control, Ethics and Disciplinary Body. It either confirms, amends or revokes the contested decision.</p> <p>The role of the UEFA Ethics and Disciplinary Inspector can be compared with that of a state prosecutor. Ethics and Disciplinary inspectors investigate violations of the UEFA Statutes, regulations and decisions, and represent UEFA in disciplinary proceedings. They may open disciplinary investigations and lodge appeals and cross-appeals. &lt;More information on UEFA's disciplinary bodies and decisions can be found at <a href="http://www.uefa.org/disciplinary/disciplinary-cases/index.html">http://www.uefa.org/disciplinary/disciplinary-cases/index.html</a>&gt;</p> <p>The Club Financial Control Body ("CFCB") is tasked with overseeing the application of the UEFA Financial Fair Play and Club Licensing Regulations.</p> <p>&lt;More information can be found at <a href="http://www.uefa.org/disciplinary/disciplinary-cases/index.html">http://www.uefa.org/disciplinary/disciplinary-cases/index.html</a>&gt;</p>

EU Principle of Good Governance in Sport		Replies on what measures MS / sport organizations have in place (reflecting either the EU principles or through their own initiatives)
<b>8. INCLUSIVITY AND YOUTH ENGAGEMENT</b> Inclusivity of sports bodies Adoption and implementation of an inclusivity strategy Engagement with youth groups	BULGARIA	
	ESTONIA	
	FINLAND	Very few federations if any have rules which include inclusivity of youth on the board level. Youth is represented more on committees.
	FRANCE	In the context of relations with federations, they were asked late 2015 to set up training programs for young leaders.
	GERMANY	German sport has its own youth organization, the German Sport Youth (Deutsche Sportjugend, dsj). The individual sport organizations also have functionaries who are specifically responsible for working with youth groups and/or represent the interests of youth in the decision-making bodies.
	HUNGARY	The Statutes may contain that both women and men must have the same possibility to gain a membership in all of the departments of the sport body (e.g. Statutes of the HOC).
	LUXEMBOURG	No special measures for youth. Only common disposals to avoid any gender discrimination.
	MALTA	One of the clauses required in statutes of sports organisations as a requirement for registration is that sports organisations need to act in a non-discriminatory manner. To this effect, SportMalta ensures that no sports organisations are registered within its register unless there are adequate clauses which ensure that the sports organisations are pro-inclusivity and when adequate candidates for positions are available, all categories of society are represented, including youths, genders, different races, etc.
	NETHERLANDS	People with a handicap are fully integrated in policy both with NOC*NSF and the federations. There are guidelines for sexual harassment and discrimination. There is discussion at the moment about the participation of women and young people in the board.
	AUSTRIA	There is a youth committee within the Austrian Sports Organizations with representatives of competitive/elite sports organisations/associations and grassroots sports organisations/associations as well as the Sports Federation for persons with disabilities. The members are elected every four years.
	PORTUGAL	
	ROMANIA	It is not expressly provided for in the regulatory framework, but in the Strategic priorities and the Action plans of the Ministry for 2016 as well as in the National Strategy for Youth Policies 2015-2020, one of the pillars of intervention is Labour and Entrepreneurship.
	SWEDEN	The universal right to participate and youth leaders are basic features of Swedish sport.
	EHFA	The fitness sector is characterised by young people – although the average age of fitness trainers across Europe is 34. There is a majority of women workers in the sector. Most gyms and gym equipment are now designed for use by people with disabilities and/or impairments.
ENAS	There are currently no rules to ensure inclusivity and youth engagement in place. However members of ENAS would adhere to their relevant University policies on inclusivity and diversity. ENAS promotes inclusivity strategies.	
EU ATHLETES	As a membership body for elite and professional athlete associations our core responsibility is to these associations. We are undertaking an active process of encouraging women associations to include professional sportswomen and also the setting up of women’s associations.	

EU Principle of Good Governance in Sport		Replies on what measures MS / sport organizations have in place (reflecting either the EU principles or through their own initiatives)
	FIFA	<p>The objective of any FIFA development activity is to ultimately improve the football experience of those who wish to play the game. Developing the skills and capacities of the individuals responsible for providing this football experience is therefore key to this objective.</p> <p>To that end, the new FIFA Forward Development Program (put in motion in July 2016), is a “step change” for global football development. It increases investment (5 million USD per four-year cycle for each member association from 1.6 million USD per cycle and a contribution of USD 40 million over four years per confederation) and focuses on grassroots (youth) programs and women’s football. The aim is to improve the way FIFA develops and supports football across the globe(cf. FIFA Forward Development Program, <a href="http://www.fifa.com/development/fifa-forward-programme/index.html">http://www.fifa.com/development/fifa-forward-programme/index.html</a>).</p> <p>FIFA also helps the national associations by providing capacity building to improve the administrative side of the organisation of women’s football countrywide. FIFA’s Grassroots programme helps member associations in setting up their grassroots level development programmes while training local coaches-educators to the specifics of teaching grassroots football (for boys and girls from age 6 to 12). The programme also covers the organisation of festivals for kids to participate, and provides equipment. More details on FIFA’s development activities around the globe can be found here: <a href="http://www.fifa.com/development/facts-and-figures/index.html">http://www.fifa.com/development/facts-and-figures/index.html</a></p>
	ICSSPE	All programmes and activities, such as educational seminars, are inclusive. Meeting places need to be accessible.
	SD EUROPE	Recommend respective mentioning in statutes and strategy
	UEFA	<p>UEFA has established the "Captains of Change" programme, an innovative project launched by UEFA to strive for a more inclusive environment, fostering and further developing diversity within the management of football in Europe.</p> <p>The "Captains of Change" participants are encouraged to show their responsibility and leadership qualities like a team captain, with the goal of affecting real change within football organisations. As the programme is highly action oriented, participants are accepted on the basis of a draft diversity project which presents how he/she intends to encourage diversity within his/her organisation's culture. The final projects included in the programme are selected from UEFA's 55 member associations and partner bodies working with minorities in football.</p> <p>Those individuals who become "Captains of Change" will be trained to develop skills and knowledge which is useful for the implementation of their projects, which through these national and local initiatives will foster diversity in their respective football organisations. UEFA will also financially contribute to the implementation of the programmes across Europe.</p>

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<b>9. STATUTES, RULES AND REGULATIONS</b> Availability of statutes, rules and regulations Consultation for amending statutes, rules and regulations	BULGARIA	All statutes of sports organisation are to be published on the Ministry's website as well as on the relevant organisation's website.
	ESTONIA	Statutes, rules and regulations are available in Estonian Olympic Committee and each federation homepage.
	FINLAND	Yes
	FRANCE	The rules and statutes of sport federations are availability on internet. It's easy and clearly to read them.
	GERMANY	As a rule, sport organizations publish their rules on their websites, Example: <a href="https://www.leichtathletik.de/service/downloads/dlv-satzung-und-ordnungen/">https://www.leichtathletik.de/service/downloads/dlv-satzung-und-ordnungen/</a>
	HUNGARY	The Statutes and the Annual Reports are almost always available of every sport bodies. All of the regulations and the Statute of the HOC are available online.
	LUXEMBOURG	Documents must be published and public for consultation (non-profit organisations law).
	MALTA	Statutes, rules and regulations are registered with SportMalta and to this effect, are made public if and when required by the public.
	NETHERLANDS	All statutes and guidelines are available on the internet. Most are available for the general public and small part is available for members only.
	AUSTRIA	Generally, the statutes of the sports organisations can be found on their websites. All laws and legal requirements can be found on the website of the legal information system (RIS).
	PORTUGAL	All Sports Federations are obliged to publish on the Internet the regulations, the statutes, the decisions of the disciplinary bodies, as well as the reports and accounts for the past three years
	ROMANIA	They are made public under the Law no . 544 / 2001 on free access to public information, consolidated in 2009 and the Romanian Government Memorandum on: Increasing transparency and standardization of public information display.
	SWEDEN	No requirements but statutes and annual reports are commonly published online.
	EHFA	Yes, as above.
	ENAS	The Constitution and Strategic documents are available via the website of ENAS.
	EU ATHLETES	The Constitution can be amended by the General Assembly, it has been last updated through the democratic process during the General Assembly in 2014.
	FIFA	<p>All official documents, rules and regulations are publicly available in: <a href="http://www.fifa.com/about-fifa/official-documents/index.html">http://www.fifa.com/about-fifa/official-documents/index.html</a>. Even amendments to the FIFA Statutes are publicly available (cf. <a href="http://resources.fifa.com/mm/document/affederation/bodies/02/74/76/37/draftfifastatutesextraordinarycongress2016en_neutral.pdf">http://resources.fifa.com/mm/document/affederation/bodies/02/74/76/37/draftfifastatutesextraordinarycongress2016en_neutral.pdf</a>)</p> <p>The FIFA Congress is responsible for adopting and amending the FIFA Statutes (cf. art. 29 of the FIFA Statutes)</p> <p>On an ad hoc basis and for the purpose of ensuring inclusive consultation procedures, FIFA sets up dedicated working groups or task forces on regulatory football governance matters. For example the dedicated working group on Third Party Ownership (TPO) of rights of players, composed of representatives of the football community at confederation, member association, league and club level, as well as representatives of FIFPro (cf. <a href="http://resources.fifa.com/mm/document/affederation/footballgovernance/02/46/40/65/30.10.2014rollcalltpo_neutral.pdf">http://resources.fifa.com/mm/document/affederation/footballgovernance/02/46/40/65/30.10.2014rollcalltpo_neutral.pdf</a>).</p>
	ICSSPE	Statutes and byelaws are available on the website and in printed format. The statutes prescribe how amendments can be made.
SD EUROPE	<p>Members have the opportunity to change them via a motion at the AGM.</p> <p>Our new statutes are currently prepared by a small, representative group of the network and will be adopted or changed by the membership at the AGM.</p>	
UEFA	Full transparency is guaranteed since the UEFA Statutes, as well as all of UEFA's rules and regulations are published on UEFA's corporate website ( <a href="http://www.uefa.org">www.uefa.org</a> ).	

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<p><b>10. ACCOUNTABILITY AND TRANSPARENCY</b></p> <p>Establishment of accountability standards / Checks and balances Performance indicators Internal control measures Financial information Distribution of funds Risk management Confidentiality</p>	BULGARIA	<p>According to the annual contracts between the Ministry and sports organisations, the Ministry requires quarterly and annually financial and written reports about the activities undertaken. The Inspectorate of the Ministry fulfils current and subsequent control and monitoring on the activities, financed by the Ministry, their lawful and expedient spending.</p> <p>In place is a Strategy for risk management (2013).</p>
	ESTONIA	<p>The concrete general roles, which the sport organisations have to follow, are set out in Estonian Taxation Act and Estonian Accounting Act: Financial information is made available to members, stakeholders and public. The annual report of the organisation is available in public database. Sports database</p> <ul style="list-style-type: none"> <li>• In order to keep an account of Estonian sports organisations, sports schools, sport facilities and coaches with the aim to organise and manage sports activities and enhance participation in sports activities, the Government of the Republic has established a sports database which belongs to the state information system. This is a public database (<a href="http://www.spordiregister.ee">www.spordiregister.ee</a>)</li> <li>• Cultural Endowment and Council of Gambling Tax, which also divided public support to the sports organizations have established a rule that the support can only be paid to sports organisations, which have been entered in the sports database and which have updated their information entered in the sports database in the previous year by the term determined by the chief. Estonian Ministry of Culture has established criteria, which it takes account if dividing the support between sport federations (e.g. participants, coaches, performance, governance)</li> <li>• Annual report to Estonian Business Register is submitted. If the annual report is not submitted there are no support for that federation;</li> <li>• All state taxes are paid! If there are debts, no support for the federations.</li> <li>• Board members names are correct in Estonian Business Register, which are public of everybody.</li> <li>• The data is submitted to the Estonian Sports Registry correctly</li> <li>• co-operation with state &amp; Olympic Committee is evaluated</li> </ul>
	FINLAND	<p>Law requires that financial information is available for members and that they are audited. Most federations also publish they financial information on website. Transparency is very wide.</p>
	FRANCE	<p>Establishing standard rules are not systematic. Highly developed federations have already implemented these rules. This is not a generality. It's the responsibility of federation.</p>
	GERMANY	<p>Every sport organization has certain minimum standards. The board member responsible for finances reports at regular general meetings. The finances are also regularly audited by persons appointed at the general meeting (auditors; internal control measures). Depending on the size of the sport organization, an auditing firm may be hired for this task.</p>
	HUNGARY	<p>In case of the HOC the Supervisory Board takes the duties of financial and economic supervision and it must inform the competent body about any anomaly to take the appropriate measures. If the competent body doesn't act, than the Supervisory Board must inform the Prosecutor's Office as the legal supervisor to start the litigation process. The Annual Report must be public and available on the website of the HOC.</p>
	LUXEMBOURG	<p>Non-profit organisations law provides among others the presentation of the annual balance sheet, the control by internal auditors.... Each year General Assembly must approve the balance sheet and vote a provisional budget.</p>
	MALTA	<p>Sports organisations are required to present annual financial reports to SportMalta, in particular when any of the sports organisation's activities are funded through public funds. The financial reports and the AGM minutes are to be audited and seconded by members of the AGM and are also monitored by SportMalta. Funding of activities of such sports organisations through public funds are furthermore, audited by SportMalta's auditors and also by national auditors who audit SportMalta's operations. Any complaints received by members of sports organisations being funded by government for specific projects are also investigated by SportMalta.</p>

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	NETHERLANDS	All data of annual financial reports are available for members, tested by a financial commission. At operational level available through consultative committee indicators. Control of the financial data via complaint committee and financial commission.
	AUSTRIA	Every sports organisation has to follow minimum standards, e.g. of the Austrian Sports Fund. The board members responsible for finances have to report annually, the finances are audited by at least two additional people (auditors). Depending on the size of the budget of the sports organisation, this has to be done by external auditors. These regulations are determined by the federal law on associations.
	PORTUGAL	As said previously in 9., the Sports Federations are obliged to publish on the Internet the reports and accounts for the past three years. All their accounts must be certified by a chartered accountant. Also, the accounts of the Sports federations are also audited by the public authorities.
	ROMANIA	This is based on Law no . 544/2001 on free access to information of public interest, consolidated and Law No. 2009 . 52 of 21 January 2003 on transparency in public decision, nevertheless, there is no internal Risk management strategy or performance indicators.
	SWEDEN	All clubs and federations has to follow general legislation on accounting and audit. Within the sports movement there are various requirements, all in line with the notion of sound finances.
	EHFA	EuropeActive is a not-for-profit association. Its accounts are independently audited and are made available to its members. All budgets are approved by the board, and then the members at the annual General Assembly. Any surplus is re-invested into the sector to improve professionalism. The Executive report to the board and President.
	ENAS	The annual financial statements are subjected to an external audit. The financial report is part of annual General Assembly. Accounts are circulated to all 30 days prior to the GA.
	EU ATHLETES	Finances are audited by the independent accounting company. These accounts are registered with the relevant Dutch governmental authorities. Members are informed about the results, the financial rapport for each year is adopted by General Assembly and available for members.
	FIFA	According to article 62 par. 2 of the FIFA Statutes, FIFA's revenue and expenditure "shall be managed so that they balance out over the financial period". Furthermore, "FIFA's major duties in the future shall be guaranteed through the creation of reserves". The Congress is responsible for approving the overall budget (cf. art. 28 of the FIFA Statutes). The financial period of FIFA is four years and begins on each 1 January in the year following the final competition of the FIFA World Cup™. The Secretary General is responsible for drawing up the annual consolidated accounts of FIFA with its subsidiaries as at 31 December. FIFA prepares detailed annual Financial Reports in accordance with International Financial Reporting Standards (IFRS) and Swiss Law. The finances are systematically verified by external auditors, the Audit and Compliance Committee, as well as the Finance Committee. All financial information and reports are publicly available (cf. <a href="http://www.fifa.com/governance/finances/index.html">http://www.fifa.com/governance/finances/index.html</a> ). The Finance Committee determines FIFA's strategy regarding financial and asset management and advises the Council on these matters. It analyses the accounts and financial statements drawn up by the Secretary General and issues a recommendation to the Council as to whether or not to approve them (cf. art. 28 of the FIFA Governance Regulations). Different FIFA bodies are involved in the process of allocating development funds. The Council sets overall strategic themes, fixes the overall budget for development activities and defines the standard policies and procedures applicable to football development grants (cf. art. 34 of the FIFA Governance Regulations). The Development Committee deals with FIFA's development programs and advises and assists the Council on the implementation of those programs (cf. art. 29 of the FIFA Governance Regulations).
	ICSSPE	All regulations are in line with Germany's not-for-profit regulations and controlled by national authorities annually. The budget and the financial report are approved by the General Assembly.

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	SD EUROPE	Financial information is made available to members/public Management, financial controls and risk assessment are in place Key performance indicators are developed with the team, updated on a regular basis and shared with the funder
	UEFA	UEFA has adopted higher accounting and budget reporting standards than those compulsory under applicable Swiss legislation. UEFA has established a wholly-owned subsidiary limited company ("UEFA Events S.A."). This company manages UEFA commercial operations and events with a view to help reducing the risk of conflicts of interest and mismanagement. UEFA has strengthened the internal audit function in creating a Governance and Compliance committee and in extending both its number of members and annual sessions. As UEFA activities are (mainly) in Europe, calls for commercial bidding are compelled to meet the requirements set out in EU legislation; this means stringent rules for calls for tender and selection procedures. Clear rules exist for the distribution of investment funds (and in particular the Hat Trick programme) to all members associations. UEFA is committed to corporate governance for which "disclosure and transparency" is one of its key principles. Accordingly, the following reports or documents are published on the UEFA website: (1) the detailed UEFA Financial Report ; (2) the yearly Report of the President & Executive Committee as well as the yearly Report of the benchmarking reports; (5) decisions rendered by the UEFA organs for the administration of justice