**APPENDIX A**

**Samples of Coding for Recurrent Features of Policy Formulation and Design:**

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| **Extract** | **Open Code** | **Theme Categorization** | **Subcategory** | **Main Categorization/Feature** |
| *“Through this strategy, we seek to align our efforts**to advance sustainable development with the UN’s**Sustainable Development Goals (SDGs) that aim to**protect the planet and ensure that all people enjoy**peace and prosperity by 2030”* | Within the strategy, alignment of efforts for sustainability using the SDGs | SDG alignment | Aligning goals | **Built on principles, guidelines, strategies, and existing initiatives** |
| *“The progress achieved by the government of**Qatar will facilitate our efforts to ensure the welfare of**all workers associated with the tournament in Qatar, in**particular those engaged by entities over which we lack**direct control.”* | Progress by government will facilitate efforts to ensure welfare of workers where there is a lack of direct control | Government efforts facilitate tripartite network | External facilitation | **Emphasis on leveraging internal resources and external input** |
| *“In addition, more than 20 external stakeholder representatives and more than 50 experts from FIFA, Q22 and the SC were engaged in one-to-one meetings to build awareness of the strategy development process and to discuss particular strategy topics.”* | External stakeholder representatives and experts from tripartite engaged with to build awareness and discussion | External stakeholders and internal experts utilized | Stakeholder involvement | **A collective, systematic, and diverse policymaking approach** |
| *“Sustainability governance:**Establishing clear roles, responsibilities, and governance structures for sustainability, including at**board level and for the Sustainability Steering Group, and ensuring that these are well-documented,**implemented and reviewed.”* | Sustainability governance -clear roles, structures for sustainability, documented, and implemented | Clear role clarification and implementation | Accountability | **Inconsistency concerning decision-making and accountability measures** |

**Samples of Coding for Actor Contribution**

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| **Extract** | **Open Code** | **Theme Categorization** | **Subcategory** | **Key Human Rights Positioning Pillars for each actor** |
| *“FIFA has thereby urged the Qatari government to take decisive steps to enhance the**protection of migrant workers in accordance with relevant international standards and recognizes the significant commitments and progress made in recent years.”* | FIFA urged Qatari government to enhance protection of workers | Government urged to enhance protection | Government involvement | **Stakeholder Engagement** |
| *“The standards clearly set out**the SC’s requirements regarding the recruitment,**employment, living and working conditions for**everyone engaged on an SC site, and will evolve over**time as working practices change.”* | Standards clearly set out SC requirements regarding recruitment, employment, and conditions | SC requirements regarding recruitment, employment | SC requirements | **Responsibility** |
| *Q22 and the SC have each established a number**of policies which reflect their responsibility and**commitment to operate in an ethical manner,**consistent with both best practices in the**local market and the high standards set by the**international community.* | Q22 and SC established policies to reflect responsibility and commitment to operate in ethical manner, with high standards set | Q22 and SC established policies to reflect responsibility to ethics | Q22 and SC policies | **Codes & Policies** |

**Sample of coding to ascertain Governance Form**

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| **Key Positioning Pillars** | **Conceptual Model Component** | **Definition/Explanation** | **Tripartite Network Governance Form and Summary of Findings** |
| Responsibility, Procedures and Codes and Policies | Interdependence | “Policy and service delivery are formed andimplemented in a network of interdependent actors. Most network researchersagree that interdependency is the core factor that initiates and sustains networks.” (Klijn and Koppenjan, 2012; p.591)  | **Participant-based Governance Approach:*** Collective, Diverse Policy Formulation
* Resource Interdependence
* 'Horizontal Coordination’
* Lead Actor: Initiative dependent
* Unilateral policy design actions
* Inefficient accountability mechanisms
 |
| Stakeholder Engagement | Interactions | “The set of interactions definewho will become core members of a network, who will be positioned at its peripherywith occasional and usually limited influence.” (Fawcett and Daugbjerg, 2012; p.198) |
| Processes | Regulated Rules | “Game-like interactions, rooted in trust and regulated by rules of the gamenegotiated and agreed by network participants.” (Rhodes, 2007; p.4) |
| Existing Initiatives and Strategies | Steering | “Networks are notaccountable to the state; they are self-organizing. Although the state doesnot occupy a privileged, sovereign position, it can indirectly and imperfectlysteer networks (Rhodes, 2007; p.4) |