

ACTIVITY REPORT: IPACS GOOD GOVERNANCE TASK FORCE

1. INTRODUCTION

The “Good Governance Task Force” was established following a decision by the IPACS Steering Committee in 2023, merging the former IPACS task forces on reducing the risk of corruption in procurement relating to sporting events and infrastructure, ensuring integrity in the selection of major sport events, and optimising the processes of compliance with good governance principles to mitigate the risk of corruption.

Since its inception, the Task Force has met five times. Once in 2023, twice in 2024, and twice in 2025.

2. ACHIEVEMENTS

Development of a handbook version of the IPACS Sport Governance Benchmark

The main priority of the Task Force in 2025 has been the development of the simplified handbook version of the IPACS Sport Governance Benchmark & Guidelines. The project was initially announced during the 2024 IPACS Annual General Conference and the workplan for the elaboration of the Handbook was approved by the Task Force when it met on 6 December 2024.

A small group of 10 Task Force members who expressed interest in being more involved in the drafting process subsequently met in January and in March to establish an initial draft, which was subsequently refined in consultation with the broader Task Force when it met on 8 April and 30 June. The final text reflects the detailed input of stakeholders representing the full spectrum of IPACS Partners, including sports organisations, governments, intergovernmental organisations and independent experts.

Dissemination of the IPACS Sport Governance Benchmark

The IPACS Support Office, in conjunction with IPACS Partners, has carried out several activities seeking to raise awareness and improve understanding of the IPACS Benchmark and the importance of good governance in sport more generally.

From 11-12 June the International Olympic Committee (IOC), an IPACS founding partner, hosted a booth at the International Athletes’ Forum to sensitise athletes on good governance in sport and the work of IPACS, including the IPACS Benchmark.

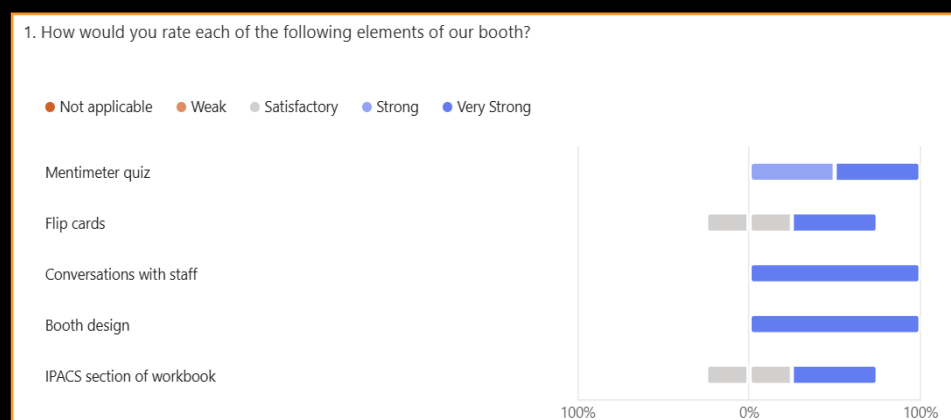


Figure 1. Feedback from athletes on different elements of the IPACS activation at the International Athletes’ Forum

Following on from the webinars for IOC-recognised sports organisations in 2024, the IOC also launched a new series of online workshops in 2025 to focus on specific recommendations of the IPACS Benchmark, complementing the comprehensive overview of the Benchmark that the 2024 webinars provided. The three workshops concern securing buy-in for good governance measures, conflict of interest and gender equality respectively. They aim to promote mutual exchanges and learning between participants through small-group interactions.

On 27 June, the Council of Europe and the IOC organised a workshop hosted by the Hellenic Olympic Committee (HOC), with the support of the Greek government, in Athens. The workshop focused on raising awareness of the IPACS Benchmark among the Greek sports community and resulted in the HOC's admission to IPACS as a Partner. More than 40 participants from the HOC and Greek national federations attended the half-day workshop, which was conducted on the margins of the Council of Europe's visit to Greece to monitor adherence to the European Sports Charter. All the IPACS activations were followed up on with feedback forms to assess participants' experiences and inform the design of future activations.

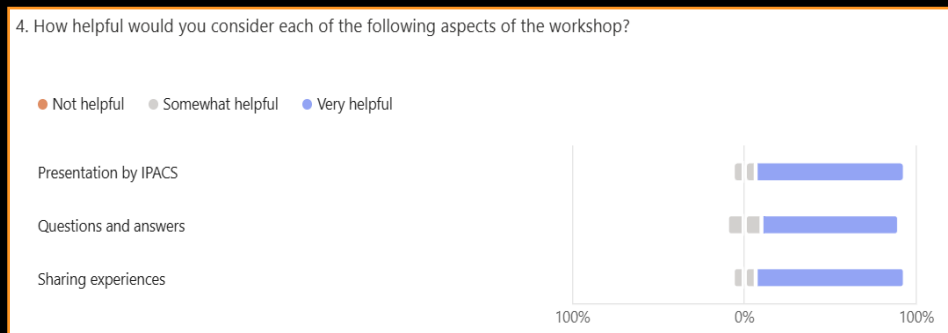


Figure 2. Feedback from participants on different elements of the IPACS workshop in Athens

3. UPCOMING ACTIVITIES

Looking ahead, the Task Force will:

- Undertake **the dissemination of the finished handbook**, including by facilitating additional translations;
- Continue **raising awareness** of the good governance work of IPACS with support of all the experts and their networks, including on the margins of the Council of Europe's European Sports Charter visits;
- Agree on **a review procedure** for updating the good practices included in the current version of the Benchmark, as well as the content of the 50 recommendations where required.