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Outline draft of the revised Terms of Reference for Task Force 3

A benchmark for sports governance at international and national level

Updated 2 December 2019
by the Task Force 3

1. Background of the assignment

The International Partnership Against Corruption in Sport (IPACS) was established in 2017 as a multi-stakeholder initiative aimed at ‘bringing together international sports organisations, governments, inter-governmental organisations, and other relevant stakeholders to strengthen and support efforts to eliminate corruption and promote a culture of good governance in and around sport’.

Coordinated by the International Olympic Committee (IOC), the Organisation for Economic Cooperation and Development (OECD), the Council of Europe, the United Nations Office on Drugs and Crime (UNODC) and the Government of the United Kingdom, IPACS currently consists of governments, sports organisations and international bodies which, through expert taskforces, a Steering Committee and high-level meetings, are focusing their efforts on fighting corruption in sport. More information about the work of IPACS can be found on www.ipacs.sport.

The three task forces were established at the second IPACS working group meeting in December 2017. Task Force 3 was named “Optimising the processes of compliance with good governance principles to mitigate the risk of corruption”, and focused specifically on developing indicators on:

- Term duration and limits
- Financial management and transparency, financial reporting (including on campaign financing)
- Preventing and/or managing conflict(s) of interest

Following the initial phase of work by Task Force 3, at its meeting held in Paris on 1 July 2019, the Steering Committee agreed the Terms of Reference for Task Force 3 should be reviewed to include the establishment of a ‘benchmark for sports governance at international and national level’ agreed between sports bodies and governments. The benchmark would be based initially on the current ASOIF framework being commonly used by several international sports federations; include the development of a support and compliance strategy; and sit against a detailed action plan from October 2019 to end of 2021.

2. Purpose(s) of the assignment

The objectives of Task Force 3 are to contribute to the overall mission of IPACS and specifically:

- To develop an ambitious and comprehensive benchmark of the highest level for sports governance that is recognised both by the international sports movement and governments, and applicable at international and national levels. This benchmark will build on the existing ASOIF framework and be backed by a commitment for promotion and implementation from all the IPACS partners
- To develop implementation guidelines to accompany the benchmark
- To outline options for providing advice, support and monitoring compliance with the benchmark at international and national level

3. Tasks to be performed by the Task Force

3.1 Benchmark for Sports Governance

The materials produced will include:

- Introduction to the purpose of the benchmark, with clarification on the role and responsibilities of the various stakeholders
- A series of agreed recommendations which comprise the benchmark. These recommendations will be initially based on the ASOIF framework, taking into account anti-corruption requirements, and best practice in sports and corporate governance internationally

Pending agreement from all parties, the benchmark will be called ‘the IPACS Sports Governance Benchmark’

3.2 Implementation Guidelines

For each of the recommendations which comprise the benchmark, implementation guidelines will be produced consisting of such information as:

- Definition(s)
- Commentary
- Guidance which is flexible and tailored to the broad diversity of sports organisations, as well as level of resources, risks and need at international and national level
- Example(s) of good practice
- Reference to other applicable international governance and anti-corruption frameworks

3.3 How IPACS and its partners will support the promotion of the Benchmark, implementation and compliance with it

The output from the Task Force shall be actively promoted by all IPACS partners widely, including their respective stakeholder groups.

It will also be accompanied by a package of advice and support for IPACS partners in relation to implementation and compliance strategy.

4. Composition of the Task Force

The Taskforce shall consist of a limited number of members (about 15), including representatives from the IPACS Steering Committee, representatives from international sports organisations and governmental bodies, and independent experts, who will provide expertise in the fields of corporate governance, public governance, sports governance, anti-corruption, compliance and monitoring. Its composition will be approved by the Steering Committee and

should reflect a diversity of membership across geographical, country size and development status.

5. Working methods

5.1 Quorum

The quorum for Task Force 3 will be 50% plus one of the members.

5.1 Process

The Task Force will designate a Chair and Vice-Chair from among its members. Administrative support will be ensured by the Executive Secretary of the Enlarged Partial Agreement on Sport (EPAS).

Decisions taken by the Task Force are adopted by consensus. Where there is no consensus, options will be presented to the Steering Committee.

5.2 Meetings

Meetings of TF3 are provisionally planned every 6 months from Oct 2019.

Meetings may take place in person or by video/phone conference.

Additional meetings may be scheduled as agreed by members of TF3.

5.3 Working language

The working language will be English.

5.4 Reporting

Task Force 3 will report on a semi-annual basis to the Steering Committee, with a view to submitting final outputs by the end of 2021 for publication.

Task Force 3 will provide a plan for possible continuation and/or revision of the work of the Task Force from 2022.

5.5 Budget

Travel, board and lodging are to be paid by the states or organisations participating in the process.