IPACS
INTERNATIONAL PARTNERSHIP AGAINST CORRUPTION IN SPORT

Meeting of the IPACS Steering Committee

Tuesday, 10 March 2026, 12:00-13:30 CET

Online

Meeting minutes

1. Welcome by the IPACS Chair

- The Chair opened the discussion by welcoming Steering Committee members to the first meeting of the year. He congratulated the Italian Olympic Committee for the success of the Winter Olympic Games. Alluding to world events, he emphasised the need for partnerships such as IPACS to protect shared values and ideals.
- The Chair went on to recall the last Steering Committee meeting in November, during which members reviewed the Annual General Conference and considered how to better engage online participants and governments. The composition of the AI Working Group and the commitment of its members were also discussed.
- He noted that further details of this meeting can be found in the minutes which, like previous meeting minutes, are accessible to the public on the IPACS website.

2. Update on IPACS Task Forces and Working Group

- An update on the Milano Cortina 2026 Olympic Winter Games was provided, specifically on the Joint Integrity Unit (JIU). A high degree of engagement by the Italian ministries involved was highlighted. No major cases occurred and the IOC was able to follow up in real time with the government on the very few cases where allegations of integrity breaches were made. All these cases were resolved during the Olympic Games, and no pending case remained after the closing ceremony. The success of the JIU will most likely be shared in an upcoming IOC integrity newsletter.
- It was suggested that this example could be explored further as a model for cooperation between sport and public authorities, potentially even serving as the basis for a more open-ended, permanent structure.
- Updates were also shared on other IOC activities during the Games, including two briefing session on the IOC Code of Ethics and, in particular, the Rules of Conduct on Targeted and Continuous Dialogue for IOC Members from countries considering hosting future editions of the Olympic Games and Youth Olympic Games. A separate session was also organised for National Olympic Committees (NOCs) with the Olympic Movement Unit on the Prevention of the Manipulation of Competitions on ensuring integrity of competitions and organisations mainly focused on good governance for NOCs.
- It was shared that the IOC would also continue the IOC Good Governance Workshop series in 2026, including in collaboration with ASOIF, the first workshop of the year on elections.

- Regarding the Sport Governance Benchmark & Guidelines Handbook, it was shared that the original English, French and Spanish versions are now accompanied by German and Italian translations thanks to the support of the Swiss government.
- The Steering Committee proceeded to discuss the strategic roadmap for the dissemination of the Handbook, prepared by the newly formed group dedicated to this specific responsibility within the Good Governance Task Force. An update was provided on the work of the group, including its membership and the two meetings that took place in January and March.
- Steering Committee members were asked for their views on the level of ambition for this strategy, namely whether it would be limited to dissemination only, extend to awareness raising as well or encompass both of these tasks as well as practical implementation.
- Members questioned the level of demand for the dissemination and use of the Handbook. They suggested that metrics such as website downloads could help gauge interest. It was noted that certain ministries have shown interest in sports governance and have been directed to the IPACS website.
- There was consensus that IPACS should actively disseminate the Handbook and raise awareness, though practical implementation was met with some scepticism due to resources and bandwidth. Suggestions included identifying organisations (e.g., International Federations, NOCs, governments) to coordinate implementation. It was also suggested that a mapping of current ongoing governance improvement processes could be conducted and feedback could be solicited from them on their usage of the IPACS Sport Governance Benchmark and Handbook.
- Ideas for supporting organisations included accompanying them in their governance journeys, identifying good practices, and advising them to utilise the tools. A training-of-trainers model and webinars were proposed to facilitate broader engagement.
- It was emphasised that practical implementation requires local resources and that existing connections through NOCs and government bodies could be leveraged. The approach should be centred on the Handbook, possibly through webinars or events, and efforts to connect with governments and promote tools should continue.
- Before launching new initiatives, it was recommended to test the Handbook's utility with compliance officers and secretary-generals of NOCs and IFs, to determine usage and reasons for non-use, and to assess whether existing events are suitable avenues for promotion.
- Information about the Handbook could be shared in upcoming events, focusing on awareness raising and facilitating access to the Benchmark.
- It was agreed to proceed with a general framework, populating it with the specific actions discussed. The project is intended as a long-term, step-by-step process, with feedback on considerations such as the scale of demand to inform future steps. The Handbook will be positioned as a tool for improvement, rather than an audit instrument, and will be used to address gaps in governance as needed.
- An update on the Cooperation Task Force was subsequently provided, which highlighted the successful launch of the Guide on the Prosecution of Bribery in Sport

during the Conference of the States Parties to the UN Convention against Corruption. The next step will be to draw inspiration from what the Good Governance Task Force is doing in terms of outreach. Task Force experts will be contacted to solicit their views on what further actions could be taken on dissemination and other priority areas.

- With regard to the AI Working Group, it was shared that the Working Group members who did not attend last year's meetings have confirmed their continued interest in participating in the Working Group. An agenda item on the composition of the Working Group will be added to a future Steering Committee meeting.
- It was also shared that the Working Group will be presented with a proposed first deliverable in the form of a factsheet on AI and corruption in sport.
- Finally, the Swiss government's new anti-corruption strategy for 2026-2029 was highlighted. The strategy includes eight objectives and 18 measures. Objective 4 on international cooperation includes a measure that directly refers to IPACS. It reads: "During its two-year chairmanship of the International Partnership Against Corruption in Sport (IPACS), Switzerland is also particularly committed to the integrity of sport at the international level and is committed to the further development of IPACS."

3. Host of 9th IPACS Annual General Conference (AGC)

- The Support Office shared that a host for the AGC has yet to come forward. While the IOC could serve as a host for the second time in a row, this would not be the most preferred solution. Steering Committee members were invited to continue the discussion on this topic over email.

4. Review of IPACS Governance Guidelines

- The memo on the biennial review of the IPACS Governance Guidelines was introduced. It was specifically highlighted that the proposal was to revise the Governance Guidelines to account for the new working group structure adopted by the AI Working Group. The memo also proposes the creation of a new status for organisations and governments that wish to participate in Steering Committee discussions after the end of their term. This new status would not confer the ability to participate in decision-making. It was emphasised that Steering Committee members would have time to give their feedback in writing and that this item will be included on the agenda of the next meeting in June.
- Steering Committee members stressed the importance of this discussion. It was suggested that the Steering Committee should be clear on its future aims, which would inform the kind of organisations that would be invited to join. With regard to the proposed new status, it was noted that grassroots sports organisations similarly struggle to strike a balance between the necessity of term limits and the importance of ensuring continuity of knowledge in an organisation.

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5. **Consideration of new Task Force experts**
   - In accordance with the IPACS Governance Guidelines, the Steering Committee exercised its authority to admit new experts to the IPACS Task Forces. The proposed candidatures for the Good Governance and Cooperation Task Forces were accepted.

6. **Updates to IPACS Roadmap 2026**
   - An overview of the 2026 Roadmap was presented, including a rough timeline for the next two Steering Committee meetings. Steering Committee members submitted additional events to be included in the "Related Conferences & Working Meetings" section of the Roadmap.

7. **Any other business**
   - It was shared that ASOIF's 6th governance review of summer International Federations is ongoing. This review has increased the number of indicators to 60, a move which IPACS may wish to follow.