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 seven times: once in 2023, twice in 2024, twice in 2025 and twice in 2026.

2. ACHIEVEMENTS

Following the launch of the IPACS Sport Governance Benchmark & Guidelines Handbook (the Handbook) on 23 October 2025 at the 8th IPACS Annual General Conference, the focus of the Good Governance Task Force has primarily been on ensuring that sports organisations are aware of the Handbook and able to make use of it.

German and Italian translations of the Handbook

One important step in ensuring that the Handbook is accessible to as broad an audience as possible was the publication, on 5 March 2026, of German and Italian translations of the Handbook. The translations were prepared by the Swiss Federal Office of Sport, IPACS Chair for 2025-2026.

Development of a strategic roadmap for the dissemination of the IPACS Sport Governance Benchmark & Guidelines Handbook

At the last meeting of the Good Governance Task Force in 2025, it was agreed that a small group of experts would be formed to develop a strategic roadmap for the dissemination of the Handbook. The group was composed of representatives from the Council of Europe, the International Equestrian Federation (FEI), the Japan Sport Council, the World Baseball Softball Confederation (WBSC), an independent expert and the IPACS Support Office within the International Olympic Committee (IOC). Thanks to its small size, it was able to operate in an agile manner and work to shorter deadlines than the wider Task Force.



Figure 1. Timeline of meetings relating to the development of the strategic roadmap

The group met on five occasions between January and June 2026 to produce and refine the strategic roadmap. During this process, it received feedback from the IPACS Steering Committee at its 10 March meeting and from the wider Good Governance Task Force at its first meeting of the year on 1 April. The final document was approved by the Steering Committee on 9 June.

The final strategic roadmap includes two phases, each with six actions. The first phase, dissemination, includes actions to communicate the existence of the Handbook and encourage its use, including email communications and fact sheets. The second phase, awareness-raising, is made up of actions that seek to promote a deeper understanding of the Handbook. The core of this phase is the creation of a pool of IPACS Governance Ambassadors and IPACS Governance Champions to help promote the Handbook among their constituents, including through dedicated webinars.

Dissemination of the Handbook

In line with the first phase of the strategic roadmap, several Good Governance Task Force members shared the Handbook across their networks. The Association of IOC Recognised International Sports Federations (ARISF), the Association of Summer Olympic International Federations (ASOIF), the IOC, the International Shooting Sport Federation (ISSF), World Aquatics and WBSC were among the sports organisations that undertook dissemination efforts aimed at their member federations and other stakeholders. The IOC also integrated the Handbook into its series of good governance workshops for ARISF member federations, including the last workshop of 2025 on gender equality and diversity, the first workshop of 2026 on election procedures and the second workshop of the year on reports and investigations.



Giuseppe Deleonardis, Chief Ethics & Compliance Officer of the IOC, presents the work of IPACS to Commonwealth sports ministers in Glasgow.

In collaboration with intergovernmental organisation members of the Task Force, the IPACS Support Office also presented the Handbook at several governmental forums. These included meetings of the Council of Europe, namely a meeting of the Parliamentary Assembly of the Council of Europe and the 20th meeting and annual joint plenary of the Governing Board and Consultative Committee of the Enlarged Partial Agreement on Sport. On 22 July, the Handbook was also presented to Commonwealth sports ministers at the 12th Commonwealth Sports Ministers Meeting, which took place ahead of the Commonwealth Games in Glasgow.

The Handbook was also featured in lectures by an academic expert member of the Good Governance Task Force at the University of Lausanne, Seoul National University and the International Olympic Academy.

3. UPCOMING ACTIVITIES

Looking ahead, the Task Force will:

- Establish an initial pool of IPACS Governance Ambassadors and Champions;
- Organise onboarding meetings for the IPACS Governance Ambassadors and Governance Champions, and facilitate their subsequent organisation of webinars and other awareness-raising activities;
- Develop fact sheets summarising key governance stages defined in the Handbook;
- Engage with athletes on the Handbook and how they can help promote good governance in sport, with an emphasis on athletes' rights and awareness;
- Continue raising awareness of the good governance work of IPACS with the 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.