

## **Terms of Reference for IPACS Task Force on the Promotion of Good Governance to Prevent Corruption in Sport**

### **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 the risks of corruption and promote a culture of good governance in and around sport.

Coordinated by a Steering committee, IPACS currently consists of governments, sports organisations and international bodies which, through expert Task Forces and an Annual General Conference, are focusing their efforts on fighting corruption in sport. More information about the work of IPACS can be found on [www.ipacs.sport](http://www.ipacs.sport).

As IPACS is solution-oriented, three Task Forces were established at the second IPACS working group meeting in December 2017, in order to develop pragmatic tools for the following areas of risk:

- Task Force 1 (TF1): Reducing the risk of corruption in procurement relating to sporting events and infrastructure
- Task Force 2 (TF2): Ensuring integrity in the selection of major sport events
- Task Force 3 (TF3): Optimising the processes of compliance with good governance principles to mitigate the risk of corruption

Between 2017 and 2023, the three Task Forces successfully implemented the tasks set out in their respective Terms of References, and which were endorsed by the last IPACS Annual Conference in November 2022.

In 2019, Task Force 4 was set up to work on enhancing effective cooperation between law enforcement, criminal justice authorities and sport organisations, to identify gaps that weaken the cooperation and, in parallel, develop mechanisms to enhance cooperation between law enforcement and criminal justice authorities and sports organisations.

At its Steering Committee meeting held on 5 May 2023, it was agreed that a new IPACS Task Force be established and which would replace Task Forces 1, 2 and 3, given the successful completion of their tasks and in-line with Article 8 of the IPACS Governance Guidelines, which states that “The Task Forces will, over time, adapt and develop their focus, composition and working methods in line with the terms of reference and other decisions of the Steering Committee”.

The Steering Committee identified a need to ensure that IPACS is actively promoted among IPACS partners and stakeholders and that the tools it has developed be effectively disseminated in order to enhance good governance of sports organisations as a key corruption

prevention measure among IPACS partners and stakeholders at national, regional and international levels.

### **Initial tasks to be performed by the Task Force:**

The tasks of the Task Force on the Promotion of Good Governance to Prevent Corruption in Sport will be the following:

- Actively raise awareness, disseminate and promote the prevention tools within the IPACS stakeholders' networks in order to help them use the tools through dedicated programmes;
- Effectively communicate the IPACS work in the area of prevention and good governance and increase the IPACS visibility both within governments and the sport movement in link with the fight against corruption in sport.

### **Composition**

The composition of the Task Force will be drawn from and coordinated by Partners, as appropriate and decided by the Steering Committee. The Task Force may also consider inviting experts, including those from outside sport and public authorities, on an ad-hoc basis to participate in the Task Force's discussions.<sup>1</sup>

The composition of the Task Force will ensure a balanced representation from both governments and sports organisations.

The Task Force's composition will be approved by the Steering Committee and should reflect a diversity of membership across geographical, country size and development status.

The coordination of the Task Force will be initially ensured by the Steering Committee, until the latter designates the Task Force Facilitator(s).

### **Working methodology**

For all the aspects relevant to the working methodology of the Task Force, the [IPACS Governance Guidelines](#) shall apply.

The frequency of the Task Force meetings and the total duration of the Task Force's work will be defined by the Steering Committee, which will be responsible to invite the partners to express their interest in joining the Task Force.

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<sup>1</sup> In line with article 8 of the [IPACS Governance Guidelines](#).

## **Annex to the Terms of Reference**

List of the deliverables of the IPACS Task Forces 1, 2 and 3 (as of September 2023):

- Task Force 1
  - o Mapping of procurement standards and risk management activities in the construction of infrastructure for sporting events (December 2018)
  - o Procurement of major international sport-events-related infrastructure and services - Good practices and guidelines for the Olympic Movement (May 2020)
  - o A Vulnerability Assessment Tool (VAT) (November 2021)
  - o Guidelines on the effective delivery of infrastructure and associated services in the context of the Olympic Games (June 2023)
  
- Task Force 2
  - o Good practice examples for managing conflicts of interest in sport organisations (October 2020 and update September 2022)
  - o IPACS Toolkit for Reallocation of Sport events (Deliverable 1) (October 2021)
  - o Mitigating risks in Candidature process of Major Sport Events (September 2022)
  
- Task Force 3
  - o IPACS Sport Governance Benchmark and accompanying Guidelines (November 2022)