

## Headline 1.4 Integrity of sport management: Fight against corruption

### 1. Definition

Corruption in sport is the abuse of entrusted power for private gain, manifesting in various forms such as bribery, competition manipulation, illegal gambling, money laundering, and doping. It erodes trust, weakens democracy, hampers economic development, and exacerbates inequality and social division. Various forms of corruption permeate the sports arena, including competition manipulation and management corruption. For instance, the 2020 [Sports Corruption Barometer](#) by Interpol highlights competition manipulation, money laundering, ticket resale, doping, and fake events as the most reported types of corruption, particularly in lower-stakes events. This problem is not limited to specific sports; it affects the entire sector, threatening to undermine the joy and positive impact that sport can bring.

Anti-corruption efforts in sport are vital for maintaining integrity, transparency, and fairness within sports organizations. Prioritizing anti-corruption measures promotes ethical behaviour and ensures fair decision-making processes, which are crucial for building trust among stakeholders. An inclusive sports environment, created through adherence to governance principles, enhances the reputation and credibility of sports organisations, attracting sponsorship and support. Moreover, robust anti-corruption frameworks ensure compliance with legal requirements, contributing to the long-term sustainability and success of sports organisations. Without these measures, the public trust, effectiveness of institutions, economic development, and the security of the state are at stake.

Effective anti-corruption measures require a comprehensive legal and policy framework. The [Joint Integrity Unit](#) of the International Olympic Committee (IOC), working with the Organising Committee, addresses integrity matters during the Olympic Games, including sports betting, competition manipulation, ticketing fraud, harassment, and abuse. Guided by the United Nations Convention Against Corruption ([UNCAC](#)), these efforts emphasize the need for transparency, accountability, and inclusivity. Key actions include the development of robust anti-corruption measures and sanctions, the adoption of sustainable governance practices, and fostering cooperation among governments, sports organisations, and other stakeholders. International initiatives like the G20 [High-Level Principles on Tackling Corruption](#) in Sport and United Nations resolutions ([Corruption in Sport](#) and [Safeguarding Sport from Corruption](#)) underscore the collective responsibility in combating corruption, aiming to create a transparent and accountable sports environment.

By understanding how corruption operates and implementing effective anti-corruption measures, stakeholders can expose corrupt activities and hold individuals accountable. This holistic approach safeguards the integrity of sport, promoting ethical behaviour and ensuring fair decision-making processes, ultimately benefiting the broader sports community. Prevention is better than cure, and with coordinated efforts, the sports sector can uphold its values and contribute positively to society.

See also Roadmaps: Personal Integrity (1.1), Human Rights (5.6), Safe Sport (5.5), Checks and Balances (1.7), Fight against doping (1.6), Fight against competition manipulation (1.5), Statutes and Regulations (4.1)

## 2. Ideal Scenario

The organisation proactively collaborates within the sport movement, but also criminal justice, and law enforcement authorities to effectively combat corruption. They ensure integrity in major sports events and the procurement of infrastructure, goods, and services by adhering to the principles outlined in the United Nations Convention against Corruption.

A comprehensive anti-corruption policy is pivotal in this framework. The policy addresses bribery, extortion, sextortion, fraud, money laundering, and collusion. It includes clear rules and criteria for procurement, incorporating due diligence on human rights. This policy is widely communicated to staff and elected personnel, with regular updates to ensure everyone is informed about the latest procedures and initiatives.

Education and awareness-raising campaigns are crucial, offering mandatory programs for staff, elected personnel, athletes, coaches, and referees. These programs include case studies and information on legal and ethical implications, promoting a deep understanding of anti-corruption measures.

Strategic partnerships with law enforcement, criminal justice, and corruption prevention authorities are established to bolster anti-corruption efforts. A confidential reporting mechanism, managed by the designated integrity officer, ensures collaboration in evidence collection for criminal cases. This integrity officer also conducts annual audits of anti-corruption efforts to ensure continuous improvement.

An internal sanctions framework complements criminal proceedings, holding individuals accountable within the organisation. The outcomes of these sanctions, within the bounds of privacy regulations, are published to maintain transparency and demonstrate the organisation's commitment to integrity.

Regular communication and education ensure that all members of the organisation are aware of the anti-corruption policies and their importance. This comprehensive approach, integrating robust policies, strategic partnerships, education, and transparency, creates a resilient environment against corruption, fostering trust and credibility in the sports sector.

## 3. Risks

- Reluctance of staff and volunteers to denounce wrongdoing.
- Mismanagement of suspected cases.
- Decline of staff and volunteers.
- Damage to public image or reputational damage.
- Loss of sponsorship or public funds leading to financial instability which poses a threat to the economic well-being of the organisation.
- Vulnerability to criminal acts such as money laundering and corruption.
- Reduced credibility of sport organisations.

- Creates barriers to equal participation of all individuals in sports competitions and sport management.

#### 4. Instruments and key elements

<i>Instruments</i>	<i>Key elements</i>
<b>Anti-corruption policy</b>	<ul style="list-style-type: none"> <li>• Periodic re-evaluation and amendments.</li> <li>• Alignment with relevant national legislation.</li> <li>• Covering several risk areas, such as bribery, fraud, money laundering, etc.</li> <li>• Regular communication about updates to the policy, procedures and initiatives.</li> </ul>
<b>Awareness raising and education</b>	<ul style="list-style-type: none"> <li>• Awareness-raising programmes: robust prevention and education programmes shall be mandatory for the athletes, their entourages and all sports officials, including judges and referees.</li> <li>• Regular mandatory training about the various forms of corruption with legal and ethical implications.</li> <li>• Use of case studies to illustrate consequences and facilitate identification of misconduct.</li> </ul>
<b>Internal controls (see checks and balances)</b>	<ul style="list-style-type: none"> <li>• Preventing and detecting acts of corruption.</li> <li>• Require periodic reporting and independent auditing. Annual disclosure of interests.</li> <li>• Develop codes of conduct and conflict of interest policies and due diligence procedures.</li> <li>• Confidential reporting mechanisms for instances of corruption and misconduct.</li> </ul>
<b>Strategic partnerships</b>	<ul style="list-style-type: none"> <li>• Sports organisations, law enforcement, criminal justice and corruption prevention authorities.</li> <li>• Sharing of good practices and information</li> <li>• Better access to investigation and response</li> </ul>

#### 5. Good practice examples

##### Example “Anti-Corruption”

**Organisation:** International Partnership Against Corruption in Sport (IPACS)

**Description:** Launched in 2017, IPACS is a multi-stakeholder platform dedicated to combating corruption and promoting good governance in sport by uniting international sports organizations, governments, inter-governmental bodies, and other key stakeholders. The Steering Committee, composed of representatives from these groups, oversees the platform's agenda and organizational structure for each mandate period. IPACS focuses its initial efforts through four Task Forces, each addressing specific corruption issues in sport: reducing corruption risks in procurement related to sporting events and infrastructure, ensuring integrity in the selection of major events, optimizing compliance with good

governance principles, and enhancing cooperation between law enforcement, criminal justice authorities, and sport organizations. IPACS provides various tools and guidelines to help stakeholders enhance their understanding and implementation of these key areas.

**Further information:** [IPACS](#)

#### Example “Anti-Corruption”

**Organisation:** United Nations Office on Drugs and Crime (UNODC)

**Description:** In response to the Covid-19 pandemic, the UNODC released a framework paper offering recommendations for addressing corruption in sport and preventing competition manipulation. The paper emphasises the importance of learning from past experiences and proactively addressing corruption issues. It outlines immediate actions for the current crisis and advocates for ongoing evaluation of policies and enforcement of national anti-bribery and anti-corruption legislation. To support these efforts, the paper highlights various resources and tools, including the Olympic Movement Unit on the Prevention of the Manipulation of Competitions, the United Nations Convention against Corruption, Interpol's Integrity in Sport unit, and the Global Capacity Building and Training Programme provided by the IOC and Interpol, as well as IPACS.

**Further information:** [COVID-19 and Anti-Corruption FINAL VERSION 2.pdf](#)

#### Example “Anti-Corruption”

**Organisation:** MARS Network – Council of Europe

**Description:** Established in 2022 under the authority of the Council of Europe's Enlarged Partial Agreement on Sport (EPAS), The Network of Magistrates/Prosecutors Responsible for Sports (MARS) aims to enhance international cooperation and information exchange to safeguard the integrity of sport. Recognizing that threats to sport integrity often span borders, MARS focuses on coordinating international efforts among various actors and intergovernmental bodies, with prosecutors playing a crucial role. The network's objectives include: promoting the exchange of information and best practices among members in collaboration with relevant entities and international organizations; providing a global forum for investigation and criminal proceedings to facilitate cooperation between prosecutors, law enforcement, judiciary, integrity agencies, National Platforms, anti-doping agencies, sports movements, and betting representatives; mobilizing prosecutors across multiple countries to foster direct contacts and collaboration; offering practical, educational, and operational tools to support prosecutors; and serving as a knowledge hub on the legal and institutional contexts of different countries regarding sports-related criminal cases.

**Further information:** [MARS Network - Sport \(coe.int\)](#)

#### Example “National Integrity Framework”

**Organisation:** Sport Integrity Australia

**Description:** Developed by Sport Integrity Australia in collaboration with sport sector partners, the National Integrity Framework policy templates represent a best practice approach to safeguarding against integrity threats in sport. This framework, created to ensure a consistent and effective response to such

threats, includes rules on unacceptable behaviour and procedures for managing complaints about breaches. Sport Integrity Australia is actively working with National Sporting Organisations (NSO) and National Sporting Organisations for People with Disability (NSOD) recognized by the Australian Sports Commission (ASC) to implement and integrate these policies. The National Integrity Framework comprises four core policies: the Safeguarding Children and Young People Policy, the Member Protection Policy, the Competition Manipulation and Sports Gambling Policy, and the Improper Use of Drugs and Medicines Policy. These policies establish clear rules for behaviour and conduct within sports, aiming to maintain safety and fairness across the sporting community.

**Further information:**

[National Integrity Framework | Sport Integrity Australia](#)

[SIA271-0124-NIF Factsheet Catalogue-A-1 \[DIGITAL\].pdf \(sportintegrity.gov.au\)](#)

**Example “Anti-Corruption”**

**Organisation:** World Aquatics

**Description:** Updated in 2023, the Integrity Code is a comprehensive guide designed to uphold the ethical standards and integrity of Continental Organisations and World Aquatics Members. It outlines general duties, including expectations for good conduct, reporting, confidentiality, neutrality, and loyalty, while prohibiting falsification, misuse of funds, and acceptance of improper gifts. The Code also provides regulations on event bidding, elections, and education, and focuses on preventing competition manipulation by addressing anti-corruption and betting relationships. It details enforcement mechanisms, including the roles of the Aquatics Integrity Unit, case handling procedures, sanctions, and the appeals process to the Court of Arbitration for Sport (CAS). Additionally, the Code establishes rules for eligibility determination, ensuring high ethical standards across all activities.

**Further information:** [Integrity \(worldaquatics.com\)](#)

**Example “Anti-Corruption”**

**Organisation:** Badminton World Federation (BWF)

**Description:** In 2019, the BWF established a mandatory Council Member Declaration for all Council Members, underscoring its commitment to integrity and accountability. By signing this Declaration, Council Members agree to adhere to the BWF Code of Ethics and the Code of Conduct for Elected Officials, and to uphold the principles and procedures outlined in the Guidelines for Council. They also acknowledge their legal and moral responsibilities and agree to resign from the BWF Council if they can no longer fulfil their obligations. The Declaration further stipulates that any potential breaches of the Statutes will be investigated and could lead to a disciplinary hearing. As part of their role, Council Members are assured regular, unsolicited reports and updates on BWF activities, and expect support from the Council and BWF Secretariat in meeting their responsibilities. The BWF is committed to working in good faith with Council Members to achieve organizational goals and provides directors’ and officers’ liability insurance for added protection.

**Further information:**

[Overview | BWF Corporate \(bwfbadminton.com\)](#)

[Council Member Declaration Approved March 2019.pdf \(bwf.sport\)](#)

**Example “Procurement policy”**

**Organisation:** International Tennis Federation (ITF)

**Description:** The ITF's January 2018 Procurement Policy and Procedure underscores the organization's commitment to integrity in its procurement practices. It mandates a tendering process for significant contracts to ensure transparency and fairness. The policy emphasizes avoiding conflicts of interest, maintaining confidentiality of commercial information, and preventing any actions that could hinder fair competition. All procurement activities are aligned with the ITF's Bribery Policy, ensuring that staff uphold the highest standards of propriety and integrity. Gifts and hospitality are strictly regulated to avoid any potential influence on decision-making, reinforcing the organization's dedication to ethical conduct and accountability in all procurement processes.

**Further information:** [IFT procurement policy](#)

6. Steps to the next level

To level 2 ★★ “Emerging”	To level 3 ★★★ “Developing”	To level 4 ★★★★ “Established”	To level 5 ★★★★★ “Embedded”
<ul style="list-style-type: none"> <li>Discuss anti-corruption at board level.</li> <li>Develop an anti-corruption ethics and compliance programme, outlined in a policy or framework paper.</li> <li>Establish a Code of Conduct, Ethics Code, Conflict of Interest Policy and Register, Anti-Bribery Principles and a Gift and Hospitality Policy as components of the anti-corruption strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Formally adopt and publish a dedicated anti-corruption policy.</li> <li>Establish comprehensive procurement rules for goods and services that include clear criteria and due diligence considerations, particularly human rights.</li> <li>Implement awareness-raising campaigns and education programmes for staff and elected personnel.</li> </ul>	<ul style="list-style-type: none"> <li>Regularly reassess and update the anti-corruption policy to ensure its effectiveness, linked to the organisation's risk management analysis.</li> <li>Provide education programmes for staff, elected personnel, athletes, coaches, and referees.</li> <li>Identify and engage with relevant local authorities from law enforcement and criminal justice.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a comprehensive anti-corruption policy covering bribery, extortion, sextortion, fraud, money laundering, and collusion, aligning it with relevant national legislation.</li> <li>Ensure regular communication to keep staff and elected personnel informed of updates to the policy, procedures, and anti-corruption initiatives.</li> </ul>

	<ul style="list-style-type: none"> <li>• Establish and maintain internal controls to ensure effective checks and balances within the organisation.</li> <li>• Design a clear pathway for reporting instances of corruption and misconduct, assign a responsible person or committee, and ensure they report annually to the board.</li> <li>• Design and implement sanctions to address instances of corruption.</li> <li>• Develop and execute strategies to anticipate, prevent, and manage risks related to, for instance, fraud, bid rigging (whether in relation to event hosting or commercial tenders), and corruption.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a confidential reporting mechanism for corruption, managed by a dedicated person or committee, with regular reports to the board.</li> <li>• Assign a person or committee responsible for liaising with law enforcement and collecting evidence in cases of criminal conduct.</li> <li>• Publish a clear sanctions framework that applies to cases of corruption.</li> <li>• Develop procedures to raise awareness and train staff and elected personnel on ethical behaviour. Require regular written commitments, define an issue escalation process, and create mechanisms to handle, for instance fraud, bid rigging, and corruption. Ensure total transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Implement mandatory education programmes for staff, elected personnel, athletes, coaches, and referees, including case studies and information on legal and ethical implications.</li> <li>• Establish strategic partnerships with law enforcement, criminal justice, and corruption prevention authorities.</li> <li>• Develop an internal sanctions framework to complement law enforcement and criminal justice measures, publishing outcomes (to the extent permitted by privacy regulations).</li> <li>• Assign a responsible person or committee to liaise with law enforcement and criminal justice, managing the reporting mechanism, and conducting an annual audit of</li> </ul>
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