



INSTITUTE FOR SPORT GOVERNANCE

Report 2025

AN INDEPENDENT THINK
TANK SPECIALIZING IN
SPORTS MANAGEMENT

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FOREWORD FROM THE PRESIDENT OF THE INSTITUTE FOR SPORT GOVERNANCE

The year 2025 was a transitional period for the Institute for Sport Governance, resulting from the natural cycle of project implementation. Many initiatives carried out in previous years came to an end. This moment allowed us to pause and calmly summarize the experience gained so far and the outcomes of our work.

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The past months created space to view ISG's activities from a broader perspective. The international projects we delivered, as well as our research, educational and capacity-building efforts, confirmed the validity of the development path we have chosen. At the same time, these experiences became an impulse for deeper reflection on how to design and implement future initiatives in the most effective way in a dynamically changing sports environment.

In 2025, we increasingly focused on strengthening ISG's presence in Poland and on exploring new areas of international cooperation beyond the European context in which we have operated so far. We directed our attention, among others, to other continents—particularly Africa—where we see potential for initiatives based on education and knowledge transfer.

This was also a time to begin work on a long-term development strategy for ISG and to strengthen the organization's institutional capacity. I believe that this period of lower project intensity will allow us to better prepare for the next stage of our work and to implement initiatives with a real and lasting impact on the sports community.

I would like to thank the ISG team, our partners and collaborators for their commitment and trust during this important stage of the organization's development.



I encourage you to read this report, which summarizes our activities in 2025 and marks the starting point for the challenges ahead.

dr Grzegorz Botwina
President of the Management Board of ISG



ABOUT US

The Institute for Sport Governance (ISG) is an independent think tank working to improve the quality of governance in sport. Our activities focus on combining expert knowledge with practical experience and on developing solutions that support the responsible and long-term development of sport, both in Poland and internationally.



The year 2025 was a time of closing numerous international projects for ISG, as well as a period of consolidation and reflection. Many of these projects came to an end, allowing us to view our experience from a broader perspective and to focus on the quality and sustainability of the results achieved. We continued our research and analytical work, publishing reports and contributing to the debate on the future of sport governance.

ISG's strength continues to lie in a team that combines the experience of people who have been involved in sport for many years with the energy of younger collaborators. This structure enables us to maintain a balance between stability and openness to new ideas, while also responding flexibly to the changing needs of the sports community.

In 2025, an important area of our activity was institutional development. We began work on a long-term organizational strategy, while also investing in the development of the team's competences and our organizational capacity. These efforts were made possible, among others, thanks to the support of the National Freedom Institute – Centre for Civil Society Development, which enabled us to strengthen our organizational potential and build stable foundations for further growth.

Cooperation with partners in Poland and abroad, participation in international initiatives, and consistently strengthening ISG's role as an expert resource remain central to our identity. Our goal is a sport sector that is based on transparent principles, operates responsibly, and genuinely responds to social needs.



AREAS OF OUR ACTIVITY

GOOD GOVERNANCE IN SPORTS ORGANIZATIONS

We support sports organizations in designing and implementing good governance principles based on transparency, accountability and professional decision-making structures, among others through the ACTION+ project, the Sport Transparency Index, and Open Data for Sport Governance.

We promote responsible sport through research and educational activities related to CSR and ESG. We support clubs and sports organizations in building relationships with local communities and implementing long-term responsibility strategies (e.g. CSR analyses of PKO BP Ekstraklasa and Betclac 1 Liga clubs, and the CSR in Sport Academy).

SOCIAL RESPONSIBILITY IN SPORT

INTERNATIONAL COOPERATION IN SPORT

We implement international projects funded by the European Union, cooperating with universities, sports organizations, and public institutions across Europe and beyond.

We support athletes in combining their sporting careers with education and in preparing for professional life after the end of their elite careers. We also work to improve their social protection (OCLP and SOPROS projects).

DUAL CAREER DEVELOPMENT AND ATHLETE SAFEGUARDING

DEVELOPMENT OF SPORTS LEADERS

We create opportunities for the development of current and future sports leaders through leadership programmes, mentoring, workshops, and initiatives targeted at students and young professionals (Sport Students' MeetUp and the Olympic Committees Leadership Programme).

We work to reduce the negative impact of sport on the natural environment by combining sporting activity with environmental education and nature conservation, particularly in Natura 2000 areas (ECOS N2K project).

SPORT AND SUSTAINABLE DEVELOPMENT

YOUTH, SOLIDARITY AND CIVIC ENGAGEMENT

We support young leaders and grassroots social initiatives that use sport as a tool for social change, including through the European Solidarity Corps.



MISSION

The world of sport is evolving at a rapid pace, and its influence on other areas of life continues to grow—along with financial investment and the responsibility that comes with it. Changes in the way existing competitions operate, as well as the emergence of new formats, mean that efforts to preserve fair and well-functioning sport must be pursued with even greater consistency and determination.

The Institute for Sport Governance aims to identify pathways to better sport governance, to strengthen sport's social responsibility, and to protect the good reputation of sport. We want sports arenas to continue bringing people together, regardless of the differences that may arise between competing sides.

Our mission is to unlock the potential of sports organizations by implementing sound governance practices and ethical principles. Cooperation with the student and academic community enables us to shape future generations of sports leaders who are aware of their role in building a responsible and sustainable future.

VISION

By taking action here and now, we keep our eyes on the future. The vision of the Institute for Sport Governance is a world of sport in which good governance principles are widely applied and sport develops in a responsible and sustainable manner.

We strive to create an environment in which social needs, development, ethics and transparency go hand in hand with sporting success, and in which sports organizations play an active and positive role in social life.

In the context of our cooperation on the Erasmus+ projects EMPOYS and SOPROS projects, the Institute of Sport Governance proved to be a reliable, valued, and highly knowledgeable long-term partner on matters of sport governance at all levels. The team's vision of a more socially responsible governance of sport truly guides their work. It was a pleasure to together create impactful strategies to engage a broad stakeholder community and to put athletes – their livelihoods and social situation – into the spotlight of research and policy debates in Poland, Europe. Their excellent network of partners across sport, politics, civil society and academia significantly strengthened dissemination and dialogue throughout the projects. Beyond the outstanding professional cooperation, they are simply great people – both professionally and personally.

Maximilian Seltmann
German Sport University in Cologne



ERASMUS+ PROJECTS

ACTION

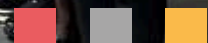
The **ACTION+** project, implemented in 2025, focused on providing practical support to national sports federations in implementing good governance principles.

The initiative responds to the need to translate good governance standards into real operational actions that take into account the specific nature of how sports organizations function.

As part of the project, qualitative research, training sessions and pilot mentoring programmes were carried out, enabling sports federations to develop organizational and governance-related competences. We also initiated a network of national facilitators in the project's partner countries.

An important element of the activities was cooperation with public institutions and the academic community, supporting the development of sustainable mechanisms for reform support in European sport.

The progress of the ACTION+ project can be followed [here](#).





In 2025, we participated in the implementation of the **Olympic Committees Leadership Programme**, an international project aimed at strengthening responsible leadership in sports organizations and promoting the dual career development of Olympic athletes.

The project focuses on developing the competences of future sports leaders. As part of the activities carried out in 2025, a needs assessment was conducted, international workshops and project meetings were organized, and mentoring activities were delivered in cooperation with National Olympic Committees.

The project contributed to the long-term strengthening of governance quality in sport and to better preparing athletes for professional life after the end of their elite sporting careers.



The **FEMcoach Female Sport Coaching Training Programme** project, implemented with the involvement of ISG, focused in 2025 on supporting gender equality in sport and improving the quality of coaching for children and young people through the development of women coaches' competences.

The initiative responds to the underrepresentation of women in the coaching profession and to the uneven level of coaching preparation across Europe.

As part of the project, a needs assessment of women coaches was conducted and work began on a comprehensive training programme combining an online component with in-person sessions. At the same time, an international community of practice was developed, enabling the exchange of experience, mutual learning and professional development based on European good practices.





The **ALLSTARS – Good Practice for Active Lifestyles in Local Sports Policies** project focused on analyzing and disseminating good practices in local sports policies that promote the inclusion of groups potentially excluded from sport.



The initiative highlighted the role of local governments and local cooperation networks in shaping grassroots sport.

As part of the project, case studies were conducted in selected European cities, local stakeholder networks were analyzed, and dissemination activities were delivered for decision-makers and sports practitioners.

The project supported the development of more inclusive and effective sports policies at the local level.

In 2025, we carried out activities within the international **ECOS N2K Environmental Conservation Opportunities and Sport in Natura 2000 Sites** project, which aims to reduce the negative impact of sports and recreational activities on the natural environment, particularly in areas covered by the Natura 2000 network.



The project combines sport, educational and environmental actions, promoting responsible use of areas of high natural value.

Project activities included pilot initiatives in ecologically sensitive areas, the development of a system of good practices and a shared values charter, as well as the creation of digital tools and e-learning materials supporting informed and sustainable participation in sport.



In 2025, we contributed to the development of the **Sport Transparency Index** project, which aims to strengthen sport integrity by creating tools to assess and compare the level of transparency of sports organizations.



The project responds to the growing need to increase transparency in decision-making and operational processes in sport.

Activities carried out in 2025 included work on the development of transparency indicators, testing the benchmarking tool, and actions supporting its use as a self-assessment instrument for various sports entities.



In 2025, we continued our involvement in the international **SOPROS - Assessing, Evaluating and Implementing Athletes' Social Protection in Olympic Sports**, which focuses on improving the social protection of elite athletes in Olympic sports.

The project addresses key challenges related to athletes' socio-economic security, including access to insurance, pension provision, protection in the event of injury, and regulations related to retirement from sport.

Over the past year, we conducted research on how athlete social protection systems operate in partner countries, developed a self-assessment tool to support the analysis of existing solutions, and undertook activities aimed at fostering social dialogue between athletes, sports federations and public institutions. The project contributed to strengthening transparency, accountability and good governance in Olympic sport.



We continued our engagement in the **OD4SG 2.0 - Open Data for Sport Governance**, which aims to strengthen good governance in sport through the development of an open data digital tool supporting self-assessment and benchmarking of sports organizations.



The project responds to the need for data-driven decision-making in the sports sector.

SOLIDARITY PROJECTS AND THE **EUROPEAN SOLIDARITY CORPS**

Solidarity projects and activities implemented under the European Solidarity Corps constitute an important part of our work, focused on supporting young people, local leaders and grassroots social initiatives that use sport as a tool for social change.

In 2025, we were involved in activities aimed at strengthening young people's competences, developing their ability to implement projects with a positive social impact, and promoting active civic participation.



The key initiative implemented in 2025 within the area of solidarity projects was the **Youth for Sport and Society Leadership Programme**.

The programme was addressed to young people interested in using sport as a tool to build social engagement and support the development of local communities.

The aim of the programme was to strengthen young people's leadership competences and prepare participants to initiate and deliver solidarity projects responding to real social needs. The target group included young leaders, students and socially active individuals who wanted to develop their skills.

We acted as the supporting and coordinating organization, providing participants with substantive, organizational and mentoring support. The programme created space for competence development and for building a network of contacts among young leaders operating in different environments.



On 2–5 September 2025, ISG representatives took part in the **European Solidarity Corps Networking Meeting for Solidarity Projects implementers** in Katowice.

The event enabled the exchange of experiences and good practices between youth groups and supporting organizations from across Poland.

An important element of the meeting was a discussion on the future directions of the European Solidarity Corps programme in the 2028–2034 financial perspective, which allowed us to better prepare for further support of young leaders and local solidarity initiatives. As an organization holding the Quality Label under the programme, ISG continued its activities supporting young people in planning and implementing solidarity projects.

An important part of our activity in 2025 also involved information and educational actions related to the European Solidarity Corps. These included organising two webinars dedicated to the idea of solidarity projects, application rules and the implementation of social initiatives, as well as preparing guides and informational materials aimed at young people and informal groups.



**EUROPEAN
SOLIDARITY
CORPS**



KEY EVENTS

CSR AND ESG IN SPORT CONFERENCE AND SPORT STUDENTS' MEETUP 2025



On 21 November 2025, the CSR and ESG in Sport Conference took place at the Cracovia Stadium. The event was jointly organized by the Institute for Sport Governance (ISG) and KS Cracovia SA. It brought together representatives of sports clubs, league organizations, academia, business, and public institutions.

During the conference, ISG presented the results of its analysis on the social responsibility of PKO BP Ekstraklasa clubs for the 2024/2025 season.

The study covered, among others, social and environmental activities, governance standards, and the transparency of CSR and ESG efforts.

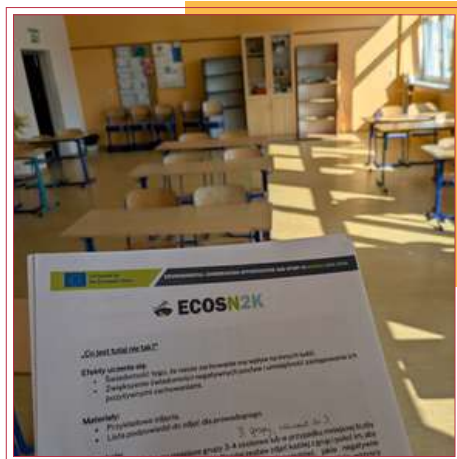
An integral part of the event was the third edition of Sport Students' MeetUp 2025, aimed at students interested in developing a career in sport. Participants had the opportunity to learn about the operations of KS Cracovia SA, visit the Cracovia Training Center, and take part in integration activities. The event supported the development of future sports leaders' competences and strengthened cooperation with the academic community.



WEBINARS AND ONLINE TRAINING UNDER THE ECOS N2K PROJECT

In 2025, we delivered online training sessions as part of the ECOS N2K project, dedicated to linking sport, education and environmental protection in Natura 2000 areas, particularly in the Puck Bay and Hel Peninsula region.

The series began with the webinar “Let’s Take Care of Puck Bay and the Hel Peninsula! How to Combine Sport, Education and Environmental Protection?”, aimed at teachers, coaches, educators and individuals interested in sport and ecology.



The second ECOS N2K online training was addressed to teachers, coaches and educators working in the Puck Bay and Hel area. The programme covered topics related to sustainable development in sport, practical environmental education, and activating local communities.

ECOS N2K ENVIRONMENTAL WORKSHOPS IN HEL



As part of the ECOS N2K project, we delivered environmental workshops in cooperation with the General Secondary School Complex in Hel. More than 120 children took part in the educational activities, including 20 participants who joined an outdoor educational field trip along the ECOS route.

The workshops combined environmental education, physical activity and learning about Natura 2000 areas.

ONLINE TRAINING UNDER THE OLYMPIC COMMITTEES' LEADERSHIP PROGRAMME (OCLP)

In 2025, we also delivered online training sessions under the Olympic Committees' Leadership Programme (OCLP), co-funded by the Erasmus+ Sport programme. The programme was addressed to representatives of National Olympic Committees, sports federations, and athletes preparing for leadership and management roles.

The training focused on developing leadership competences, good governance in Olympic structures, career planning after retirement from sport, and reflection on the role of a leader in sport. The sessions were delivered online and formed part of the broader educational and mentoring programme of OCLP, combining theory with practical projects implemented within sports organizations.

SOPROS EXPERT WORKSHOP – SOCIAL PROTECTION OF ELITE ATHLETES



The workshop was dedicated to the social protection of elite athletes in Poland. Participants included representatives of, among others, the Ministry of Sport and Tourism, the Polish Olympic Committee, the Academic Sports Association, the University of Physical Education in Warsaw, the Institute of Sport, the National Labour Inspectorate, sports federations, and non-governmental organizations.

The workshop was facilitated by Dr Paweł Zembura, and the discussion focused on the legal status of athletes and gaps in the current regulatory solutions.

PARTICIPATION OF ISG EXPERTS IN EDUCATIONAL EVENTS, CONFERENCES AND PANELS

EU SPORT FORUM 2025

The President of ISG, Dr. Grzegorz Botwina, participated in the EU Sport Forum 2025 – the European Commission’s most important annual event dedicated to EU sports policy. The Forum provided a platform for dialogue between policymakers, representatives of sports organizations, academia, and experts.

Key issues concerning the future of sport in Europe were addressed, including good governance, education and skills development, technological innovation, and the role of sport in advancing social and health objectives.



ERASMUS+ SPORT INFO DAY 2026



We participated in the Erasmus+ Sport Info Day 2026 in Brussels, organized by the European Commission and the European Education and Culture Executive Agency (EACEA). The event focused on the priorities of the European Union’s sports policy and the application rules for the upcoming Erasmus+ Sport 2026 calls.

Participation in the Info Day provided an opportunity to learn about the current funding priorities, changes in application forms and project evaluation criteria, as well as to engage in networking.

CONFERENCE: “RESEARCH AS THE FOUNDATION OF SPORTS POLICY – CHALLENGES AND PERSPECTIVES”

Dr Paweł Zembura took part in an expert conference organized by the Ministry of Sport and Tourism as part of Poland’s presidency of the Council of Europe.

His presentation focused on the use of data and scientific research in shaping sports policies, with particular emphasis on promoting physical activity among children and young people, and on the role of the international Global Matrix initiative as a tool supporting decision-making processes.



SPORTS4ALL INNOVATION SUMMIT 2025



Representatives of ISG participated in the Sports4All Innovation Summit 2025, held in Antwerp. The event brought together innovators, practitioners, policymakers, and representatives of sports organizations from across Europe and focused on the development of social innovation in sport.

During the summit, projects were presented that concentrated on increasing access to sport, combating social exclusion, and measuring the social impact of sports initiatives.

SPORTS DEVELOPMENT ECOSYSTEM TRAINING SHORT COURSE

Dr Grzegorz Botwina took part in the Sports Development Ecosystem Training Short Course in Namibia, where he delivered a lecture entitled “Strategies for School Sports Development: Leadership and Governance”. The presentation was addressed to teachers and school sport leaders and focused on leadership and good governance principles in sport.



9TH AND 10TH SPORT BIZNES POLSKA CONGRESS

Representatives of the Institute for Sport Governance participated in subsequent editions of the Kongres Sport Biznes Polska, actively engaging in debates devoted to sports governance, financing, and the professionalization processes of sports organizations.

The discussions also focused on the current challenges facing the sports sector in Poland, including the role of good governance, organizational accountability, and cooperation between sport, business, and public institutions.



EUROPEAN FORUM OF REGIONAL SPORT



We were present at the European Regional Sport Forum in Legionowo together with the partners of the ECOS N2K project. During the event, the project's objectives were presented and we took part in a debate on the role of sport in the development of local communities, in which Dr. Paweł Zembura emphasized the importance of sport for social integration, education, and economic development.

In addition, the Youth for Sport and Society Leadership Programme project was featured at the forum with an information stand.

EUROPEAN FUNDS FORUM 2025

We participated in the European Funds Forum 2025 – the Mazovia Development Forum, dedicated to the role of EU funds in regional and social development.

The event provided an opportunity to take part in debates on the future of cohesion policy after 2027 and to exchange experience with representatives of public administration, business and social organizations.



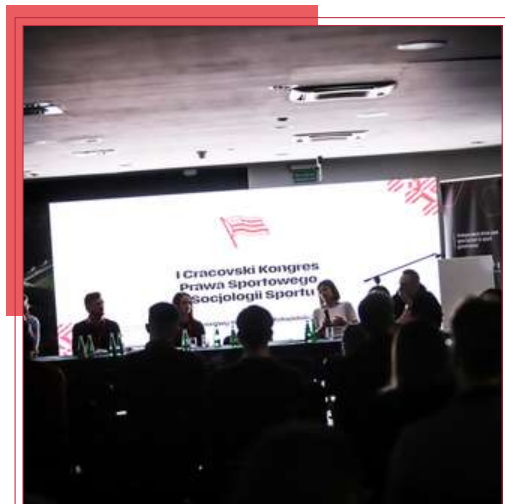
CONFERENCE: “CRIMINAL LAW IN SPORT – CONTEMPORARY CHALLENGES”

We granted honorary patronage to a scientific conference organized at the Faculty of Law and Administration of the Nicolaus Copernicus University in Toruń, dedicated to current challenges in criminal and disciplinary law in sport.

ISG was represented by Rafał Kaszubski, who presented an analysis of disciplinary proceedings in sport based on the case of Gonçalo Feio, discussing mechanisms of accountability, procedural standards, as well as the importance of transparency and integrity in disciplinary processes.



1ST CRACOW CONGRESS OF SPORTS LAW AND SOCIOLOGY OF SPORT



We participated in the event as an honorary patron, supporting an interdisciplinary debate on the legal and social aspects of contemporary sport.

During the congress, discussions addressed, among other topics, disciplinary adjudication, club-supporter relations, and the social responsibility of sport, emphasizing the importance of dialogue between academia, sports practitioners, and public institutions in shaping modern standards of sports governance.

“EUROPEAN INITIATIVES FOR SPORT – PERSPECTIVES AND GOOD PRACTICES”

Representatives of ISG participated in a conference organized by the Ministry of Sport and Tourism, dedicated to European sports initiatives, good practices, and international cooperation in the field of sport.

The event provided a platform for the exchange of experiences between public administration, sports organizations, and experts, as well as for discussions on the future directions of sports policy development in the context of European Union activities.



PUBLICATIONS, REPORTS AND EXPERT CONTRIBUTIONS



The report is available [here](#)

CSR REPORT ON PKO BP EKSTRAKLASA CLUBS 2024/2025

We published the eighth edition of the report, which provides the most comprehensive assessment of the responsibility performance of PKO BP Ekstraklasa clubs. The analysis covered over 120 indicators, evaluating clubs' activities across the areas of society, environment, governance, and for the first time financial responsibility.

The average score of the clubs was 39%, which is the highest result in the history of the study. The largest increase was recorded in the areas of society and governance, among others thanks to the implementation of child safeguarding policies and increased transparency. The new component concerning sustainable financial management revealed significant differences in clubs' stability and highlighted the need for further efforts in this area. RTS Widzew Łódź ranked first for the third consecutive year.

CSR REPORT ON BETCLIC 1 LIGA CLUBS 2023/2024

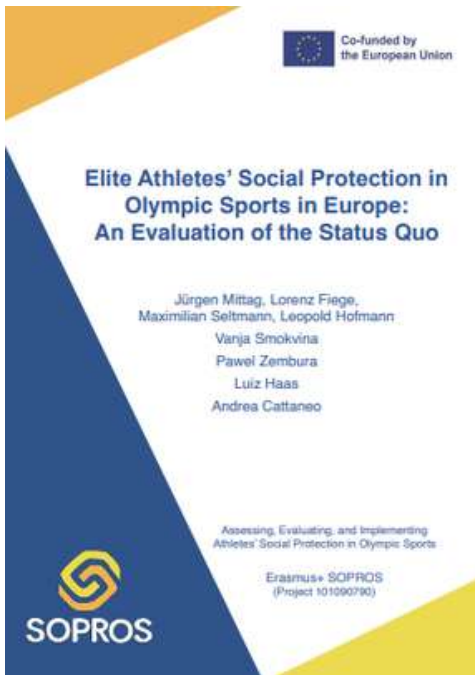
The fourth edition of the report analyzing the level of social responsibility among Betclik 1 Liga clubs was published. The study confirmed clear progress among clubs from the level below the Ekstraklasa, with an average score of 25%. The areas of society and governance received the highest ratings, while the environment remained the main challenge.

Miedź Legnica ranked first, and the report highlighted numerous good practices implemented, among others, by Wisła Kraków, Lechia Gdańsk, Górnik Łęczna and TS Podbeskidzie Bielsko-Biała, demonstrating the growing maturity of CSR in the 1 Liga.



The report is available [here](#)





ELITE ATHLETES' SOCIAL PROTECTION IN OLYMPIC SPORTS IN EUROPE (SOPROS PROJECT REPORT)

The first report of its kind comprehensively dedicated to social protection systems for Olympic athletes in Europe, developed on the basis of a comparative analysis of legal and institutional frameworks. The study covered five countries and made it possible to identify both existing good practices and significant systemic gaps in the field of social security for elite athletes.

The report highlights inequalities in access to social protection, the ambiguous legal status of professional athletes, and limited opportunities for career planning after the end of elite sports careers. Dr. Paweł Zembura was one of the lead authors of the publication and was responsible for the in-depth analysis of the Polish case, providing recommendations relevant to the national debate on reforming the sports system.

The report is available [here](#)

EUROPEAN COMMISSION IDEAS PAPERS SHARE 2.0 INITIATIVE



Two strategic documents co-authored by ISG, focusing on the digitalization of sport and the development of entrepreneurship in the sports sector. The publications serve as practical roadmaps for policymakers, federations and sports organizations in the European Union, supporting the development of modern sport policies.

Documents available [here](#)



IMPACT OF ISG AND PARTNERS' ACTIVITIES

IMPACT OF CSR ANALYSES OF FOOTBALL CLUBS

The CSR analyses of football clubs prepared by ISG constitute an important reference point for sports organizations in the areas of social responsibility and good governance. The structure of the reports is used by clubs to organize and develop their own strategies across social, environmental and governance dimensions, while the highlighted good practices are widely communicated within the sports community.

In 2025, the announcement of the results of the PKO BP Ekstraklasa CSR report took place during an event co-organized with KS Cracovia SA, with the participation of representatives of clubs, the league and regional structures. Around the reports, a community of individuals and institutions interested in responsible governance in sport is gradually forming, drawing inspiration from ISG's analyses and translating them into concrete actions within clubs.

IMPACT OF THE SOPROS PROJECT ON THE DEBATE ON ATHLETES' SOCIAL PROTECTION

The SOPROS project, implemented by ISG under the coordination of the German Sport University Cologne, focuses on analyzing social protection systems for elite athletes in Olympic sports. This topic was reflected in the Framework for the Sport Development Strategy, consulted in November 2025, where regulating the status of elite athletes was identified as one of the key strategic objectives.

The strategic documents emphasized that the unclear status of professional athletes makes it difficult to build coherent solutions in the areas of social protection and career planning after retirement from elite sport. Through the SOPROS project—and previously EMPLOYS—ISG has provided knowledge and arguments supporting the identification of systemic problems and potential reforms in Polish sport.

DEVELOPMENT OF SPORTS LEADERS UNDER THE OLYMPIC COMMITTEES LEADERSHIP PROGRAMME (OCLP)

ISG's participation in the Olympic Committees Leadership Programme (OCLP) is an example of the tangible impact of our activities on the development of future sports leaders. The programme combined mentoring, training and project work, supporting athletes in developing leadership competences and planning a dual career after the end of their elite sporting careers.



An important element of OCLP were the so-called impact projects—implementation projects carried out by participants within their own sports environments. These included, among others, youth sport development, educational activities, social initiatives and organizational improvements. These projects demonstrate that OCLP translates into concrete actions and changes within sports structures, rather than focusing solely on individual competence development.

IMPLEMENTING GOOD GOVERNANCE PRINCIPLES THROUGH THE ACTION AND ACTION+ PROJECTS

The ACTION project and its continuation, ACTION+, are examples of ISG’s systemic impact on the implementation of good governance principles in sports organizations. Their objective was not only to formulate recommendations, but above all to build sustainable competences enabling federations to implement reforms independently.

As part of ACTION+, the National Implementation Facilitators Programme was delivered, training 14 facilitators across 7 partner countries. They were prepared to support federations in self-assessment processes, identifying governance gaps and implementing organizational changes. Through training, mentoring and the Facilitator’s Handbook, the project contributed to strengthening the internal institutional capacities of sports organizations and to the sustainable implementation of European good governance standards.



HONORARY PATRONAGE, PARTNERSHIPS AND EDUCATIONAL INITIATIVES

HONORARY PATRONAGE OF ACADEMIC CONFERENCES

- 6th National Academic Conference on Sports Law “A Day with Law in Football”
- National Student and PhD Academic Conference “Criminal Law in Sport – Contemporary Challenges”
- 1st Cracow Congress of Sports Law and Sociology of Sport
- 11th National Academic Conference “Young People on Sport”
- National Academic Conference “A Political Party in Sport – Sport in a Political Party. Political and Social Dimensions of Sporting Activity in Poland”

PATRONAGE AND PARTNERSHIPS FOR STUDENT AND EDUCATIONAL INITIATIVES

- Patronage of the Business in Sport Days – the largest student conference in Poland dedicated to business and sport management
- Media patronage of the Sport Management Academy workshop and lecture series (SGH, Warsaw)

SUBSTANTIVE AND MEDIA PARTNERSHIPS

- ISG partnership in the podcast “Biznes Edukacja Sport”, dedicated to developing professional competences, communication, PR, and building a career in the sports sector

INSTITUTIONAL DEVELOPMENT OF THE INSTITUTE FOR SPORT GOVERNANCE

In 2025, we began implementing the project “Support for Mission-Driven Activities and Institutional Development of the Institute for Sport Governance Think Tank”, funded by the National Freedom Institute – Centre for Civil Society Development under the PROO Civil Society Organizations Development Programme (2025–2026). The aim of the project is to strengthen ISG’s organizational capacity in the long term and to increase the effectiveness of delivering our mission.

As part of the project, we planned, among others, the development of a five-year ISG growth strategy, the enhancement of organizational and technological infrastructure, the strengthening of the team’s competences, and the creation of the CSR in Sport Academy —a comprehensive educational programme addressed to sports organizations. In November 2025, the first strategic workshops were held, launching the strategy development process, which will be completed in 2026.

The project represents an important step towards further professionalization of ISG, strengthening institutional stability, and building sustainable foundations for the continued development of our activities.



FINANCED BY THE NATIONAL INSTITUTE OF FREEDOM –
CENTER FOR CIVIL SOCIETY DEVELOPMENT AS PART OF THE GOVERNMENT PROGRAMME
FOR CIVIL SOCIETY ORGANISATIONS DEVELOPMENT FOR 2018-2030 CSODev



PUBLICATIONS AND EDUCATIONAL & INFORMATION SERIES

An information and educational series held as part of the **European Week of Clean Sport**, focused on sport integrity, fair play, and anti-doping. The publications promoted anti-doping education, the responsibility of athletes and sports organizations, and cooperation with the Polish Anti-Doping Agency (POLADA).

Educational materials on leadership and dual careers of athletes, developed in connection with the **Olympic Committees Leadership Programme (OCLP)**, focusing on building leadership competencies and planning professional pathways beyond elite sport.

A series of posts based on the **ALLSTARS** project, focusing on inclusivity in sport, barriers to access to physical activity, and good practices in local sports policies.

An extensive information series under the **SOPROS** project, dedicated to the social protection of athletes in Poland and Europe, based on research findings, reports, and expert workshops.

An educational series on Good Governance, implemented under the **ACTION** and **ACTION+** projects, presenting the principles of the European Code of Good Governance in Sport in an accessible and practical format.

A series of posts dedicated to analyzing the quality and authenticity of CSR activities in sports organizations, as well as presenting the findings of the **Ekstraklasa** and **1st League CSR reports**.

OUR MEDIA

LINKEDIN

In 2025, ISG's LinkedIn profile recorded a total of 44,607 content views, with a monthly average of 3,717 views. The published content reached 32,475 users, and the total number of interactions (reactions, comments, shares) amounted to 1,783. Over the year, the number of followers increased by 301 new users, with an average monthly growth of approximately 25 followers.

FACEBOOK

In 2025, ISG's Facebook channel generated a total reach of 32,122 views, with 2,019 interactions with content. The number of followers increased by 98 new users.

STRONA INTERNETOWA ISG

In 2025, the ISG website recorded 7,118 users, including 6,740 unique users, who generated a total of 41,474 events (page views, clicks, interactions).

The average monthly number of users was 593, while record days brought as many as 1,559 users and 11,832 events. The highest website traffic was recorded in the autumn months, particularly in November, which was linked to the publication of key reports and ISG's intensive communication activity.

NEWSLETTER ISG

In 2025, we carried out regular newsletter communication in both Polish and English. A total of 2,632 newsletters were sent, generating 1,586 opens.





CONCLUSION

The year 2025 was a period of intensive work for the Institute for Sport Governance, marked by consolidating our experience and strengthening our position within the national and European sports community. The projects, publications, and educational initiatives we delivered confirmed that actions grounded in knowledge, cooperation, and responsibility can genuinely influence how sports organizations operate.

At the same time, we remain aware of the challenges facing the sports sector. To effectively support processes of change and reform, we will continue to expand our activities, initiate new projects, and deepen cooperation with partners in Poland and abroad.

We conclude the year with satisfaction, as it brought new partnerships, valuable experiences, and inspiration for further action. With this foundation, we move into the next stage of ISG's development, continuing our work towards more responsible, transparent, and sustainable sport.

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