



INTERNATIONAL
OLYMPIC
COMMITTEE

XIII OLYMPIC CONGRESS

COPENHAGEN 2009

A large, abstract graphic design composed of numerous small, irregular blocks of color (blue, green, red, yellow, black, and white) scattered across the page. The word "PROCEEDINGS" is prominently displayed in the center in a bold, white, sans-serif font, with the letters partially overlapping the colorful blocks.

PROCEEDINGS



This publication contains the documents from the XIII Olympic Congress.

It follows the first publication entitled “XIII Olympic Congress: Contributions” published by the International Olympic Committee (IOC) in September 2009, which contains submissions to the *Virtual Olympic Congress* from the Olympic Family, IOC Administration and a selection of texts from the public.

This publication includes the texts of all the speeches delivered at the XIII Olympic Congress in Copenhagen and the Congress resolutions.

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At the end of the publication, you will find a DVD containing, among other things, the keynote speakers' PowerPoint presentations, a copy of the Final Document (comprising the 66 recommendations) that was distributed in Copenhagen as well as the internet links to the plenary and discussion sessions.

MESSAGE FROM THE IOC PRESIDENT

JACQUES ROGGE

The XIII Olympic Congress, held from 3 to 5 October 2009 in Copenhagen (Denmark), brought together representatives of the different stakeholders of the Olympic Movement.

The Congress was a rare opportunity for the entire Olympic Family to meet, share their different experiences and define their common goals. It was also the time to acknowledge the obstacles to success and to begin shaping realistic strategies to overcome them.

Over the course of three days we heard interesting speeches and had stimulating discussions on issues concerning the athletes, the Olympic Games, the structure of the Olympic Movement, Olympism and youth and the digital revolution.

We had an impressive list of international political and sport personalities speak at the XIII Olympic Congress. They brought to us a wealth of information from their years of experience in their respective fields. They all agreed that the Olympic Movement does play an important role in today's society and that we need to constantly develop ways of adapting and growing in our current and future environment.



Based on the discussions in Copenhagen, as well as the ideas gathered through the *Virtual Olympic Congress*, we now have 66 recommendations to guide our work in the coming months and years. The members of the Editorial Committee should be applauded for their work in producing such a strong document.

The wheels of progress have been set in motion. Working groups have been established to ensure that the recommendations are not just words on a paper, but a document that will take us boldly into the future.

FOREWORD BY THE IOC DIRECTOR GENERAL

URS LACOTTE

How will we remember the XIII Olympic Congress? The final document containing 66 recommendations, which gives us a blue print for our work in the years to come, will always be a positive reminder of this event.

No doubt we will also always remember the Session and the Congress, perfectly organised by our Danish friends who did not leave anything to chance, brilliantly combining operational efficiency with artistic creativity.

A number of events took place around the Congress with music and dance featuring prominently in these activities.

At the opening ceremony of the Session and Congress, held at the Copenhagen Opera House, guests were treated to classical dance sequences from members of the Royal Danish Ballet as well as the Youth Ballet of the Royal Danish Theatre. Music was performed by the Royal Danish Orchestra and the Danish National Girls' Choir, followed by the Sankt Annæ Gymnasium Classic Orchestra and the Sankt Annæ Gymnasium Big Band.

At the Bella Centre, every effort was made to ensure that the Congress closing ceremony was just as memorable. Participants exited the conference room to the sounds of the Sankt Annæ Gymnasium Boys' Choir and then the raucous music of The Copenhagen Show Band. It was a fitting way to celebrate the success of the Congress!

The Organising Committee also made certain that Congress participants had the opportunity to experience the splendour of local landmarks such as Kronborg Castle and the magic of Copenhagen's world renowned Tivoli Gardens. It was a pleasure to participate in the events of the Olympic Youth Festival and the tree planting ceremony. These activities were testimony to Denmark's commitment to raising the profile of youth sport and the protection of the environment.

The Olympic Congress was held in conjunction with the 121st IOC Session, which saw the election of the 2016 Summer Olympic Games host city, the reelection of IOC President Rogge for a further four year term as



well as the reelection and election of members of the Executive Board and IOC members. Copenhagen will no doubt have an important place in the hearts of golf and rugby fans who successfully campaigned for their sport to be included in the 2016 Olympic Games.

We are grateful for the patronage of the Danish Royal family – in particular HRH Queen Margrethe II and HRH Prince Frederik (Crown Prince of Denmark) – and for the support of Lars Løkke Rasmussen (Prime Minister of Denmark), Carina Christensen (Danish Minister of Culture) and Ritt Bjerregaard (Lord Mayor of Copenhagen).

I have to thank the Government of Denmark, the City of Copenhagen and the staff at the Bella Centre as well as Kai Holm (President of the Danish Organising Committee) and Niels Nygaard (President of the NOC and Sports Confederation of Denmark) and their collaborators for their stellar organisation and hard work. It was a pleasure to work with individuals who took every measure possible to ensure the highest level of organisation.

In many ways, the Congress is the beginning and not the end. There is much to be done and I know that together we will succeed in taking the success of the Congress far beyond Copenhagen. This publication is the first step in the process.

For those of you who attended the Congress, I hope this publication will serve as a reminder of this unique Olympic Family gathering. For those readers who were not present, I urge you to leaf through these pages and explore the ideas put forward here.

I would like to take this opportunity to thank the members of the IOC Administration who have also been instrumental to the success of the Congress and in seeing this publication through to completion.

A handwritten signature in black ink, appearing to read 'U. Laccotte', positioned at the end of the foreword text.

REMARKS BY THE 2009 OLYMPIC CONGRESS COORDINATOR

PATRICE CHOLLEY



It is with pleasure that I present to you the second of two publications containing the proceedings of the XIII Olympic Congress.

It follows the first publication entitled “XIII Olympic Congress: Contributions” published by the IOC in September 2009, which contains submissions to the *Virtual Olympic Congress* from the Olympic Family, IOC Administration and a selection of texts from the public. All information relating to the preparatory process can also be found in the first publication.

In the pages that follow, you will find the texts of the speeches delivered at the plenary and breakout sessions and the recommendations from the Congress.

The texts of the speeches are presented thematically and published in the order they were delivered at the Congress.

A DVD is included at the end of this publication, which contains the keynote speakers’ PowerPoint presentations, a copy of the Final Document

(comprising the 66 recommendations) that was distributed in Copenhagen, as well as the internet links to the videos of the plenary and discussion sessions. All the plenary and breakout sessions were recorded and livecast over the internet.

We would like to bring to your attention that all texts have been edited for clarity and to ensure they are in line with our publication standards.

I would like to express my sincere thanks and appreciation to every one who contributed to making the Congress a success.

Thank you for your support and happy reading!

A handwritten signature in black ink, appearing to be 'P. Cholley', written in a cursive style.

PARTICIPANTS AND SPEAKERS AT THE CONGRESS

Altogether there were more than one thousand people who participated in the Congress comprising members of the International Olympic Committee (IOC), representatives of National Olympic Committee (NOCs), International Federations (IFs), the Organising Committees of the Olympic Games (OCOGS), athletes, coaches, media, sponsors and other stakeholders.

In all there were 97 speakers at the Congress representing these constituents.

THEMES AND SUBTHEMES OF THE CONGRESS

The Congress considered the following five themes, each of which was divided further into three subthemes.

Theme 1: The Athletes

- 1.1 Relationship between the athletes, the clubs, federations and the NOCs
- 1.2 Health protection in training and competition
- 1.3 The social and professional life of athletes during and after elite competition

Theme 2: The Olympic Games

- 2.1 How to keep the Games as a premier event?
- 2.2 Olympic values
- 2.3 Universality and developing countries

Theme 3: The Structure of the Olympic Movement

- 3.1 The autonomy of the Olympic Movement
- 3.2 Good governance and ethics
- 3.3 The relationships between the Olympic Movement and its stakeholders

Theme 4: Olympism and Youth

- 4.1 Moving towards an active society
- 4.2 Is competitive sport still appealing?
- 4.3 Youth sport events

Theme 5: The Digital Revolution

- 5.1 A new management of sports rights
- 5.2 How to increase the size of the sports audience?
- 5.3 Communication with stakeholders in the digital age

ORGANISATION OF THE DISCUSSIONS

A half day was devoted each of the five themes. The plenary sessions were followed by three simultaneous breakout sessions on the respective subthemes.

The discussion on each subtheme began with presentations from a panel of speakers. The moderator of each panel was then responsible

for the ensuing discussion period, which gave all participants the opportunity to voice their opinions on the issues.

FINAL DOCUMENT

The main points from each breakout session were carefully recorded by specially assigned rapporteurs who informed the Editorial Committee of the discussions at the end of each day.

The final document reflects the main ideas from the discussions in Copenhagen in addition to the information gathered through the *Virtual Olympic Congress* during the preparation phase of the Congress.

The Final Document was approved by the 2009 Congress Commission and the IOC Executive Board on 5 October 2009. The document was accepted by acclamation during the closing ceremony of the Congress.

The document will be analysed internally by the IOC in order to determine the appropriate body to be tasked with the implementation of each recommendation. The Executive Board and the IOC Session will then oversee the implementation phase.

Following the Congress, Working Groups were created to study the 66 recommendations. The groups comprise representatives of the IOC, IFs, NOCs, the athletes, stakeholders of the Olympic Movement as well as representatives of the IOC administration.

The Executive Board and the IOC Session will oversee their activities, steer the process to completion and will determine future actions based on the propositions put forward by these Working Groups.



The opening speech of the Congress, given by IOC President Jacques Rogge, was preceded by a short protocol ceremony during which Ritt Bjerregaard (Lord Mayor of Copenhagen), HRH Prince Frederik (Crown Prince of Denmark) and Carina Christensen (Danish Minister of Culture) welcomed the Congress participants. Their remarks are available on www.olympic.org

JACQUES ROGGE

President of the International Olympic Committee

ORIGINAL TEXT IN ENGLISH/FRENCH

Dear Colleagues, Ladies and Gentlemen,

Welcome to the XIII Olympic Congress.

We have gathered in this beautiful city to take stock of the Olympic Movement and to consider where we are today and where we want to be in the future.

Every branch of the Olympic Family is represented.

For the first time, we also have representatives from the public at the Congress. And, in another significant first, the public and Olympic Family members were invited to contribute ideas online as part of our *Virtual Olympic Congress*.

Those contributions serve as a valuable starting point for the discussions that we will have over the next few days.

We are very honoured by the presence of our prestigious keynote speaker, the Secretary General of the United Nations Mr Ban Ki-moon. Thank you Mr Secretary General for your support and for bringing us the presence of the nations of our world.

We have embraced the social responsibilities of our Movement. We have put sustainable development and protection of the environment at the centre of our actions and adopted Agenda 21 of the United Nations. We have adopted the United Nations Millennium Development Goals, and have developed a great partnership with the United Nations through the Olympic Truce and in areas such as development through sport, education, humanitarian aid and health protection.

We are also very honoured by the presence of tomorrow's keynote speaker, Mr José Manuel Ramos-Horta, President of East Timor and corecipient of the 1996 Nobel Peace Prize.

Pierre de Coubertin, the founder of our Movement, said the role of the Congress is to provide "intellectual guidance" for our Movement. He



convened the first Congress in 1894 at the Sorbonne in Paris to give life to his dream of reviving the ancient Olympic Games.

Imagine for a moment how Coubertin would react if he could see what has become of his creation. He would undoubtedly be extremely proud that his vision of a global Movement has become a reality, with 205 National Olympic Committees (NOCs) and many International Federations (IFs) acting in over five continents.

He would be thrilled that the values he cherished – fair play, respect, friendship and excellence – are still the priority of the Movement he founded.

He would be amazed that more than 4 billion people have the opportunity to experience the excitement, passion and magic of the Games almost instantaneously over various media channels.

He would be gratified that the Movement rests on a solid financial foundation that can withstand even a global economic downturn and that enables rich and poor to come together and share common values.

He would be reassured that we share his contempt for cheaters and that we are working hard to eradicate doping, corruption and match fixing.

He would be very pleased that we remain focused on youth.

Coubertin highlighted the problem of youth inactivity more than a century ago. He would be dismayed to know it is still a problem. But he would be relieved to know we are doing something about it. He would be excited to learn about our plans for the first Youth Olympic Games (YOG) next year. He would definitely agree that the educational part of these Games is the most important.

He would be surprised that we are fast approaching the day when 50 percent of the athletes at the Games will be women. We have more to do, but we have made great progress.

The rules of the YOG provide for global gender parity.

And, for the first time, women will compete in every sport on the programme at the 2012 Games.

Coubertin knew that the Movement had to adapt to societal changes while remaining faithful to its core values. As he put it, “the Olympic Spirit is neither the property of one race nor of one age”.

The Movement that Coubertin created 115 years ago is stronger than ever. It is our responsibility to keep it strong.

We are here to share ideas on ways to sustain and strengthen our Movement and Olympic values in this new millennium.

The overarching theme of this Congress is “The Olympic Movement and Society”.

It is a broad topic, but it is appropriate because it speaks to our *raison d’être*. We exist to serve society, to place sport at the service of humanity.

We use the joy of sport to encourage physical and mental health, and to promote universal values of mutual understanding and peace, solidarity, excellence, friendship, respect and fair play.

As a values-based sport organisation, we cannot change the world on our own. But we can – and we do – help make it a better place.

We have a special obligation to put our values into action on behalf of athletes and young people – athletes because they are the heart of our Movement; young people because they are our future.

The Olympic Movement devotes considerable time, energy and resources to supporting athletes.

92 percent of the revenue that comes to the International Olympic Committee flows straight through to the IFs, NOCs, Games Organisers and other Olympic Family members that directly serve athletes.

Our Olympic Solidarity programme offers financial support and training assistance to athletes who need help.

Our rigorous anti-doping efforts help protect the health of athletes, as well as the fairness of the competition.

We do a lot for athletes, but we must do more. Our obligation extends to providing assistance with their social and professional lives, both during and after their peak competition years.

The IOC’s Athlete Commission has developed a very successful strategy in this field. More must be done with our stakeholders in the social sphere: governments and the world of education and economy.

Athletes are not performing alone. They are surrounded by an influential entourage. We must make sure that coaches, trainers, managers and others in positions of influence act in the best interest of the athletes. There is no place in sport for a win-at-all-cost mentality.

A first-place finish that endangers the health and safety of an athlete is not a victory, it is a disgrace. And we should be as tough on those who encourage and assist doping as we are on the athletes who engage in it.

We should consider establishing a Trainers Commission to enable a dialogue to address these issues.

Collaboration and harmonious relationships between professional leagues and International Federations are key to a successful Games participation.

We will talk about those issues under the subtheme, “The Athletes”.

Fulfilling our responsibilities toward young people is another core mission that flows from our founding values.

Sport is a powerful tool for instilling values in young people. Physical activity encourages healthy bodies and healthy minds. It teaches discipline, self-respect and the importance of setting goals. It demonstrates the value of fair play and respect for others.

In the late 1800s, Coubertin worried that youth in his native France were turning away from physical activity. Today, we see the same problem in the growing rate of youth obesity throughout the world.

Sport and other physical activity now compete with sophisticated technology based entertainment and too often lose.

The YOG and other IOC initiatives will help us address these challenges. We must do more.

Under the theme “Olympism and Youth”, we will explore ways to engage and inspire the world’s youth so they can enjoy the fun and the lasting rewards of sport.

Our commitment to values starts within our own organisations.

We cannot expect others to adhere to high ethical standards if we do not do so ourselves. We cannot expect proper conduct on the field of play if we do not have good governance within the Olympic Family.

And we must ensure that our organisational structure is designed to meet the needs of athletes.

We have taken a series of steps in recent years to improve our organisational structures. We have ensured that the Athletes Commission is a strong advocate for athletes.

We have also worked hard to protect the autonomy of sport – an issue that requires constant attention.

We will discuss these important issues and related topics under the theme, “The Structure of the Olympic Movement”.

Another theme, “The Olympic Games”, will focus on our flagship events, the Olympic Games, the Olympic Winter Games and the Youth Olympic Games.

Their status as the world’s premier sporting events is critical to our Movement’s success.

The Games are not an end in themselves. They are a means to an end. We owe it to the athletes, to offer them a perfect organisation of the Games. The most important is to preserve the capacity of the Games to ignite a dream in youth. The mission of the IOC is to perpetuate this dream.

We have established a process to ensure that we regularly review and refresh the Olympic Programme. We have established a knowledge transfer programme to ensure that host cities benefit from past experience. We manage the size, complexity and cost of Games.

As we work to maintain the popularity and the magic of the Games, we must also stay focused on our values and the need to ensure that developing nations are full participants.

The fifth theme, “The Digital Revolution”, will explore new ways to use the reach and power of the media to promote Olympic values and the practice of sport.

Television transformed our Movement and brought the Games to a global audience. New digital and social media have expanded our reach and will help us build new relationships, especially with young people.

As you can see, we have a lot to discuss. These are exciting times for the Olympic Movement.

We face some significant external challenges – economic pressures, societal changes, political interference and all of the other issues that can intrude on the world of sport.

But our future offers far more opportunities than challenges.

Even after more than a century, we are finding new ways to strengthen the foundation that Coubertin started.

We have increased transparency and improved governance within the Movement.

We have taken steps to ensure that the concerns of athletes are heard and addressed.

We have narrowed the gender gap in sport.

We have set new records for global participation and audience share at the Olympic Games.

We have strengthened our financial reserves to help those in need and to guard against unforeseen challenges.

We have made great strides in the fight against doping and match fixing.

And, most importantly, we have stayed true to our core values.

We are here to continue this quest for improvement. As we go about this task, we need to show the same boldness and daring thought as our founder.

We shall not find all the answers at this Congress. There will be disagreements. But open, honest and lively debate will lead us in the right direction.

It is now our turn to look to the future. We are here to make sure that the Olympic Movement continues to serve the athletes, the world’s young people and society as a whole for the decades to come.

I thank you for being here, and ask you to devote your energies to thinking about this important cause.



President of the International Olympic Committee (IOC), Jacques Rogge.

BAN KI-MOON

Secretary-General of the United Nations

ORIGINAL TEXT IN ENGLISH

Mr President of the International Olympic Committee, Jacques Rogge, Ladies and Gentlemen,

I am very happy to be among you today. It is a real pleasure for me. It is also a great honour.

I feel at home among you.

You come from every corner of the world. You represent different nations... yet you have numerous interests in common.

It is a little like being at the United Nations!

I am here in Copenhagen for two very important reasons.

I am here because this Congress is the ideal opportunity to examine the means of strengthening the collaboration between the UN and the Olympic Movement.

I have also come to promote the United Nations Conference on Climate Change, which will take place here in Copenhagen in a little more than two months.

These two objectives are linked.

The Olympic Movement is contributing more and more to the protection of the environment. The fight against climate change urgently needs your support. I will tell you why in a moment.

But first, let me say how much I welcome our growing cooperation.

Just last month, the General Assembly, for the first time, took steps to pave the way for IOC representatives to participate in its official meetings. If all goes well, this could start by the end of the year.

But our partnership goes well beyond the meeting rooms in New York.



It extends across the world, from national capitals to war zones.

It carries out scores of projects to help refugees, educate children and protect our planet.

These efforts are underpinned by shared principles: non-discrimination, sustainability, universality and solidarity. Olympic principles are United Nations principles.

Olympians also have tremendous capacity to inspire. At a UN-run camp in Nepal, where young refugee girls were trying to play volleyball with broken equipment, three gold-medal Japanese athletes visited with professional balls and personal lessons. The girls were overjoyed.

This is just one of countless examples.

My Special Adviser on Sport for Development and Peace, Wilfried Lemke, has a simple philosophy: "Sport is a universal language that unites people and builds bridges."

Indeed, sports can be found anywhere, even in war-ravaged places where all hope seems lost.

Suddenly, a ball appears, made out of plastic bags. Or a stick used as a bat.

Suddenly, a dirty street is transformed into a playing field.

We have seen this in poor townships in South Africa and slums in Nairobi, where UN initiatives are helping children benefit from sports.

In the Middle East, organised sports are helping children devastated by violence to learn positive social values.

Three years ago, when the United Nations helped to organise the Democratic Republic of the Congo's first elections in 45 years, the

IOC teamed up with peacekeepers to hold “Peace Games” that helped promote calm.

I thank Dr Rogge for backing these sports-for-peace initiatives.

More and more people around the world understand the value of such efforts.

This is why the vast majority of UN member countries sponsor the annual General Assembly resolution calling for an Olympic Truce. This is one of the most widely sponsored General Assembly measures, and it is always adopted unanimously. It may seem impossible to silence all the guns on the planet, but we must try – we must be as determined as Olympic champions.

We must use the potential of sports to help people who are marginalised, including people with disabilities. From the Olympics to the Paralympics to the Special Olympics, we hear stories of people who have fought the odds and won.

I hope that all sports will strive to provide equal access to everyone, in keeping with the landmark United Nations Convention on the Rights of Persons with Disabilities.

We must also join forces to combat the negative aspects of sports. Doping, human rights abuses, violence and corruption directly contradict the ideals of the Olympic Movement and the United Nations. We need positive role models who reject this behaviour and show children how to be true winners in life. I am grateful to the leading Olympic athletes who have signed on as UN goodwill ambassadors.

Our work together is especially important as the global economic crisis continues to inflict suffering. The International Labour Organization is working with the IOC to support job training. The United Nations Children’s Fund (UNICEF), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the United Nations Refugee Agency (UNHCR) are organising sports education programmes. We are also joining hands to raise awareness about HIV/AIDS.

Athletics are also central to our work to promote gender equality. I commend the IOC and the organisers of the 2010 Youth Olympic Games in Singapore for their commitment to equal representation of male and female athletes.

Ladies and Gentlemen,

This is a wide-ranging field of play. But there is perhaps no area where we cooperate more closely than in protecting our global environment – one of my top priorities as Secretary-General.

To push for a global climate deal, I have sounded the alarm from Antarctica to the Arctic Rim, from the dry plains of Africa to the steppes of Mongolia.

Last month in New York, I convened the largest-ever gathering of world leaders on climate change. More than 100 Heads of State and Government attended.

I continue to press them to hammer out an agreement. But we also need citizens to do their part – on climate and on the environment.

The IOC’s agenda for Sport and Environment is a welcome effort in the right direction. The concept of ‘Green Games’ is now a reality. That is why the United Nations Environment Programme (UNEP) named President Rogge a “Champion of the Earth.”

Last summer’s Beijing Olympics set new records. More than a fifth of all energy used was renewable. And people everywhere learned about the importance of protecting the environment.

I am pleased that the cities of Vancouver and London, are committed to greening the games they will host in 2010 and 2012 respectively.

I am also encouraged that the Russian government, in preparing for the 2014 winter games in Sochi, has already responded to a recommendation from UNEP to relocate facilities away from a protected wilderness area.

Yesterday, you chose a city to host the 2016 Olympics. I congratulate Rio de Janeiro for its successful bid. Parabéns!

In a few weeks, an Olympics of another sort will take place right here in Copenhagen. The nations of the world will gather to seal a deal on climate change. That will take an Olympian effort. We are all running a race against time.

Last month’s summit laid a solid foundation for this effort. World leaders all said they want a deal, and that they will work for it.

The summit also heard important commitments from Japan, China, the European Union and many others.

I appreciate this progress. But I am keeping up the pressure.

This is the pre-eminent global challenge of our time.

Tackling climate change can set us on the road to peace and prosperity for all. But half-measures or business-as-usual will set the stage for catastrophe.

I will continue engaging leaders for success at the December Conference. I appeal to you to use your positions and your influence to do your part.

Friends,

I must confess I am a bit awed speaking before you. Many of you are athletes, or former athletes, and all of you know more about sports than I do.

If you asked me to jog around this conference room, I would probably run out of breath.

But when it comes to fighting for our shared global goals – for a world that is cleaner, healthier, more peaceful and more prosperous – I will sprint like an Olympian.

I will ski the steepest trail.

I will run and run and never stop until we reach the finish line.

I am counting on all of you to join me. We must go for the gold.

Thank you.



Ban Ki-moon, Secretary-General of the United Nations, holding a ball made of recycled plastic bags, newspaper and string, by children from the slums of Nairobi, Kenya.



UN Secretary-General, Ban Ki-moon and IOC President, Jacques Rogge signing the ball. After the Congress, the ball went to Dubai where it was auctioned at a charity event organised by HRH Princess Haya Al Hussein and Wilfred Lemke, UN Special Adviser on Sport for Development and Peace. The football fetched USD 205,000 on a night that raised USD 848,000 for sports programmes for children and youth in Palestine. The buyer later donated the ball to The Olympic Museum.



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FRANK FREDERICKS

Keynote speaker • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

I am very pleased to be here today to address you not only on the theme I know the best, “The Athletes”, but also to give you an athlete’s perspective on the four other themes of our Olympic Congress. We all know that an athlete is more than just an athlete. His or her field of activity is not limited to the field of play but goes far beyond.

I am deeply convinced that every athlete in the world can contribute to building a better society for future generations by giving the best of him or herself inside and outside the sports arena.

OLYMPISM AND THE OLYMPIC GAMES

I would like to start my presentation with the main area that concerns us: the Olympic Games and what it means for us to take part in it.

There is no doubt that, without athletes, there would be no Olympic Games and no sport. There is absolutely no doubt that the athletes are at the heart of the Olympic Movement.

If, today, the Olympic Games are the premier event, watched by billions of people throughout the world, attracting worldwide interest, we all recognise that the athletes are the reason.

Through their performances, athletes have given the world the most beautiful and memorable moments.

I am sure that if I asked any of you to tell me what memories you have of an Olympic Games or any sport, you will come up with a name right away.

Everybody remembers Jesse Owens, Bob Beamon, Abebe Bikila, Nadia Comaneci, Jean-Claude Killy, Mark Spitz, Alberto Tomba, Michael Phelps, Usain Bolt and what they did. They all became heroes, examples to follow in sport and in life. They have inspired generation after generation throughout the world.

Today, in our evolving society, the athlete is similar to a movie or pop star as a role model or hero for the younger generation. He makes them dream, gives them hope and even helps them to find their own way and own goals in life. Of course, we do not become champions just like that. It would be too easy. Like any other job, it demands years of learning, training and sacrifice.

As some of you may know, I hail from Namibia, a country four times the size of the United Kingdom, located on the south-western seaboard of Africa with a population of two million. I grew up in the dusty streets of a township in Namibia called Katutura. Like many destitute Namibians under apartheid, we had very little to look forward to, except hope for a better future.

Growing up poor and overcoming obstacles made me a stronger person. I became more determined to succeed in life, and to me that meant staying in school and getting an education.

However, since I was a young boy, I had a talent for sports. Athletics became my trump card to get noticed. I became an athlete with a purpose.

My purpose was to get a life, to represent my country, to give the best of myself. And I must confess, I have succeeded.

As a result of my athletic achievements, I was given the opportunity to study in the United States. This heralded the beginning of my athletics career. Through a careful combination of high level athletics and education, I was able to obtain a Master’s Degree in Business Administration while at the same time build an international career in athletics. It was not an easy journey, because I had to constantly strike a balance between academics and athletics.

Despite the difficulties in combining sport and education, I am happy that I was able to persevere because today, having retired from active sports, I can proudly fall back on my academic credentials.

I can only imagine the frustrations I would have been faced with following my retirement from international athletics if I had no academic grounding.

Remember, if it was not for family, sport and education, a young man from a little-known country would not have had the opportunity to stand in front of you today.



My career in athletics, and the experiences of many other athletes across the world, is testimony to what sport can do to help a young person achieve his or her goals and his or her dreams.

Although we know what sport has done for us, we cannot be complacent in assuming that the generations that follow us will find sport as we have. We must actively work to guide them towards sport, to show them the physical and emotional rewards. We have a responsibility to the younger generation to let them know that taking part in sport is a wonderful life experience.

As President Rogge often says, “Athletes have to represent the three values of the Olympic Movement, excellence, friendship and respect. They have to show the kids of the world who follow us on TV, or on the net, that winning is great, but that it is the taking part that counts. Excellence means sharing our passion with them freely and showing them how men and women of honour and courage behave. Friendship encourages them to consider sport as a tool for mutual understanding. And respect incorporates respect for oneself and one’s body... respect for others... for the rules... and for sport.”

THE ATHLETES

Being an athlete does not stop on the athletics track, in a pool or on a court. Like any citizen in the world, an athlete has to show that he is competent, dynamic and capable of addressing any issue. Like any citizen of the world, an athlete has a right and duty to express himself, to make his voice heard and to play a bigger role within the sports movement on local, national, regional and international levels and beyond the sports field within society in general.

And that is the goal of the Athletes’ Commission of the International Olympic Committee (IOC): to be the athletes’ voice.

People have to know what athletes think, what athletes feel and what athletes want regarding the position they occupy within the sports movement and society in general. They also need to know about their choice of training and competition programme, their life and career choices, and even the preparations for and running of the Olympic Games or any other sport events.

These are key concerns for today’s and tomorrow’s athletes. These are also the sub-themes of this overall theme, “The Athletes”, which were largely discussed during our International Forum last May in Marrakech. Let me outline some of our recommendations, which will be discussed during the forthcoming breakout sessions.

On the first one, “Relationships between athletes, clubs, federations and NOCs”, the Forum’s participants unanimously agreed that all

the members of the sports movement – clubs, National Federations (NFs), International Federations (IFs) and National Olympic Committees (NOCs) – have important roles and responsibilities vis-à-vis the athletes and vice-versa.

The athletes thus have a central role to play in raising the profile of sport and recreation across communities. For their part, the sports organisations must ensure that all athletes can compete on a level playing field. The athlete, to do his or her job properly, needs the support of his or her club, federation and NOC.

The Forum also encouraged sports organisations to strengthen their athletes’ commissions, or if necessary create one, so that the athletes can make their views heard and ensure that the information provided is accessible to all. This is why, inside any sports body, it is important that athletes are in a position to influence developments and decision-making.

It is more important that athletes sit on the executive committees, so they can voice their concerns and vote. And one issue on which athletes most definitely should express their concerns is the protection of their health.

Athletes’ health during training and competition is an issue which spans the areas of education, information, treatment, prevention and anti-doping. For this reason, we called on the IOC to implement educational programmes on health protection and injury prevention at the Olympic Games and Youth Olympic Games (YOG), and to encourage NOCs and IFs to do the same.

As for the fight against doping, we have adopted a strong position: a (life) ban should be recommended for anyone connected with cheating or other behaviour that undermines fair play and ethics.

Cheats must be punished; young athletes must have healthy dreams.

The role of sporting bodies is to implement the WADA code and harmonise sporting calendars.

As for the IFs’ technical decisions, in particular relating to competition schedules and rule changes, these should be taken in consultation with the IFs’ respective Athletes’ and Medical Commission representatives.

On the athlete’s side, we need to work for better protection, better communication on the dangers of over-training and over-competition, better prevention and better education.

As athletes and as human beings, we have to encourage clean sport and set a good example for the new generation.



On the key issue of an athlete's social and professional life during and after elite competition, we all need to understand the importance of combining education and sport ("dual career"), and thus to recognise and endorse the importance of life skills.

As I said earlier, an athlete's life should not be restricted to the sports arena.

There is a need to push the promotion of education throughout an athlete's sporting career.

From the very start of their career in sport, athletes should be given opportunities to prepare for life, and the Olympic Movement and national sporting bodies should provide specific support or assistance in achieving social and professional stability during and after elite competition.

This should be augmented by support from coaches and agents in preparing athletes for their final exit from sport and a daunting future.

Of course, an athlete should also take the necessary steps to prepare for life after sport throughout his or her sports career, in order to make his or her post-sports life a success.

However, sport also has a duty to give the athlete something back at the end of a sporting career.

As President Rogge once said, "The sports movement has a moral responsibility to help athletes integrate into the labour market at the end of their sporting careers. Athletes dedicate their lives to sport and it is only right that sport should give them something back".

We have to introduce and implement programmes, such as the Athlete Career Programme, which provide emotional support and management during the transition period and create partnerships with sponsors to contribute to life projects, not only sports performance.

All the stakeholders in sport such as national sports organisations and government bodies as well as the athlete's entourage, including their family and coach, should help the athlete.

Having a successful sports career is not incompatible with a successful social and professional life.

There are many examples of athletes who have shone on the international sporting scene living a so-called "normal" life at the same time as winning medals.

This is why the Athletes' Forum in Marrakech has recommended amending the Olympic Charter to contain language encouraging the Olympic

Movement to support Athlete Career Programmes during athletes' active careers and throughout the transition period that follows. And, in particular, amending the mission and role of NOCs by urging them to support and assist athletes in achieving a level of stability and continuity (both social and professional) during and after elite competition.

THE OLYMPIC GAMES – AN ATHLETE'S PERSPECTIVE

A global research project conducted for the IOC in 16 countries has shown that 63% of people believe the Olympic Games are the pinnacle of all sporting events. Furthermore, 73% expressed the opinion that the Olympic Games are more than a sporting event, while some 70% thought the Olympic Games set a positive example for children and encouraged them to participate in sport.

And we must all admit that the performance of Olympic athletes, together with the ceremonies and atmosphere surrounding the Games, make the Olympic Games the premier event in world sport.

At the end of the day, we will always remember their performances, their wins and losses, their joy and their sadness.

And, all together, we have to continue striving to make the Olympic Games stronger and more enjoyable, and in particular more attractive to the younger generation. But how? Maybe by providing a programme with a mix of novelty and stability. And by us, the athletes, being there and giving the best of ourselves.

There is no doubt that sports presentation and competition formats must be dynamic, so that the younger generation will remain attracted and come back to the field of sport.

We are supportive of the modernisation of sport, as long as the soul and nature of sport is not altered.

IFs are very active in this area, working on elements such as governance, judging and refereeing, competition format, and presentation of events, with the objective of increasing the appeal of their sport.

This, in turn, will have a positive influence on the athletes.

For the Games, but also any other sporting event, the athletes are the main "actors". Organisers must focus on providing the best conditions for their performances; from venues to food, everything must be optimal.

This is why the involvement of athletes in the preparation of the Games is highly important. The athletes' input is needed, not only during the preparations for the Games, but also during the bidding process.



I am pleased to say that this is the case within the IOC, as the athletes are represented on all IOC commissions, in particular the Evaluation and Coordination Commissions.

The Olympic Movement should do more to use the images of athletes to exemplify Olympic values.

At the Olympic Games, I learnt about Olympic values, not only about winning, but other values such as fair play, respect, sportsmanship, courage and friendship.

In 1992, at my first Olympic Games in Barcelona, I competed in the 100m and 200m events. Walking into the Olympic Village, and seeing all those stars from other sports made me realise the magnitude of the Olympic Games. I became an Olympic athlete or Olympian. After winning my first silver medal I became an Olympic medallist.

However, in 1996, the biggest mistake I made was to go and stay in a hotel. Winning became more important than the other values. I personally think and believe that all athletes should stay in the Olympic Village. This will reinforce the principle of equality at the Olympic Games.

The real shock was not what happened at the Games but afterwards, when I came home, and was greeted by thousands of my fellow Namibians at the airport and in the streets. That was when I realised the real magnitude of the Olympic Games.

Let me also remind you of Pierre de Coubertin's words of wisdom: "At the Olympic Games, the important thing is not winning, but taking part. What counts in life is not the victory, but the struggle, the essential thing is not to conquer but to fight well."

THE STRUCTURE OF THE OLYMPIC MOVEMENT

As chairman of the IOC Athletes' Commission, I deeply understand that the structure of the Olympic Movement is vertical in nature, in that athletes are associated with clubs, clubs are affiliated with their NFs, which in turn are usually affiliated with an IF as well as their NOC and government. NOCs are affiliated to the IOC.

Within the Athletes' Commission, our main commitment is to make sure that the voices of the athletes are heard within the IOC.

As a consultative body, our main role is to liaise between active athletes and the IOC, to represent athletes within the Olympic Movement, and to uphold the rights and obligations of athletes.

We work for the athletes and we are elected by athletes who have competed at the Olympic Games.

We defend the interests of all Olympic athletes and their place within the Olympic Movement.

I would like to take this opportunity to thank my colleagues for their outstanding work all year long. It is a real pleasure working with you.

My thanks go also to all former members, in particular to Sergey Bubka and Peter Tallberg.

In order to strengthen the role of the IOC Athletes' Commission, and for us to evolve over the next decade, athletes need to be active at club level.

NFs need to have an athletes' commission, as do IFs and NOCs. I would strongly urge them to follow the IOC's path and open the door of their executive committees to athletes, so that they could play a greater role.

This way we can ensure that the welfare of athletes is the primary concern, particularly in the organisation of the Olympic Games. Obviously, we would like to see every athlete who has qualified for the Olympic Games compete at the Games themselves, but you will understand that we need to respect the working practises of 205 NOCs and as many as 33 IF athletes' commissions.

Sporting organisations must ensure that all athletes can compete on a level playing field through effective and impartial implementation of technical standards and judging.

I am fortunate that I am from an event in athletics where there are no great problems with judging. But imagine an athlete spending four years training to qualify and compete at the Games and a judge then ruining it for him or her.

We cannot afford to have judges ruining the life of an athlete. Judging at the Olympic Games needs to be of the very highest standard.

And, today, the Olympic oath is not enough. We have to consider a code of ethics for athletes.

Another concern is the competition schedule. Some athletes are complaining of competition schedule overload. As an athlete, do you have a say in this? Probably very little, but we should be involved. IFs should consult more with athletes, whether they are retired or active.

We are thankful to all stakeholders for making our dreams come true by their sacrifices, and for making the Games happen.

And we in turn are ready to give back.



OLYMPISM AND YOUTH

The YOG is a very important event. Therefore, the Athletes' Commission will support the IOC in organising this event. For the first ever Summer YOG, which will take place in Singapore, the members of the IOC Athletes' Commission will be on site during the entire event. They will talk with the young athletes about their ideas, dreams and how they dealt with crucial issues such as doping. They will be taking part in the educational and cultural programmes implemented by the Organising Committee because sport, education and culture play an integral role in the development of the young.

Through such a combination, we are able to develop critical life skills that matter long after a career in athletics, football, skiing or tennis has come to an end.

CONCLUSION

Sport changed my life. What I am today is because of what sport has given me. What I have built, what I have discovered, what I have achieved is thanks to sport.

As I said earlier, we have a responsibility to the younger generation to let them know that taking part in sport is a wonderful life experience.

We have to be sure that this is the case everywhere in the world.

I would like also to remind our young people that they represent not only the promise of a brighter future, but also the vitality of our present.

At the same time I would like to remind those individuals and institutions responsible for the development of sport, that sport, education and culture play an integral role in the development of our youth.

We know of professional athletes who took their sports seriously, excelled in it, and have gone on to make a mark in their professions or in enterprise, and as leaders of society.

It is crucial that we prepare young people so they can look forward to a future that will be both challenging and richer in opportunities.

Whether we are athletes, sports leaders, coaches, doctors, journalists or private individuals, it is up to us now to fully play our role in society and to communicate our passion for sport to the younger generation.

With my fellow athletes, I am ready to continue to play this role, following Coubertin's motto: "See far, speak frankly, act firmly." How about you?

ALEXANDER POPOV

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

Standing on an Olympic podium, watching your country's flag being raised, hearing your national anthem, I must confess: it is simply the most beautiful and fulfilling emotion one can imagine.

For those of us who have achieved this, the journey was long, and at times painful, but beautiful in the end. At the beginning, there is always a motivation and often an inspiration. When watching young people in the pool or on the football pitch, I have often asked myself where this motivation and inspiration come from? There are probably a multitude of answers, but for some fellow athletes, as in my case, it is in fact quite simple: a champion or an amazing performance provides the inspiration and it is parents, coaches and the sports system that provide the motivation.

And let me tell you the truth, it takes a lot of inspiration and a great deal of motivation to get to the top. It is no different from many other human activities in this respect. There is a perception that performance comes as a natural fruit of talent, but this is not the case. Work, abnegation, training and discipline are probably just as important as talent.

Michael Phelps, Jean-Claude Killy, Nadia Comaneci and Nawal El Moutawakel are all powerful names resulting from incredible circumstances and lives beyond imagination. Although they are all talented, inspired and motivated in their own right, they are what they are today because of the ultimate event: the Olympic Games.

Let there be no doubt, when an athlete dreams of achievement, he or she dreams of an Olympic medal; when an athlete wants to be a part



of something that is bigger than sport, he or she wants to be a part of the Olympic Games. What about the man or the woman in the street? From Russia to Argentina, from Zambia to China, I can safely say that the answer is exactly the same. Why is that? Well, I believe that, as individuals, we are all driven by emotions and built on values. We are a result of the past and motivated by the future. We all have our roots and respect other cultures and tastes.

The Olympic Games really do have it all. I repeat this because I am deeply convinced that the Olympic Games contain all these dimensions. The Movement we know and love and dedicate our lives to is built on nothing other than a philosophy and the honest belief that sport can change the world.

I would not pretend that I was thinking this when I jumped into the pool on cold mornings. But what I always knew, working towards the Olympic Games, was that I was following in the footsteps of universal legends. I knew that I was taking part in an event that brings dreams, inspirations and leaves memories because of the sports performances.

I also knew that, away from the centre stage, the effects were enormous: the image of a country transformed, cities transfigured and the lives of many changed for the better.

I am a swimmer and I stand here before you celebrated sports leaders, businessmen and women, politicians, journalists and scientists. I am talking about the Games and what they represent. To leave no doubt, each and every proposal I make will have one and only one purpose: to perpetuate the tradition and possibly make the Games and the Movement stronger in the future.

Thanks to a real vision, as central stakeholders of the Family, we athletes have a voice in the highest organs of the International Olympic Committee (IOC). We are thankful for being given this great opportunity.

Three subthemes regarding the athletes have been proposed for this Olympic Congress. Let me outline our views.

RELATIONSHIP BETWEEN THE ATHLETES, THE CLUBS, FEDERATIONS AND THE NATIONAL OLYMPIC COMMITTEES (NOCs)

As said, winning a medal in the Games brings an amazing sense of achievement; it also brings fame, media recognition, and sometimes sponsorship. It is life changing.

This comes with a tremendous amount of pressure that we impose naturally on ourselves. But the system is also very demanding. In this environment, designed to produce great performances, improvements can be made.

Athletes perform best when their relationships with coaches, managers, doctors, clubs, National Federations (NFs) and NOCs are good. Our feeling is that there are many problems in this complex system of organisations, mostly due to a lack of clarity regarding the roles and responsibilities of the different actors.

We recognise that there is no single organisational model; basketball is different from tennis and Italy's structures are not replicable in the United States. However, and despite these differences, a certain degree of standardisation can and should be achieved.

We could foresee the IOC making available, as it does for Athletes' Commissions or NOC statutes, a number of documents which could serve as reference or as a framework for sports organisations:

- Standard contracts between athletes and all parties, outlining their rights, duties and obligations;
- Standard contracts at the NF and NOC level, for the purposes of participation in the Games;
- Standard contracts between players and agents.

The list is not exhaustive of course. It is also important to understand what the common issues are and how they can be resolved. Let me give you an example. When an athlete plays for his or her national team, who is in charge of the insurance? It could be the club or NF or the Organising Committee of the event.

There is probably no standard practice or perfect answer. But, it would be best for all those involved, to have some indication of what has been done successfully elsewhere and the reasons behind it.

We trust that the IOC, as the leader of the Movement, could investigate and share best practices in this area.

We are convinced that there is a lot of goodwill in the system. People and organisations are ready to share if they feel they are contributing to a greater cause. And this really is a greater cause!

In Marrakech, during the IOC Athletes' Forum, a number of recommendations were made in order to better cater for athletes with regards to local, national and international structures. I will be brief, as my colleagues will be presenting them in more detail during the breakout sessions. I would, however, like to mention that there is a need to:

- Ensure a level playing field. Judging and refereeing must be of the highest standards.
- Develop tools that allow athletes to communicate with each other and provide regular information regarding their sport and activities.
- Ensure provision of legal advice when needed.



HEALTH PROTECTION IN TRAINING AND COMPETITION

Before moving on to actual suggestions and recommendations, I would like to give you a personal perspective, which is shared by many of my colleagues.

Doping is the number one threat to sport at the present time. Doping overshadows every performance. Doping damages the credibility of athletes. Doping threatens traditional sport at its very root. For an athlete, doping is choosing to take a short cut to the top. It is also choosing to cut short a career and to damage one's health.

There is no other way than to fight this problem, hard. There is no other way than to combat all those who choose to distort the rules of play and spoil sport.

Many believe that fighting is not enough. We know that peace will ultimately come from understanding and respecting others. This is learnt through education. Education will be the key in the fight against doping.

It was suggested during the Forum in Marrakech that the IOC should implement educational programmes on health related subjects during the Olympic and Youth Olympic Games. This will be done.

Other organisations, such as NOCs and International Federations (IFs), should be encouraged to do the same at their own events or activities.

Doping aside, sport is also a generator of health-related benefits and risks. Our duty is to admit that sport, when practised at the very top level, puts an athlete's body and mind under tremendous strain.

There were many recommendations made to the IOC and the Sports Movement in the contributions received for this Congress. Here are a few that we believe are worth adopting:

- IFs must regulate competitions in a way that protects the athletes' health and bodily integrity.
- International calendars must provide for some breaks and rests at senior and junior competition levels; commercial interests should not dictate the agenda.
- Sporting organisations must conduct health screening to detect problems. The health passport introduced by some IFs is a positive step.
- Continuous education must be provided to anyone involved in an athlete's entourage: coaches, physicians, administrators and parents.
- Research regarding the health of athletes must be intensified, and properly funded.

I have listed a number of actions to be undertaken. Except for the first recommendation, which clearly points towards IFs, the others can be

performed by clubs, NFs and NOCs. This is why, starting at the international level and moving towards national organisations and clubs, it is critical to formalise the roles and responsibilities of all parties. This must be done to ensure that goodwill and great intentions bear fruit.

To help and assist those in need of resources, the IOC should be ambitious and, here again, play its role as a catalyst for collaboration.

While it is not our place to operate on the ground, making information available and setting up "train the trainers" forums as well as posting videos on the web would be of great help to many.

THE SOCIAL AND PROFESSIONAL LIFE OF ATHLETES DURING AND AFTER ELITE COMPETITION

I could not start this last topic without paraphrasing President Rogge. On a number of occasions we have heard him say: "The Sports Movement has a moral duty to assist the athletes throughout their career and especially when retiring from elite competition."

As a matter of principle, the President is right! More than anyone else, he knows what it takes to do it all: train, study, focus on the next race and look ahead to the future. It is indeed a challenging balancing act. This is why help and assistance is needed from the sports system at large.

It is a proven fact, that when the mind is clear, the body will respond. In other words, athletes who have a healthy social life and a good education alongside a sporting career are more likely to achieve their sporting goals and succeed in life after competition.

Today, in the pursuit of the ultimate performance, many athletes live in an environment restricted to very few people and organisations. They tend to be isolated and often completely dependent on their entourage. This is neither healthy nor desirable.

If the system is built just to deliver results on the field of play, it can lead to a difficult personal situation at the time of retirement.

Let us be frank and honest: moving from fame and public attention to an almost normal life is hard. Believe me, it is very hard.

It is simply difficult to accept, while you are still young and full of energy, that some of the most exciting emotions in life are behind you. None of us is really properly prepared for these radical changes.

Some athletes are naturally gifted with many talents and will succeed in every aspect of their lives. Many, however, will need to be accompanied throughout the journey towards sporting excellence.



A few countries and IFs now have programmes in place. The IOC, taking up a recommendation from the Athletes' Commission, has launched the IOC Athletes' Career Programme. It has three dimensions: Education, Life Skills and Employment.

The aim of the programme is to provide athletes and sporting organisations with the necessary information and tools to set up their own programmes. Delivery will be mainly through the IOC's website and specific forums.

The IOC is playing its part. It is of paramount importance that NOCs, NFs and clubs, also put in place such programmes.

They should be encouraged to identify athlete-friendly structures – schools, universities, companies, state agencies – which can provide athlete friendly-environments. Some athletes also need emotional support when moving away from competition and this should be recognised and organised.

We are also of the opinion that the sport system must provide guidance, explanations and information regarding what athletes can contribute off the field of play.

It was pointed out in various Congress contributions that athletes have a high level of professionally oriented soft skills, such as the ability to focus on goals, time management, and strong ethics.

We can add value to many organisations. Of course, it is a personal approach to a large extent. But we believe that it is the role of sporting bodies, such as NOCs and IFs to communicate this message throughout their network of sponsors, national sporting bodies, local and regional authorities. All these are potential employers for athletes.

I have already spoken about the entourage of athletes, but I would like to reinforce this point once more: coaches, parents, administrators and agents should also be made fully aware of the role they play in the whole performance system. They have rights and duties and should be fully informed as well.

We cannot mention agents without adding a few words. Their role, positive or not, must be recognised and accepted. At the same time, there is a need to better regulate their activities.

Some IFs have licensing schemes in place. It is a good way to bring order, clarity and quality into a fairly new and lucrative aspect of sport.

In Marrakech, it was suggested that the IOC should make available a standard charter of rights and duties for all agents. It would be very helpful to many.

CONCLUSION

To conclude, ladies and gentlemen, we would like to leave you with two thoughts:

Firstly, we have provided an overview of many ideas that were expressed by you, the members of the Olympic Family at large.

We know that it will take time and effort for all of these ideas to be implemented. We know as well that assisting athletes to a greater extent than is done at present will require additional resources.

At the present time, the situation is challenging. But I am convinced that many things can be done with the tremendous goodwill and solidarity that exists among us. I have said on several occasions that the IOC can be the platform to help connect all actors and encourage sharing. This is one of the ways to save time and resources. Sometimes we are competitors but, for the most part, we are members of the Olympic Family. And a family looks after its members.

Strategic alliances and new forms of sponsorship could help us. Can we not imagine companies interested in assisting sports structures and athletes with their sports performance and also with their life project?

Adecco has teamed up with the IOC, and some NOCs have job placement companies as sponsors, but I am certain that the market has a lot to offer, provided we are all creative enough.

Secondly, as athletes, we know how privileged we are to live extraordinary lives. We also know how much the sport system as a whole has given to us, and we are deeply grateful.

As a result, you should also know that we are more than willing to devote our time and effort; we are committed to help future generations achieve their dreams.

We can be ambassadors for many causes and messages. We offer you what we have, and what we are. This is a matter of generosity and duty, but above all, it is our way of saying “thank you”!



FELIPE MUÑOZ KAPAMAS

NOC representative • Comité Olímpico Mexicano



ORIGINAL TEXT IN SPANISH

It is a great honour for me to address the participants of the XIII Olympic Congress, as a representative of the National Olympic Committees (NOCs). I thank the Association of National Olympic Committees (ANOC), especially its President, Mr. Mario Vazquez Raña, for the opportunity to share some brief reflections on one of the central topics of this important event: The Athletes.

I am in a privileged position because I had the chance, as a high performance athlete, to achieve the distinction of 'Olympic champion' at the Mexico 1968 Olympic Games, and I am now the President of an NOC. I can therefore speak to you from both points of view: as an athlete, the reason I am part of the Olympic Movement and as a sports leader with the responsibility of guiding and directing athletes in order to help them reach the peak of their development.

We all are aware of what athletes represent in the Olympic context. From the time of Pierre de Coubertin to the present day, great strategic significance has been given to the training, development and lives of athletes. The modern Olympic Movement could not be conceived without athletes committed to its values and principles and, of course, there would not be athletes as we know them today without a strong and inclusive Olympic Movement with recognised leadership, and NOCs that support and lead them to success.

Since ancient times, the main protagonists of the Olympic Movement have been the athletes and, ever since, they have earned the admiration, respect and love of all people, especially children and youth. Their examples and sporting feats have transcended time, above all because

this glory is part of the most valuable heritage of the society they represent. The highest symbol of the victory and honour of an Olympic athlete in the ancient Games was the olive or laurel wreath. This high distinction was the expression of the glory won, based on honour, equity, justice, mutual respect and fair play. On account of their sporting merits and their moral and ethical values, these Olympic athletes were elevated to the sacred category of real popular heroes.

Inspired by those traditions and by such a beautiful legacy, Olympism has adapted to new times, with the result that the modern Olympic Games are the most important sporting event in the world. Athletes today have the same or even greater value and prominence on the world stage than in past times. The extraordinary vision and enthusiasm of Pierre de Coubertin led to the restoration of the Olympic Games, rescued and strengthened the values of Olympism, and placed the protagonists of the Olympic Games, the athletes, in their rightful place.

The world is in constant transformation and this has also affected sport. There are new rules and the demands are greater. Professionalism and commercialism have radically conditioned the work of NOCs and International Federations (IFs), as well as the government policies and legal frameworks, which regulate sports and consequently, the training and lifestyle of athletes. However, despite these profound transformations, the prestige and authority of the Olympic Movement has been elevated, the Olympic Games are valued more than ever, and respect and admiration for our athletes have risen accordingly, consolidating their position as the people's idols.

Nowadays, athletes who constantly struggle to prepare themselves to win, to do better, to surpass themselves – which is natural for any athlete – face strong barriers and pressures of all kinds. If these factors are not properly channelled at the right time, they can cause negative behaviours or attitudes contrary to the principles and values that promote and develop Olympic sport. Doping, cheating, foul play, violence and discrimination, among other blemishes, are unfortunately still present in sport, and need to be eradicated for the good of sport and Olympism.

NOCs, acting in compliance with the attributions granted by the Olympic Charter and by their own statutes, have the obligation to defend, support and prepare their athletes in the best possible way. We are, in great measure, responsible for ensuring that they become true role models to be imitated by our children and young people. We have to prepare them to compete and win, but above all, to be able to successfully face the risks and challenges imposed on them by the new conditions in which they compete, involving trends and practices that are impossible to avoid. If these are not addressed and controlled with due stringency, firmness, and constancy, they may result in irreparable damage to the life and health of the athletes.



In addition to this, there are other obstacles and difficulties likely to affect the behaviour of athletes. Among these, let me mention the inappropriate way in which the success of certain athletes is exploited, Olympic athletes are used for political interests to the detriment of their image, some governments intervene in matters related to athletes, the lack of proper programmes to stimulate, recognise and support athletes, and the absence of government policies to protect athletes from a social and employment point of view once their sports careers are over.

The remit of NOCs gets broader each year. We should be prepared for the future, as life continues to change at an incredible pace. A very eloquent example of this is the incorporation of new technologies and the role of youth, including athletes. Olympic education, the development of ethical principles and moral values, professional training, the fruit of their work and their social commitment, are the tasks of NOCs, which are necessarily subject to the constant impact of science and technology. Just to mention an example, the internet is a popular and extensively used medium that provides an open window on the world and a fundamental means of communication in these new times. The websites of dedicated athletes openly express their feelings and opinions, besides offering advice, which contributes to the promotion of Olympic values in general and those of the Olympic Games in particular. Athletes, who are publicly recognised, are now much more accessible and easier to reach, thanks to this new medium. We can now be more attentive to their needs and support them in any way we can, so that their opinions can be heard without censorship and have positive results appropriate to an outstanding athlete.

We in the NOCs are deeply committed to the training of Olympic athletes, not only in the aspects relating purely to sport, as is our obligation, but above all in their training as citizens, in their professional and technical education as well as in their convictions about Olympic values. Sport, as represented by the most outstanding athletes, must contribute to the education of our children; it must support efforts to achieve sustainable development and contribute to the promotion of solidarity and peace among the peoples of the World.

It is vitally important that NOCs support athletes more forcefully, so that, as well as being successful sportsmen and women, they can play a key role in promoting and spreading the practice of sport and respect for the Olympic symbols and values, especially in these new times.

Elite athletes, Olympic athletes, and especially those with exceptional merits, quickly become public figures of great impact. Their careers, and the way they conduct themselves generally, outlast their time as active sportsmen. Young people who want to imitate their heroes look for all the information they can find about them on the internet; it is no longer necessary to visit sports facilities or stadiums to know the athletes and their lives. Today, just from a simple computer, it is possible

to access any kind of information, both sporting and personal, and to have a chat with any athlete you want to.

When I was a young athlete, like everybody of my age, I had my favourite sporting heroes, my idols, my examples to follow, and I wanted to achieve their same success and, if possible, surpass them. I used to go to their training sessions and watch them. I wanted to be like them, I copied their every gesture, I asked what they did, how they lived. I wanted to know everything about their lives and, if I could approach them, I asked for an autograph. I was the happiest kid in the world. I used to read and look for comments in the press, on radio and television. I wanted to be a high performance athlete; I wanted to be an Olympic athlete. I am sure there are many young people like me in all parts of the world. That is why we have the duty and obligation to make sure that we approach young athletes in the correct way, leaving them with a positive and lasting imprint for their future development.

A country is recognised all over the world for the achievements of its athletes. When an athlete from a little-known country achieves success by reaching an outstanding level, all attention is on him; everybody wonders how he was able to reach such an enviable position. He becomes a role model, both for his countrymen and for the rest of the world. An athlete is much more than someone who is in training: an Olympic athlete breaks down barriers, he opens the gates of the world for himself, he harvests recognition and admiration for his country as a sports power.

Those of us gathered here at this XIII Olympic Congress feel a great passion for sport, and we have a great interest in perfecting it and ensuring its high standing. The best way to contribute to this great objective is to look after and protect our most valuable asset: the athletes themselves. We should always stand at their side, help them to rise when they fall, encourage them when things do not go as planned, and make them see how important they are and what they can achieve. We have to help develop in them a full awareness of the enormous responsibility they assume every time they wear their national colours, because by expressing and representing patriotic values, they summarise what is best about their peoples and are symbols of national pride. NOCs always give maximum effort to fulfilling their important role in working with athletes. We need to strengthen our bond with them even further, giving full support to the creation and running of Athletes' Commissions within NOCs. We must coordinate their grassroots organisations and National Federations (NFs), acting as facilitators in seeking greater support from the National Olympic Movement and its partners, and the governments of their respective countries. We have specific, shared obligations in supporting athletes and must translate them into concrete actions. We need to find the correct channels of communication among the parties concerned that will allow us to coordinate the work of selecting, training, preparing and professionally developing our athletes.



It is sad that some sports idols, after their retirement from active competition, do not have specific professions or a dignified means of earning a living. NOCs should work for the introduction of programmes for the professional training of our athletes. Currently, due to the intervention of the IOC Athletes' Commission, we have a programme with Adecco, which assists in the preparation of the athletes and supports them in their search for a career. This is an excellent initiative, but at present only a few NOCs are involved. I consider that this programme must be strengthened and broadened, and I recommend that all NOCs use this new option. The Mexican Olympic Committee has adopted it and, even though it is in its initial stage, the first positive results are evident.

It is of vital importance that NOCs devote more time, effort and resources to prepare athletes as sports leaders and administrators, so that in the near future they can take on responsibilities in a sports federation, in their NOC or elsewhere. It is important to convince athletes that they have to prepare themselves, to study, learn and act with modesty and simplicity in order to become sports leaders and to occupy a position of responsibility in sports administration. Becoming an Olympic champion or medallist, by itself, does not necessarily mean that a person will be a good sports leader. He or she needs to be prepared.

I am certain that many of you, like me as a young athlete, criticised and demanded things of sports leaders that you considered necessary and did not understand why they were not solved. Today, as the President of the Mexican Olympic Committee, I understand the origin of some of the problems that we face and our limitations in meeting the needs of our athletes. However, because we experience the needs, we feel obliged to find solutions. We use our best efforts to make our athletes understand that there are different ways of getting their proposals and points of view examined and decided on more quickly. There may well be material or financial limitations, but there should not be any kind of limitation in the communication between athletes and sports leaders.

The Olympic Movement continues to prepare itself for the great and complex challenges it has to face in the years ahead. A magnificent example and an excellent opportunity in this line is the organisation of the first Youth Olympic Games (YOG), due to be held in Singapore in 2010. This innovative idea gives priority to training, education and culture, as well as competition. I am sure that the YOG will start a new age in the Olympic Movement, where the training and development of athletes is concerned.

I have the most absolute conviction that in order to guarantee the success of our athletes in the long run, we must strengthen their education, as well their professional and technical training. Doping, violence in sport, egoism, discrimination and any other forms of exclusion can only be finally eradicated when our athletes, coaches and leaders are fully aware of their responsibilities and are willing to face with great

firmness and dedication any manifestation or negative tendency that damages the fair and noble principles promoted by sport.

Dear delegates and guests, when I see members from all social sectors of the Olympic Movement and their partners gathered at this XIII Olympic Congress; when I appreciate our unity regarding the objectives and topics on the agenda of the Congress; when I see your enthusiasm and your commitment to sport, Olympism and the athletes themselves, I feel great satisfaction and enormous confidence in the future of the Olympic Movement. I can tell you, very sincerely, that participating in this Congress, and knowing that all has been done to guarantee its success, we in the Olympic Movement are prepared for the future and, above all, the ANOC and the NOCs will not fail their athletes nor the Olympic Movement.

LAMINE DIACK

IF representative • IAAF – International Association of Athletics Federations



ORIGINAL TEXT IN FRENCH

The Olympic Charter stipulates that the Olympic Movement encompasses all members of the International Federations (IFs) and National Olympic Committees (NOCs), in particular the athletes, whose interests constitute a fundamental element of its action. This means that the athletes constitute the nodal point of the Olympic Movement, to which they belong through their National Federations (NFs) and NOCs.

The founding act is thus membership of an NF through a club, or individually in certain cases.

But it is useful to stress that an athlete is primarily the product of his or her family and school, before being a member of a club or NF. His or



her participation in international competitions, particularly the Olympic Games, is the result of long years of work under the supervision of an essential person, namely the coach, plus the whole team of men and women who help him to reach maturity.

An athlete today can choose to follow a professional career in sport without being deprived of taking part in the Olympic Games, held every four years.

So how do we ensure that the athlete's interests remain a key concern of the Olympic Movement, despite the fact that he or she is torn between a club, an NF, an IF and sometimes a government?

How do we ensure that the demands of sports performance do not penalise the athlete, whom society is proud to count among its members and enjoys holding up as an example to young people?

How do we ensure that the media uses athletes' achievements, and the economic and financial benefits derived from them, to help ensure their proper personal development and strengthen their desire to serve their community during and after their sports career?

It seems to me that the first answer to all these questions is to be found in a good education in the Olympic values, at school and in the club. We must understand that "humanity is involved in a race between education and disaster", and that sport has become a key element in this education. So let us produce together the educational tools needed for the task and make them broadly available to schools and clubs through our NFs and NOCs.

But where there is sport, there is competition, and the athlete's desire to push his or her own limits in order to be the best and the champion. In this adventure, which is hazardous to the athlete's health and social future, everyone around must strive to play their role, and play it as fairly as possible.

- Firstly, at national level, the club, NF, NOC and government must create a space to encourage the athlete's development and self-expression. By joining, he or she has decided to participate. Now, participating is taking part and playing a part. For this reason, going beyond the Athletes' Commission within his or her Federation and NOC, the athlete needs to have access to all levels of decision-making. It is often at national level that we see tensions and antagonism, which could be avoided by accepting, once and for all, the need for the autonomy of the Olympic and sports movement, together with the requirement of good governance. It is at national level that we see the problem of increasing numbers of talented athletes leaving, and it is here that we have to define, with the public authorities, ways of halting what is akin to the trafficking of children into exile

when they are less than 15 years old. With this in mind, the state and national sporting authorities need to combine their efforts in order to define a proper elite-sport policy.

- Internationally, where media influence and its economic and financial consequences often push athletes to do more and more, athletes are already well represented within certain IFs and the International Olympic Committee (IOC). This representation needs to be extended to all IFs and NOCs. Their participation in international competitions, especially the Olympic Games, is invariably through the intermediary of their NF or NOC, but is subject to various requirements defined by the Olympic Movement. This includes:
 - submission to out-of-competition and in-competition doping controls;
 - achieving a minimum performance standard;
 - compliance with nationality rules;
 - compliance with advertising rules and so on.

All these requirements will be developed during the course of our discussions. I shall not add to them, except to stress once again the need for us to agree on the best way to harmonise our efforts to ensure that the athlete, who still demands to be known as such eight years after he or she last competes in the Olympic Games, may continue to serve sport and Olympism within all the national, continental and global governing bodies.



RELATIONSHIP BETWEEN THE ATHLETES, THE CLUBS, FEDERATIONS AND THE NOCS

GUY DRUT

Moderator • International Olympic Committee



ORIGINAL TEXT IN FRENCH

INTRODUCTION

We have come a long way since the last Congress in Paris in 1994. There have been two essential developments:

- The removal of the distinction between professional and amateur athletes. Nowadays, all athletes can participate in the Olympic Games.
- The development of structures within the International Olympic Committee (IOC). The IOC 2000 reforms were key. The new composition of the IOC provides a more accurate reflection of each constituent of the Olympic Family.

Regarding the relationship between athletes, clubs, federations and National Olympic Committees (NOCs), several ideas come to mind:

- Athletes must be considered in all their dimensions.
- Through my responsibilities, I have often observed the relationships between athletes, clubs, federations and NOCs. These relationships are rich and complementary.
- The interpretation of these relationships varies considerably sometimes even among the stakeholders concerned (i.e. athletes, clubs, federations and NOCs), as well as between the initiated and the

general public. We need to think carefully about these differences in interpretation.

The various contributions demonstrate that the public finds these relationships difficult to understand.

Even though the sports system has an overall coherence and is well organised, certain specialised stakeholders have noted a lack of clarity.

- Athletes are supported by a structure composed of several bodies, such as clubs, National Federations (NFs), International Federations (IFs), and NOCs. Each component of this overall structure has key roles and responsibilities vis-à-vis athletes and vice versa. The Olympic Movement needs to examine whether its various components are still satisfied with the existing sports structures or whether adjustments need to be made in order to best protect the interests of athletes, as well as those of the different bodies concerned.
- Outside its constituent bodies, the Olympic Movement maintains relationships with various sports and non-sports organisations. It works in close cooperation with governments, media and different commercial and non-commercial partners.
- Are current relationships satisfactory? Are there areas where improvements may be possible?

The numerous contributions to this Congress from within and outside the Olympic Family are of high quality.

These contributions reveal an impression that qualification systems are complex, resulting in a lack of transparency and a sense of inequality among different sports and NOCs.

My speech will therefore be based on two main ideas:

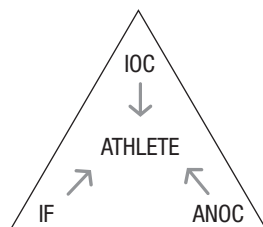
- I will describe the relationship between athletes, clubs, federations and NOCs, stressing this sense of apparent complexity that is often felt, particularly by the public and sometimes by the stakeholders themselves.
- I will explain how this feeling is linked to the large number of stakeholders. The system is not complex in practice. Its components know where they fit in. But some areas for improvement, emanating from the contributions, appear pertinent.

1. THE RELATIONSHIP BETWEEN ATHLETES, CLUBS, FEDERATIONS AND NOCS ARE OFTEN PERCEIVED AS COMPLEX, PARTICULARLY BY THE PUBLIC.

I would like to begin by introducing my perspective on these relationships, which are represented in the triangle below. This diagram



illustrates perfectly the fact that each constituent of the Olympic Family, while respecting its particular remit, is in the service of the athletes.



The themes we will be debating are clearly identified:

- **Athletes, in all their dimensions**
What are athletes' roles and responsibilities vis-à-vis clubs, NFs, IFs, NOCs and the sports events in which they participate?
- **The roles and responsibilities of the different structures**
In what areas do clubs, federations and NOCs have a responsibility towards the athletes? Should these areas of responsibility be more clearly identified and defined? Are athletes sufficiently represented and listened to within the management structures of clubs, federations and NOCs? What sort of reception is given to people who practise physical activities without any competitive objective (sport for all)?
- **Communication between athletes**
To what extent should communication between athletes be improved? Why?
- **Difficulties and dangers**
These problems relate to athlete retraining, doping, violence and other types of misbehaviour. In order to counter these dangers, we must instil into young athletes a sense of responsibility and public-spiritedness.

2. IN REALITY, THE OUTWORKING OF THESE RELATIONSHIPS IS LESS COMPLEX AND ALL THE CONTRIBUTIONS HELP TO PROPOSE SOME IDEAS FOR IMPROVEMENT.

The reality is probably less complex than comes across in certain contributions.

- I have learned from experience that, although the stakeholders are numerous, their role is now clear and well defined.
- The current structure is a source of progress. It is the sum of the commitments and abilities of each stakeholder with their respective budgets, funded if necessary by Olympic Solidarity.

Having read the different contributions, I have drawn out the following key points:

- For the sake of fairness, equality and solidarity, all athletes should be able to join a structure in order to benefit from a minimum level of supervision.
- The creation of a fund for athletes is recommended.
- It is necessary to clarify the roles and responsibilities of clubs, federations and NOCs vis-à-vis athletes. There should also be greater synergy among the different bodies with regard to support for athletes.
- There is sometimes a lack of consistency in terms of the number of qualification places for athletes from different countries and in different sports.
- Athletes should be better informed about their rights and obligations. They should have access to better legal protection.
- The disparity between different national governments' policies on athlete assistance is too great.
- There is too big a gap between NOCs in "rich" countries and those in developing countries. This disparity inevitably affects the relationship between different NOCs and their athletes.
- The inequalities between athletes remain too great (economic and financial inequalities, sexual inequality, lack of clarity surrounding the status of disabled athletes).

CONCLUSION

I would like to conclude by explaining my interpretation of the moderator's role.

- After my speech, I will give the floor to the representatives of the IOC, IFs, NOCs and other stakeholders. They will each have five minutes.
- Then, we will have 60 minutes for a debate, in which everyone present may participate. Generally speaking, I will make sure that the discussion goes smoothly and that speaking times are respected. I will ensure that every Congress participant who wishes to speak is able to do so. I will also make sure that the different contributions are fairly spread between the different constituents of the Olympic Family.
- Contributions will be limited to two minutes, in order to enable as many participants as possible to speak.
- Finally, my understanding is that the moderator, with the rapporteur's help, will present the main points of the debate to the Congress Editorial Committee so that they can be included in the draft recommendations.



NAWAL EL MOUTAWAKEL

IOC representative • International Olympic Committee



ORIGINAL TEXT IN FRENCH

I am deeply convinced that the International Olympic Committee (IOC) is an organisation centred on the athlete. From the original idea of creating an Athletes' Commission to the support programme that is currently being set up, we have seen virtually 30 years of continuous progress.

The athlete as the focus of activities, the athlete at the centre of everyone's attention: this is the path we must follow, the ambition we must hold on to.

First of all the IOC insists that Athletes' Commissions should be set up in all sports structures. Athletes must also have a voice in executive bodies.

Behind this aim lies a very practical logic. Athletes are tuned into their sport every day and their lives revolve around the quest for the ultimate performance. In this context, it is normal, logical and legitimate that athletes should be involved in all decisions that may have an impact on their career. Refereeing, technical rules, calendars and the fight against doping are a few of the areas in which they can help us make the right decisions.

It is the athletes who inspire and serve as role models for young people. It is their exploits that attract commercial interests and their medals that thrill entire nations. It is therefore vital that sports bodies recognise their importance and capitalise on the aura that radiates from them. It is a question of credibility as much as one of the responsible management of our organisations.

When I see the collective intelligence that emanates from the IOC Athletes' Commission, or the impressive make-up of the equivalent body in my own sport of athletics, I cannot help thinking that we must put all our efforts into ensuring that the Movement reaches beyond international structures and National Olympic Committees (NOCs), to embrace National Federations (NFs) and clubs as well.

The life of a sport and that of its athletes is becoming increasingly sophisticated, or increasingly complicated, dare I say. I heard what my friend, Alex Popov, said this morning and I thought it was very pertinent: the roles and responsibilities of the different stakeholders must be clarified as much as possible. Of course, the Olympic Charter provides a basis as far as the International Federations (IFs) and NOCs are concerned, but I believe we need to go further in terms of the number of structures involved and the level of detail provided.

Coaches, agents, clubs, NFs, NOCs and IFs are all stakeholders who need to operate in a coordinated manner in order for athletes to enjoy the best possible conditions in which to perform. One contributor put their finger on a crucial point that not only is good coordination required, but healthy relations too. You know as well as I do that sources of conflict are often linked to a lack of clarity and grey areas.

Let us try to provide a clearer framework. I believe this objective can be achieved by the IOC. It will not be done through the Olympic Charter of course. But the internet, on the other hand, offers us unlimited possibilities.

The reason I have not mentioned professional structures at this stage is because I believe they require a different approach. Their basic objective is not the same and their motivation extends beyond education and sport. They want to make money. This is not a problem in itself when there is respect and understanding among the different structures. But unfortunately, tensions usually predominate. Training costs, national teams, parallel calendars and competing sponsors are all problems that crop up too often.

To prevent athletes being caught between different objectives and interests, I believe it is fundamental that each sport should begin by identifying known risks or problems and then work on technical and legal rules aimed at preserving its future. It is also necessary to work with professional structures in order to find the most realistic and consensual solutions. It is a tricky exercise, since there is no ideal recipe or system.

One problem that arises frequently is changes of nationality. Whatever the reasons behind athletes' decisions to compete under a different flag, the stakeholders have a moral responsibility that goes beyond the rules enshrined in the Olympic Charter or drawn up by the IFs.



An understanding between the NOCs concerned and the federation to which the athlete belongs is a prerequisite, but it is no longer enough.

Here also, there are no easy solutions. However, the creation of decentralised training centres, such as the IOC's Sport for Hope in Zambia, is one possible answer. Twinning agreements between clubs or NFs are also conceivable. They would make it possible to regulate relations and prevent abuses and excesses.

Another vital point that has been raised and to which I can only add my support, is that refereeing and judging in all sports should aim at perfection. Bearing in mind the interests at stake and the sacrifices made, athletes and the public are entitled to expect effective rules and judging systems, as well as irreproachable behaviour.

The IFs' efforts in this field should be welcomed, but their impact must be felt at all levels of the pyramid. This is truly fundamental for the athletes who fire our imagination and the young people who dream of becoming stars.

Whether it is through the Youth Olympic Games or any other initiative, it seems essential to me that the IOC and all the other stakeholders of the Olympic Movement should equip themselves with the means to develop athletes' skills outside sport.

In Singapore next year, 3,500 talented young athletes will be exposed to Olympism through an ambitious educational and cultural programme. This first initiative will, I am sure, be remarkably useful.

Others are needed at different stages of an athlete's career in order to ensure that the energy put into the quest for performance does not lead to a dead end. This still happens too often and we must be aware of it and do something about it.

Investment in athlete training is also the best way we can ensure that athletes' active participation in sports bodies will be rich and fruitful.

For an athlete, apart from medals, public recognition and, in some cases, glory, there is nothing more beautiful and noble than to give back generously to sport and to Olympism.

CARLOS ARTHUR NUZMAN

NOC representative • Comitê Olímpico Brasileiro



ORIGINAL TEXT IN ENGLISH

First I would like to thank the President of the International Olympic Committee (IOC), Mr Jacques Rogge, for the opportunity to contribute to this important Olympic Movement event, and the President of the Association of National Olympic Committees (ANOC), Mr Mario Vázquez Raña, for proposing that I speak on behalf of my NOC colleagues at this breakout session. It is an honour for me to share this moment with all our Olympic Family, and to address this very important theme, which is the "Relationship between the athletes, the clubs, federations and the NOCs".

It is well known that athletes begin their careers in sports associations, clubs, schools and gyms or in other words, at the base of the pyramid of the sports system we are familiar with.

As they develop their sports abilities, athletes rise within these different entities. When their performance reaches an outstanding level, they begin seeking sponsors and other support, granting rights to use their image, and so on.

Subsequently, they join regional, national and international associations, and ultimately their NOC or even the IOC itself.

The intention of athletes is to improve their performance. That is what they strive for incessantly, and in order for them to achieve this goal, they seek partnerships with the abovementioned entities. All of them, in turn, want to help athletes and promote them, and that is where conflicts arise.



This multiplicity of relationships is inevitable in the current sports system, where even individual, independent athletes are obliged to be members of clubs as well as national, regional and international associations in order to participate in the official sports calendar, whether at a local, regional, national, continental or global level.

Unfortunately, this profusion of relationships generates an inevitable overlap of rights and obligations, giving rise to numerous conflicts of interests and rights, since there are no clear limits to each party's scope of action. Precise and objective rules are needed, as in sport itself. Who has the right to what, when and for how long?

Each contract – particularly those involving sponsors, supporters, suppliers and the granting of rights to images – agreed with each one of the entities that has a relationship with an athlete, has a direct impact on that athlete, who, in turn, will be in the process of becoming a professional and entering into his or her own contracts with sponsors, supporters, suppliers and holders of rights to his or her image. In other words, athletes have numerous responsibilities and any conflict between contracts will end up harming them.

Athletes must be protected, and it is up to the Olympic Movement – meaning National Federations (NFs), International Federations (IFs), and NOCs – to seek a solution that provides athletes with a more secure and predictable environment in which to compete and exploit their potential.

Establishing clearer and more specific rules about the rights and responsibilities of each member of the Olympic Movement will benefit athletes above all, since they all want to work professionally, but the conflicts which take place during their professional lives most often emerge when they are not yet at professional or elite level.

In addition, a clearer and more precise definition of rights and responsibilities will benefit all parties involved in the process, and sport in general, as it will lend more legal security and professionalism to relationships within the Olympic Movement.

This security concerning what can be done and what cannot be done at each rung of the athlete's career ladder will thereby preserve and strengthen the autonomy of sports entities, supporting the principles contained in the Olympic Charter.

As a result we – the NFs, IFs and NOCs – must meet to establish clearer and more precise rules concerning the rights and responsibilities of each member of the Olympic Movement, and together set limits of scope for each member, thereby facilitating the lives of our athletes.

ROBERT H. STOREY

IF representative

FIBT – Fédération Internationale de Bobsleigh et de Tobogganing



ORIGINAL TEXT IN ENGLISH

I have been asked to speak briefly about the relationships of International Federations (IFs) with the other key components of the Olympic Movement and sport, with a view to the future.

I would have to say that, on balance, these relationships are good. They can always be better. And from an IF perspective, any opportunity to discuss the matter directly with those for whom we work is welcome.

The instructional documents prepared for this discussion identify a simple vertical structure for the Olympic Movement. That structure is somewhat illusory. It is not quite that simple. The responsibilities, job descriptions, lines of communications and understanding of roles are often confused and always in flux. While the goals of excellence and support for the athlete may be the same for all well-meaning participants in the Family, the relationships, tasks and means of achieving them are not.

Let us take a closer look.

The athlete, the *sine qua non* of the system, concentrates all of his or her efforts on the practice of sport. In today's competitive world, it is absolutely necessary that athletes have a single competitive focus if they wish to succeed. He or she has an intimate relationship with team-mates, coaches, trainers, clubs, support staff and, when time allows, family.



Their focus is clear, constructed, immediate, personal and decidedly not bureaucratic or political.

Few active athletes, particularly early in their career, have the time, experience or inclination, to involve themselves in the administration of sport beyond their own pursuit of excellence.

And rightly so.

Clubs, National Federations (NFs) and IFs have the responsibility of establishing the rules, setting the standards, organising competitions and finding the means to support athletes and events in the case of “amateur sport”. In the case of professional sport, the administration and dealing with relationships is even more complex.

National Olympic Committees (NOCs) face different challenges. In some countries they are the heart of the national sporting system and bear great responsibility for day-to-day sport operations. In others, the NOC is a forum for independent NFs and its role is largely concerned with the staging of the Olympic Summer and Winter Games. NOCs have the added responsibility of representing and promulgating the Olympic ideal. Interestingly enough, it is only the clubs and some NFs that actually “have athletes”. IFs and NOCs have a role that, on a day-to-day basis, does not necessarily involve a direct relationship with athletes.

And herein lies the rub.

Everyone from top to bottom in the system agrees that they are working for the athletes, because after all, the success of clubs, federations, NOCs and the Games themselves, is measured by the performance of athletes.

That performance depends on the athletes’ freedom to concentrate on sport alone while competing.

It is the singular job of all other components of the system to create the best possible circumstances for these athletes to excel. There are many challenges, but, while the overall goal is usually clear to all, most internal challenges come from setting objectives and communicating and emphasising the sport message clearly and continuously. This is a simple management challenge and it depends as much on the receiver as on the transmitter. But at its core, it is the sport message.

It is the responsibility of all to give athletes everything tangible they need to pursue their dream and achieve their goal within the confines of fair play and sportsmanship. It is also a responsibility to serve as a buffer and gatekeeper between the athletes and the outside world to limit the distractions.

IFs, and one would assume the clubs and NFs, must continue to foster the growth of sport and excellence in athletes in the face of the ever increasing demands from outside sport and quasi-sport agencies and individuals.

The demands on athletes and federations, however well intentioned, are increasing almost exponentially in the postmodern communication world. These demands, be they bureaucratic, academic, regulatory, commercial, political or even simply informational, gobble up a tremendous amount of time and resources. It is a constant distraction to administrators and, more importantly, to athletes. Simply put, it interferes with the conduct of sport and utilises resources much better spent on sport directly.

Managing these distractions, demands and requirements is, perhaps, the greatest test for those directly responsible for building and maintaining constructive relationships with other sport administrators and athletes.

It is the actions of individuals, within a team or not, that determine sporting success. At the root, relationships in the sport world are personal. The strongest relationships are the most direct. They create what coaches and athletes call “chemistry”. One cannot win without good chemistry. It is impossible to have good chemistry without an intimate mixing of ingredients.

Successful relations between athletes, federations and NOCs depend on having great chemistry too. This Congress is a catalyst, if you will as it is an opportunity to discuss and understand roles and goals, to address issues and to agree on the way forward. Today’s athletes are tomorrow’s successful leaders and administrators.

I believe that the best federations always strive to maintain the most direct line of communication possible with all segments of the system, but most importantly, with active athletes, by whatever means necessary.

As with all relationships, these are works in progress. I welcome the opportunity to participate.



YAPING DENG

Stakeholder representative • IOC Athletes' Commission



ORIGINAL TEXT IN ENGLISH

After almost 20 years as a professional athlete, I deeply felt the close relationships of the athletes, clubs, federations and National Olympic Committees (NOCs). Athletes take these bodies as their carrier and subordinate units. Along with the International Olympic Committee (IOC) all countries have discussed and studied the facts to determine to which organisation athletes belong, and how to better coordinate the relationships between the athletes, clubs, federations and NOCs.

As a retired Chinese athlete, my point of view is that in China, athletes do not only belong to the Federation and the Chinese Olympic Committee, but also to the country as a whole. The reasons for this are:

- **The characteristics of the Chinese sport system**
Taking “the whole nation system” as the nucleus, the Chinese athletic management system has played an active role in promoting athletics in our country since 1949, regardless of government management functions and government investment in the scientific technological content of athletic training.
- **The roles and responsibilities of athletes to the entire Chinese society**
For historical reasons, famous athletes do not only represent sports competitiveness as individuals, but they are also idols for all of China’s society. This was particularly true between the 1950s and 1980s.
- **The development of sports marketing in China**
Since Beijing won the bid for the 2008 Olympic Games, the sports industry has grown drastically. The sponsors of the Games, including

many state-owned enterprises apart from multinational companies, have invested a large amount of labour, material and financial resources to support the Games, the fundamental objective being State support for non-profit purposes.

- **Communication has increased between athletes and sporting bodies**
Following the emergence of a market economy in China, and the globalisation of the economy, the Chinese government has strengthened and improved the quality of sports legislation with regard to the protection of athletes. It also strives to keep the dialogue open between the various sporting bodies and athletes in China.



HEALTH PROTECTION IN TRAINING AND COMPETITION

ARNE LJUNGQVIST

Moderator • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

The International Olympic Committee (IOC) Medical Commission was created in the 1960s to devise a strategy to combat the misuse of performance-enhancing drugs. Specialists were recruited and a campaign against drug misuse in sport (doping) got under way. In the late 1990s it was agreed that sport could not successfully conduct the fight against doping on its own; the support of public authorities was needed. Thus, the World Anti-Doping Agency (WADA) was created in 1999, whereby the Olympic Movement and public authorities joined forces in the cause of drug-free sport. Following a transition period of a couple of years, WADA took over the IOC's role as the international umbrella body in the fight against doping in sport. This enabled the IOC Medical Commission to redirect its work to other important sports-related medical issues, the most important being the prevention and treatment of sports-related injuries and diseases. Since 2003 or thereabouts, the IOC Medical Commission has been working under the motto of "protecting athletes' health".

Since 2003, the IOC Medical Commission and its office have undergone restructuring, including the hiring of a "Head of Science". The Commission has been working to establish itself as the interface between the scientific and sports communities, and as the supreme scientific body in sports medicine, by 1) initiating research in relevant fields; 2) educating the Olympic Movement in sports medicine; 3) organising "consensus meetings" on critical topics; and 4) disseminating knowledge

about sports medicine with particular emphasis on the prevention and treatment of sports-related injuries and diseases.

- 1. Research:** Resources have been allocated for research projects conducted by identified centres of excellence, called "IOC Research Centres". In addition, a comprehensive injury-surveillance project has been initiated at major events, including the Olympic Games.
- 2. Education:** Three methods have been adopted: 1) courses on sports medicine at the national and regional levels, financed through Olympic Solidarity; 2) advanced team-physician courses (in 2008 on the Lofoten Islands in Norway, in 2009 at Stanford in the USA, in 2011 in Corsica); and 3) conferences on injury and disease-prevention, superseding the conferences previously organised by Norway in Oslo (2005) and Tromsø (2008). The next will take place in Monaco in 2011.
- 3. Consensus meetings:** Eleven consensus meetings have been held since 2003, on 1) "Sport and nutrition" (2003), 2) "Sex reassignment" (2003), 3) "Sudden cardiovascular death" (2004), 4) "The female athlete's heart" (2004), 5) "Training the elite child athlete" (2005), 6) "The female athlete triad" (2006), 7) "Sexual harassment and abuse" (2007), 8) "The molecular basis for soft tissue injuries" (2007), 9) "Anterior crucial ligament injuries in female athletes" (2008), 10) "Asthma and sport" (2008) and 11) "Pre-participation health examinations" (2009).
- 4. Dissemination of knowledge and information:** In addition to the publication and dissemination of the results of research projects and consensus meetings, cooperation has been established with the British Journal of Sports Medicine (BJSM), including regular publication of articles on "Injury prevention and health protection in elite and amateur athletes". The earlier series of IOC medical publications also continues, e.g. "The Olympic Encyclopaedia of Sports Medicine" and handbooks on different topics.



RANIA ELWANI

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

Sports are all about athletes. We are here because of them and for them. When we talk about a sportsperson, the image that immediately comes to mind is one of a strong, fit, healthy individual. This goes for many athletes, but unfortunately some are not that lucky. Training and competition techniques and programmes have become so advanced that some athletes go to extreme limits to achieve their goals, with no regard for the consequences on their well-being.

The International Olympic Committee (IOC) has put the health of the athletes at the forefront of its priorities. Initially with the creation of its Medical Commission, which took a lot of positive steps to ensure that the athletes' health is well protected.

When we talk about health protection for the athletes, some of us think only of injury prevention during training and competition, but in fact, what we also need to consider is how to protect the psychological, mental and social well-being of the athlete.

The IOC has taken a lot of initiative but we need to acknowledge that it's not a task for one single entity; a holistic approach to the well-being of athletes must be achieved through the cooperation among, and integration of, many levels of management within the sports system, including coaches, trainers, physicians, sports psychologists, nutritionists, parents, and agents.

This ideal situation is not yet in place but we hope that, with all the efforts being made to come up with guidelines for each area, athletes' health will be protected even more than we had originally sought.

As a member of the IOC Medical Commission, I have attended many workshops and seminars that aim to better understand how we can help athletes, and create an atmosphere where they can train and compete with minimal risks to their health. The Medical Commission has issued many documents in support of a healthier lifestyle for the athlete. Initially, before the creation of the World Anti-Doping Agency (WADA), the IOC Medical Commission created the Anti-Doping Code and the Prohibited List, which was its way of stating how harmful drug use is to the athletes, on both the physical and ethical level. This task was then assigned to WADA, which put together the World Anti-Doping Code that we all use today.

The IOC Medical Commission shifted its focus to all the other items on the agenda. It successfully created the IOC Medical Guidelines, so that everyone in the Olympic Movement medical field could work under the same rules.

Several topics were undertaken in depth, by using experts from all over the world and issuing consensus statements. These topics included sudden death in sport and the risk of cardiovascular disease in high level athletes. Other consensus statements focused on specific health risks that young female athletes may encounter as a result of rigorous exercise, namely the female athlete triad.

During discussions on the Medical Guidelines, it was noted that, for all health risks encountered, early detection and prevention (rather than cure) is important and can reveal risk factors and pre-existing conditions, which can influence an athlete's ability to assess the likelihood of injury free participation. We are now looking into ways to better educate our athletes, coaches, trainers and team physicians.

Of mention is the consensus statement that referred to strategies to better protect young professional athletes' health during their competition years, with the help of the International Federations (IFs).

And finally, two more topics: 1) fasting in all its forms during competition or training and its effect on athletes' health, which was discussed within an expert group workshop and led to many recommendations; 2) the development of policies against sexual harassment and abuse in sport.

In my opinion, the key to the success of the IOC's policies, regarding all issues concerning athletes, is the strong belief in the athletes themselves. Athletes are well represented within every commission of the IOC, which gives a direct insight into what athletes are looking for, what they need and what is a better atmosphere for them to excel in. The fifth International Athletes' Forum presented several topics and recommendations, which were all adopted by the IOC Executive Board, and for which we thank them.



In my opinion, the most important way forward is to create rules that regulate competition in a way that protects the athletes' health and body, integrity, and constantly promotes the idea of healthy participation in sport.

Being involved in the activities of the IOC since 2002, I have a strong belief that the IOC will continue: to enforce its zero tolerance policy against drug use in sport; to ensure that testing standards are at a high level for both team and individual sports; to stand by its commitment to take sports off the Olympic programme if they have not applied the World Anti-Doping Code; to ensure that out-of-competition testing is also carried out as this is an essential element of any effective anti-doping programme; to ensure that athletes are taken care in all aspects including psychologically, emotionally and physically; and to ensure that athletes continue to give us their insights into what they see is the best way forward.

ROBIN E. MITCHELL

NOC representative

Fiji Association of Sports and National Olympic Committee



ORIGINAL TEXT IN ENGLISH

INTRODUCTION

The physical, mental, social and ethical behaviour of an individual develops in the home and the environment he or she grew up in. As athletes develop, their experiences are strongly influenced by their families and the various people and organisations that they interact with, thus influencing their performance as athletes.

Throughout their career, athletes are ultimately responsible for their own health and well-being. The support of their family and the values

that have been instilled in them will be a major influence. As athletes develop in their sporting career, the varying influences of the individuals and organisations responsible for their development in sport are dependent on the expertise and experience of these individuals and the resources available to them in their community.

One of the missions of the Olympic Movement is to ensure that sport is practised without endangering the health and well-being of the athlete during competition.

The role of the National Olympic Committee (NOC) is to ensure that athletes have the best resources available within their communities to provide services that the athletes need and by supporting the individuals responsible for that care.

Such an approach requires the buy-in of all stakeholders which are part of, or working with, the NOC, the National Federations (NFs), the management team, coaches, medical and technical support staff, educational and governmental authorities and their families.

The range of support provided varies according to the resources available to the NOC in their country, especially when much of this support is provided voluntarily. In many developing countries, there is a shortage of medical and paramedical staff and a small or nonexistent private health sector. Hence, sporting organisations' requirements to provide services to their stakeholders will put pressure on an already under-resourced public sector to provide the voluntary services needed.

NOCs can contribute to the health and well-being of their athletes in competition and training in three broad areas:

1. Education;
2. Pre-participation programmes;
3. Medical and technical support during competition.

1. EDUCATION

NOCs in conjunction with NFs and International Federations (IFs) should implement ongoing and accessible educational programmes on health protection and injury prevention based on:

- the Olympic Movement Medical Code;
- consensus statements on various issues by Specialist Working Groups of the IOC Medical Commission;
- educational programmes organised by the World Anti-doping Agency;
- educational programmes organised by experts from IFs;
- educational programmes and consensus statements by professional groups such as Sports Medicine specialists and intergovernmental agencies.



Educational material for the protection and promotion of athletes' health must be based on the latest recognised medical knowledge and should be well publicised in order for all stakeholders, including governments, to benefit.

Special attention must be paid to the most vulnerable participants in sport and in particular children who may be involved in high level sport.

If possible, programmes should be developed for schools at the primary, secondary and tertiary levels.

NOCs where possible are encouraged to form (if they have not already done so) Athletes' Commissions and Medical Commissions to provide support and guidance to these educational programmes. Elite athletes in the various NOCs should be encouraged to play a leading role in the educational programmes delivered by their NOCs and other stakeholders involved in sports development.

2. PRE-PARTICIPATION PROGRAMMES

Since 2007 the International Olympic Committee (IOC) has been focusing on the protection of health and prevention of injury in high level and recreational sports. They have developed various programmes and assembled expert groups to discuss and prepare pre-participation health evaluations and examinations (PPHE).

The group has reviewed the current evidence for the effectiveness of a PPHE in cardiology, non-cardiac medical conditions, head injuries, dental injuries, musculoskeletal injuries and issues specific to women, as well as recommendations for further research in this field.

Programme contributors stressed the need to protect the psychological, mental and social well-being of athletes by introducing early intervention programmes in detection and prevention. With regular screening and monitoring of athletes over time and fitness assessment, pre-existing conditions and risk factors can be addressed well before competition.

Similar programmes have been developed by NOCs such as the US Olympic Committee which, through their "Performance Services Medical Division, performs Elite Athlete Health Profiles (EAHP) on a large number of athletes at the request of a specific National Governing Body (NGB) as part of an overall high performance plan. The EAHP is much like the pre-participation evaluation (PPE) that is performed on high school and college athletes, but more in depth. EAHPs provide information concerning an athlete's ability to participate safely in sports. By collecting additional data specific to nutrition, psychology, and the musculoskeletal system in addition to a general medical examination, information can be gained that establishes a baseline, possibly improves performance and prevents certain injuries."

NOCs should, as a minimal service to their athletes, carry out a pre-participation medical examination on athletes selected to represent them in international competitions.

In 2008, several weeks prior to the Beijing Olympic Games, an athlete from one of the smaller NOCs in Oceania travelled to Fiji to finalise travel arrangements in order to catch her flight to take part in the Beijing Olympic Games. During her stay in Fiji she became ill and was referred to the local NOC's physician. She underwent examinations, was diagnosed as having pulmonary tuberculosis and admitted to hospital for two months.

This tale illustrates that while we have made great strides in our services to our athletes, there is still a lot to be done for many athletes from less developed countries.

3. MEDICAL SUPPORT

Medical support guidelines must be established for each sports discipline, in conjunction with member NFs within NOCs, and must cover but not be limited to:

- organisation of medical coverage at training and competition venues;
- provision of necessary resources (medical supplies, vehicles etc.);
- establishment and broadcasting of procedures in case of emergencies;
- establishment of systems of communication between medical support services, organisers and competent health authorities.

The athletes, coaches and persons associated with the sports activity must be informed of those procedures and receive the necessary training for their implementation. This again is an ongoing educational process as personnel changes frequently with NFs and NOCs.

SUMMARY

The role of the NOC is to ensure that athletes have access to the best resources available within their communities.

The NOC should be committed to providing the necessary services that the athletes need and should support the individuals and organisations responsible for that care.

Educational and support programmes should be ongoing, accessible and continue to improve in line with the availability of the necessary resources.

"If we could give every individual the right amount of nourishment and exercise, not too little and not too much, we would have found the safest way to health." Hippocrates, 460-377 BC



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SIR PHILIP CRAVEN, MBE

IPC representative • IPC – International Paralympic Committee



ORIGINAL TEXT IN ENGLISH

The vision of the International Paralympic Committee (IPC) is “to enable Paralympic athletes to achieve sporting excellence and inspire and excite the world”. Each word in the vision has a clear meaning in defining the ultimate aim of the IPC:

- **to enable:** this is the primary role of the IPC as an organisation – to create the conditions for athlete empowerment through self-determination;
- **Paralympic athletes:** the primary focus of the IPC's activities – the development of all athletes from initiation to elite level;
- **to achieve sporting excellence:** the goal of a sports-centred organisation;
- **to inspire and excite the world:** the external result is our contribution to a better world for all people with a perceived disability. To achieve this, relations with external organisations and the promotion of the Paralympic Movement as a whole are of prime importance.

This vision is complemented with an IPC Mission, which provides the broad goals for the IPC for a long-term strategy. Within the mission are strategies:

- “to ensure that in sport practised within the Paralympic Movement the spirit of fair play prevails, violence is banned, the health risks of the athletes are managed, and fundamental ethical principles are upheld”; and
- “to contribute to the creation of a drug-free sport environment for all Paralympic athletes in conjunction with the World Anti-Doping Agency”.

Both the IPC vision and the IPC mission are closely linked with the theme of Health Protection in Training and Competition.

I would now like to speak to you all about four ethical standards that we have deemed crucial in continuing the growth of the Paralympic Movement and Paralympic sport: Classification; Anti-Doping; Health and Medical Care; and Equipment.

1. PARALYMPIC CLASSIFICATION

Fair play in classification is what makes Paralympic sport so unique. Classification provides a structure for competition.

Classification is undertaken to ensure that an athlete's impairment is relevant to sport performance, and to ensure that the athlete competes equitably with other athletes.

With regard to an evaluation, athletes are subject to sanctioning, ranging from disqualification from a particular competition, being ineligible to compete for specific periods, to a complete ban from the Paralympic Games and major competitions, if they:

- fail to attend;
- do not cooperate;
- intentionally misrepresent their skills;
- intentionally misrepresent their abilities.

Traditionally, athletes in the Paralympic Movement belong to six different impairment groups:

- cerebral palsy
- spinal injuries
- amputees
- visually impaired
- intellectual disability
- “les autres” (includes all athletes with a mobility impairment not included in the groups above)

The early classification systems were based on medical diagnoses, such as the location of a spinal cord injury or amputation. From the early 1990s onwards, classification in some sports changed to a more



sport-specific approach based on an athlete's ability to perform basic movements and sport specific tasks.

In 2003, the IPC developed a Classification Strategy with the overall objective of supporting and coordinating the ongoing development of accurate, reliable, consistent and credible classification systems on the basis of a sport-specific approach. Such an approach should guarantee accountability and principles of fair play and further protect the rights of all athletes to ensure fairness of competition.

A direct result of the recommendations made in this strategy was the development of the IPC Classification Code (the Code), which was approved by the IPC General Assembly in 2007. The Code is supplemented by international standards, which provide the technical and operational requirements for classification. The Code establishes a consistent policy on classification, common to all sports, specifically as it relates to the evaluation of athletes from a sport-specific perspective, the allocation of sport classes and sport class status, protest and appeal procedures, and classifier training and certification.

An efficient classification system must:

- enable fair and equitable competition;
- give each athlete an equal opportunity to compete at all levels;
- measure only activity limitations caused by the impairment;
- be as simple as possible so that it can be used in a consistent way in every participating country;
- be sport specific.

Consequently, the following should NOT under any circumstances affect an athlete's class in any sport:

- sporting skills or natural talent;
- genetic superiority or inferiority;
- body size or type, i.e. height, strength, length of arms, etc.;
- gender;
- training effect.

It is the responsibility of each International Federation (IF) within the Paralympic Movement to set criteria for the classification of athletes participating in the sports under their governance in accordance with the IPC Classification Code. As a consequence, an athlete may meet the criteria to compete for one sport, but may not be eligible to compete in another sport.

Coaches and National Paralympic Committees (NPCs) are likely to be the first contact point that an athlete has with classification. Therefore, an NPC should take an active role in the development of an understanding in classification. Without this, NPCs may waste resources (both

human and financial) in supporting an athlete who is ultimately not competitive. This is also unfair to the athlete who believes he or she is competitive, but after being classified finds out that he or she is not.

2. ANTI-DOPING EDUCATION

The IPC has established the IPC Anti-Doping Code, in compliance with the World Anti-Doping Code (WADA Code), expecting it will, in the spirit of sport, lead the fight against doping in sport of athletes with a disability.

The IPC is and wants to be a key stakeholder in the fight against doping and the promotion of drug-free sport. Athletes who break the rules as outlined in the IPC Anti-Doping Code will be subject to an initial review, expedited hearing and/or sanctioning in accordance with the principles, rules and regulations outlined in the IPC Anti-Doping Code.

Doping is prohibited because its presence undermines the fundamental spirit of sport, and our collective pursuit of human and sporting excellence. Doping is also prohibited to protect the athletes from the possible harmful side effects that some substances or methods can produce, and the unfair advantage that may be gained by athletes who use these prohibited substances or methods to enhance performance.

The IPC strongly adheres to the following principles, which have been applied to making regulations on medical and pharmacological-enhanced performances:

- **Athlete Welfare.** The first principle is the welfare of the athlete. A ban on use is considered justified if the effect of using a drug or a method seriously impairs the health or physique of an athlete (i.e. by causing disease, increasing the risk of disease or even distorting normal growth and development).
- **Equity.** The second principle is that of equity. If certain sophisticated scientific methods or substances do enhance performance, they obviously give an advantage to those who have access to them and penalise those who do not. This principle has resulted in the banning of certain medical methods, even those which are not known to cause any negative health consequences if properly carried out, such as auto-transfusion of one's own blood (blood doping).
- **The Games are for the Athletes.** The third principle follows up on the second. The use of some methods and some drugs could and does lead to a situation in which athletes cannot succeed however hard they try or train or however skilful they have become, unless they use the method or substance.

Here also, coaches and NPCs are likely to be the first contact point an athlete has on this matter.



Coaches and NPCs therefore have to promote doping-free sport through:

- The development of a rationale for doping-free sport with all stakeholders concerned. The intention is to build grass-roots and practitioner support for the positive messages about sport, which are at the heart of the doping-free programme.
- The production of an anti-doping programme, which is relevant to those who are most affected. The sport community's promotion of an ethical rationale for doping-free sport will pave the way for information tailored to particular needs. For instance, include athlete education, lesson plans for school use and so on in coaching handbooks.
- The reinforcement of the positive side of sport in doping-free promotional messages. The task is to promote both an appreciation of the values of sport (what has likely motivated young athletes in practising a sport in the first place) and its place in life.
- The promotion of clear supportive doping-free statements from sports leaders. Athletes need to know that, in their rejection of doping, they have the wholehearted support of those who care about sport.

3. ATHLETE HEALTH & MEDICAL CARE

Fitness and good health are terms that are readily associated with sport. Recreational sport can contribute to good health and fitness, and the association between sport, health and fitness can do much to persuade governments to provide sport facilities.

For the top-level and competitive sportsmen and women, it is vital that the body is healthy and in peak working order despite the extra work and stress which is placed upon it. Therefore, the involvement of the medical profession in the preparation for competition is of vital importance.

The medical programme for Paralympic athlete care should be consistent with that which is provided to Olympic athletes.

The conditions that are most often observed in Paralympic athletes are cerebral palsy, paralysis, amputations, visual impairments, and certain intellectual disabilities. It is important for a medical team to understand that treating elite athletes with these impairments can be very different from providing treatment to patients in typical physical medicine and rehabilitation or physiatrist practices. The athletes are often experts on their own minds and bodies and on how they manage their health, so they should be active participants in determining treatment options.

The requirements of sports medicine by high-level Paralympic sport can be summarised as follows:

- **The monitoring of general health.** As with Olympic athletes, Paralympic athletes should be “cleared” for sport and checked that they do not have medical complications, which may limit or prohibit involvement in (competitive) sport. Team physicians should have a medical history report on all athletes with them at all times. Athletes themselves have the responsibility to pass on appropriate medical (and technical) information to coaches, event organisers, etc. upon request. Fortunately, more and more frequently, top-level Paralympic athletes have access to designated and trained sport medicine physicians, who provide regular monitoring, and who get to know the athlete and the requirements of his or her sport.
- **Services following an injury.** Inevitably, competitors and sports people become injured either through traumatic incidents, or through stress placed on the body due to the intensity and frequency of the training or competition. It is vital for the competitor, after being injured, to be properly rehabilitated in the shortest possible time. Thanks to sustained data collection, particularly during the Paralympic Winter Games, the IPC continues to gain knowledge of different injuries that occur in Paralympic athletes, which will allow for a careful revisit of care and rehabilitation programmes, as well as sport and equipment rules.
- **Educational and information services.** It is important that in the process of training and fine-tuning of a competitor that the coach and the competitor develop healthy habits. Frequently, the doctor, physiotherapist and other medical personnel play a vital role in safeguarding against injury and poor health.
- **Scientific approaches to training.** Sports science is playing an increasing role in the proper preparation of the elite competitor.

Coaches and NPCs should give particular attention to health and medical care when travelling with Paralympic teams.

Each team travelling abroad should consult a physician to assist with the planning of the trip, even if an accompanying physician is not scheduled. The physician should be able to give advice on adapting to the climate, the frequency and timing of Games, the time required for acclimatisation to altitude and different time zones, the required immunisations, the health precautions, and the medical services and facilities in the country to be visited.

Furthermore, it is important to address the particularities of travelling with Paralympic athletes, such as medical care/supervision during extended travelling, including looking after such things as pressure



sores, dehydration, toilet use, etc., and travel logistics, such as transfers in and out of cars, planes, buses and the accessibility of facilities.

4. TECHNOLOGY AND EQUIPMENT

Sports equipment refers to all the agents and apparatuses used by athletes during competition on the field of play to facilitate participation and/or to achieve results. As such, the important role of sport equipment in enabling Paralympic competition is acknowledged, and should be committed to a sport environment where there are fair and clear rules governing the use of sport equipment for each sport.

The following principles should guide sports equipment use in the Paralympic Movement:

- **Safety.** Sports equipment should not pose an unreasonable risk to the athletes who use it, to others on the field of play, or to spectators. Both short and long-term impacts should be considered.
- **Fairness.** The use of equipment should not allow an undue advantage to a competitor or team. This may call for standardisation of equipment.
- **Universality.** Athletes throughout the world should have the ability to obtain sport equipment appropriate for fair competition.

The potential of sport equipment is not yet fully explored. Products such as “osseo-integrated” prostheses (based on a threaded titanium implant inserted in the existing skeletal bones so that once fully “osseo-integrated” it would act as an attachment site for an external prosthesis) will find their way in Paralympic sport.

It is obvious that from a biomechanical viewpoint, this kind of interface is performance-beneficial compared to the classical technique relying on a prosthetic limb that interfaces with the residual stump via a good fitting socket. However, equipment use in Paralympic sport is not only a question of ergonomics, but primarily a sport ethics and economical question. The economical and ethical issue resides in the differential availability of these products in developing countries versus wealthy industrialised countries.

CONCLUSION

Referring back to the IPC Vision and Mission:

Health protection in training and competition calls for the Paralympic Movement including IFs to be pivotal catalysts in providing extensive educational programmes and support mechanisms for each and every Paralympic athlete.

CLAUDIA BOKEL

Stakeholder representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

The importance of having sport at the heart of society is well known to all of us. For this, athletes need to stay involved with their sport as role models and ambassadors, not just to inspire the next generation of athletes, but to ensure that our nations are inspired to stay healthy and active. For this to happen, athletes need to be supported within their sport and have the peace of mind about their future. This will enable them to continue competing at the highest level for as long as possible, and ensure they stay involved with their sport once they retire.

The following presentation is based on the recommendations of the fourth International Olympic Committee (IOC) Athletes' Forum held this year in Marrakech. At this Forum, Athletes' Representatives from the IOC Athletes' Commission, International Federations (IFs) and Continental Associations as well as local Athletes' Representatives and Experts discussed key issues that concern athletes.

It was important to me to take part in the discussions on “Health protection in training and competition”, since I have not always been able to train and compete in the way I wanted because of health issues and injuries. I know now that most of those health issues and injuries could have been avoided.

Challenges for health issues and injuries come from a broad variety of themes: education, information, treatment, prevention and anti-doping. We agreed on the importance of all these issues. However, we have chosen to focus our discussions and recommendations on some of the questions of the Virtual Olympic Congress, to enable more in-depth discussions.



The questions we first reviewed were: 1) Should athletes receive continued education and training, throughout their career, regarding the implications of practising their chosen sport on their long-term health? 2) Which sporting and non-sporting bodies are best placed to communicate with athletes on issues relating to their health?

The participating athletes stressed that it is important for all athletes to receive education and training relating to their own health issues at appropriate times and throughout their career. Therefore, our recommendation to the IOC is to implement educational programmes on health protection and injury prevention at the Olympic Games and the Youth Olympic Games, in particular. Athletes should receive information on anything that can harm their health. In order to transfer this knowledge in the best possible way, we suggest engaging athlete role models in the endorsement of such programmes.

Educational programmes should not only run during major Games. Athletes should also be educated at other instances and especially during the early phases of their career. We suggest that the IOC strongly encourage National Olympic Committees (NOCs) and IFs to implement educational programmes on health protection and injury prevention based on the IOC Medical Guidelines. “Train the trainer” programmes should also be included via the national sporting bodies and through educational institutions, since trainers are of key importance and a major influence on the lives of athletes.

Another important question we reviewed dealt with the evolution of sports: Should new technical rules and new technologies be subject to more in-depth risk assessments regarding their impact on athletes’ bodies before they are introduced into a particular sport?

Technical decisions should never lead to the detriment of an athlete’s health. Therefore the IOC should insist that all IFs include their respective Athletes’ and Medical Commission representatives in all technical decisions, including competition schedules and rule changes. These representatives can monitor all present regulations and future changes and verify that they lead to minimal risks or threats to the present or future health status of athletes.

Dear participants, five minutes is enough to address the key issues, but more improvements are still to be made in terms of the protection of athletes’ health. This subject should not only be high on the agendas of the IOC, the IFs and the NOCs, but also in the minds of trainers, agents, parents and the athletes themselves.



THE SOCIAL AND PROFESSIONAL LIFE OF ATHLETES DURING AND AFTER ELITE COMPETITION

PETER TALLBERG

Moderator • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

I have been given the task of acting as moderator during this session. This morning, we have listened to four speakers during “The Athletes” plenary session and, during the next 20 minutes, we shall be listening to four prominent sports representatives, who will cover the sub-theme: “The social and professional life of athletes during and after elite competition”.

There has been tremendous development in world sport over the last 28 years. It was in 1981, 28 years ago, during the Olympic Congress in Baden-Baden, Germany, that athletes were invited to participate on an almost equal basis with the representatives of the International Olympic Committee (IOC), National Olympic Committees (NOCs) and International Federations (IFs) for the first time. Delivering their message to the Congress, the athletes’ main speaker at that time, Lord Sebastian Coe, said: “The athletes must be treated as the most important group and thus as one of the four pillars of the Olympic Movement.” This fact could perhaps today be enlarged, and cover all elite athletes, not only the Olympians.

When I participated in my first Games in Rome in 1960, the amateur rule and issue were still of great importance. There were so-called “college professionals” in the west and so-called “state amateurs” in the east. Those systems covered the training and well-being of the athletes both during and after their active elite performance on the playing

field. Times have changed dramatically, mainly because of changes in world politics.

This time, during this Congress, we can clearly see that the athlete – and I say the elite athlete – has been put in focus. Important issues related to the fourth pillar, to the elite athletes, are being debated.

The general opinion today is that the failure to provide a holistic and well-planned approach to the development of an athlete during his or her active sporting career, leaves the athlete ill prepared after finishing competitive sport.

When faced with retirement from elite sport, which usually happens in their early thirties, many athletes face a loss of identity, self-confidence, direction, status and financial security.

I have met many interesting business and sports personalities in my life. But by far the finest experience I have had during my 33 years as an IOC member was during my long chairmanship of the IOC Athletes’ Commission. The members of the Commission were devoted, clever, well informed and motivated. They were mostly young people, who were usually well prepared for meetings, cooperative and well spoken in several languages.

I can honestly say that the members of the IOC Athletes’ Commission are the very best group of people I have ever encountered or worked with. I would now like to mention some of the members from the very beginning of the IOC Athletes’ Commission:

- Sebastian Coe, today Chairman of the London 2012 Games Organising Committee;
- Thomas Bach, today Vice-President of the IOC and President of the German Olympic Sports Confederation;
- Kip Keino, today President of the Kenyan Olympic Committee and running an extremely successful children’s home in Kenya.

I could mention many more, but I believe these examples demonstrate that top athletes generally have a significantly higher level of professionally oriented soft skills, such as the ability to focus on goals, time management and strong work ethics. Today you have to be extremely well equipped mentally in order to reach the top i.e. the elite level. Nevertheless there are few international programmes that give athletes the required help both during and after their sporting career. The IOC coordinated programme – the Athlete Career Programme – has made great strides, but there is still more to be done!

Research and experience shows that athletes who have a healthy social life while pursuing an education, or are linked to a job performance scheme alongside sports training, are more likely to achieve their sporting goals and be more successful in life after competition.



All Olympic Movement constituents should endorse the importance of combining education and sport – or a dual career.

There should be an obvious identification of athlete-friendly structures, such as secondary schools, universities, technical institutes or the army, with sponsors, state companies, etc.

Programmes and messages should be delivered using youth events such as the Youth Olympic Games and the Youth Festivals as channels.

Partnerships with sponsors should be developed aiming at lifelong projects, not only at sports performances. Cooperation with Adecco should also be continued and strengthened.

During recent years, the IOC has been vigorously trying to achieve equal rights and possibilities for both female and male athletes. Some 43% of the competing athletes nowadays are female. There are, however, areas where more must be done, like for example, in the field of sports administration. Female athletes also need to be given the opportunity to reconcile the demands of sport and motherhood.

The sports world should develop license systems and certification models for agents, as well as provide tools and education to athletes to assist them in selecting and managing their relationship with agents.

It is not unusual for athletes to be completely dependant on their entourage to carry out even the smallest of tasks. When the bonds with their entourage loosen at the end of the athletes' career, many of them find themselves unable to cope with the demands of everyday life.

The lack of support is particularly prevalent among athletes who leave professional elite sport for reasons of disillusion or injury, or who have been forced into retirement on account of a doping offence. These athletes are then abandoned by their entourage as they lose their money-generating power and are no longer profitable financially.

It must also be noted that there are clear differences on a global basis. Athletes from poor and developing countries must receive more assistance and aid. Here, Olympic Solidarity and the NOCs have an important mission to fulfil.

Ladies and gentlemen, I hope that this brief introduction has given you some background information as a basis for our discussions.

I will now give the floor to the representatives of the IOC, the NOCs, the IFs and the stakeholders for five minutes each. Please respect the time schedule, in order to ensure that as many people as possible have the opportunity to take the floor during the 60 minutes of questions, comments or proposals.

So now the next speaker is Hicham El Guerrouj, world famous runner from Morocco, dual Olympic champion in Athens and still a multiple world-record holder. Hicham, the floor is yours.

HICHAM EL GUERROUJ

IOC representative • International Olympic Committee



ORIGINAL TEXT IN FRENCH

I am delighted to be here at this breakout session, which addresses a topic of importance to our Olympic Movement, namely “The social and professional life of athletes during and after elite competition”. This subject concerns the intimate duality between the athlete’s professional and social life. It is clear that, in seeking to perform and achieve records, one has to take into account the social factors surrounding the athlete.

We had the opportunity to discuss this issue at the fourth International Athletes’ Forum.

As a member of the IOC Athletes’ Commission, permit me firstly to express my sincere thanks to the International Olympic Committee (IOC) and all the members of our dear Olympic Family for their strong contribution to the success of this fourth edition in Marrakech last May.

In his speech at the opening of the 120th IOC Session in Beijing in 2008, the IOC President stressed that “The International Federations (IFs), the National Olympic Committees (NOCs) and the IOC are there to serve the interests of the athletes.”

Indeed, the Olympians are the reason why we are gathered here in Copenhagen. However, these same athletes have to play their roles



properly before, during and after their competitions, by respecting the values transmitted by the Olympic Movement.

They must also be worthy ambassadors of peace, tolerance and fair play, and role models for the world's young people.

The fourth International Athletes' Forum in Marrakech concluded with several recommendations. The theme we are addressing today is a central one, around which three other themes are based:

1. RELATIONSHIP BETWEEN THE ATHLETES, THE CLUBS, FEDERATIONS AND THE NOCS

It is by improving the various means of communication between the athletes and their clubs, federations, and NOCs that we will help to perfect the relationship, which can be created only on the basis of respect for the rules and duties of each.

In this way, elite athletes will be best able to promote sport for all.

2. HEALTH PROTECTION IN TRAINING AND COMPETITION

This second theme addresses the cover and protection for elite athletes as they perform their function.

To this end, we have the duty to raise awareness among the various sporting and non-sporting bodies of the need, not to say the obligation, to offer health cover for athletes during their sports career and even beyond, if necessary.

3. THE SOCIAL AND PROFESSIONAL LIFE OF ATHLETES DURING AND AFTER ELITE COMPETITION

This theme will be discussed during this session, and will, I am sure, take into account the recommendations of the fourth International Athletes' Forum, by looking at:

- the external factors which influence the professional life of the athlete during his elite competition career;
- the impact of these factors on his social life, and vice versa;
- the current approach to the athlete's career change. With the athlete devoting a large part of his time to training and the quest for performance during his competition career, it is sad to see how little effort goes into providing psychological support linked to the athlete's career plan and his vocational development;
- ways we can improve the career follow-up programmes throughout the athlete's career, during the transition before retirement and after his career change;

- the consideration that needs to be given to the partnerships with sponsors, who contribute not just to the achievement of sporting performances but also to achieving the athletes' life plans.

We have taken a great step forward by identifying the real situation faced by athletes, so permit me to conclude by inviting everyone to consolidate their efforts and think, during this breakout session, about what the situation of the athlete should be tomorrow for the good of our dear Olympic Movement.

SERGEY BUBKA

NOC representative • National Olympic Committee of Ukraine



ORIGINAL TEXT IN ENGLISH

I have been very fortunate, both during and after my sporting career. I am an Olympic champion, a world champion and still a world record holder. And I, like many other athletes, could not have attained these accomplishments and this success on my own.

My entourage, including coaches and trainers, family and friends contributed greatly to these achievements. I was fortunate, my hard work paid off. Looking back though, I know that I did not have all of the necessary tools at my disposal to successfully manage training, competition and the challenges of day-to-day life.

Athletes tend to focus on the moment – they focus on their next game or race, rather than what is to come following their sporting career. We must show athletes that they can pursue sporting excellence, while also focusing on pursuing an education, developing skills and interests outside of sport, and thinking about the eventual transition from competitive



sports to a new career – all skills which will assist them both during and after their sporting career.

In fact, many believe that the pursuit of a “dual career” will actually improve an athlete’s performance on the field of play. What can the International Olympic Committee (IOC) and the Olympic Movement give back to the athletes whose brilliant athletic feats will be remembered for a life time? What can the IOC and the Olympic Movement do to ensure that athletes get the support they need and that they have the necessary tools at their disposal?

In 2005, the IOC and Adecco joined forces to create the IOC Athlete Career Programme (IOC ACP) to provide athletes with the support they require during and after their sports career. The Programme, which was renewed in 2008 focuses on three pillars: Education, Life Skills and Employment.

1. EDUCATION

It is possible to combine studies and a sporting career. Pursuing an education should not be seen as a distraction to an athlete’s training and competition.

Distance education and/or e-learning may be suitable for those athletes whose training and competition schedules do not allow them to attend school during regular hours. For some athletes, it may be the cost of pursuing an education which deters them. I would suggest that the sports movement should consider providing financial grants to athletes to help them pay for these costs.

Consideration should also be given to the creation of a special educational structure for athletes, which will allow them to improve upon their current skill and also obtain new skills during and after their sporting career.

2. LIFE SKILLS

Due to the amount of time that an athlete spends training and competing, they often do not have a lot of time to develop interests outside of sport and to develop “life skills”. These life skills are skills which are used in some form or another by everybody, everyday. They include skills such as financial planning, goal setting as well as time management and are skills which help athletes in and out of the sporting area.

3. EMPLOYMENT

Just as it is important to train for sport, it is also important to prepare for the day you retire from it. In order to be prepared for retirement,

athletes should be encouraged to be proactive and absorb as much education and experience as possible while still competing.

The IOC ACP helps athletes define their professional goals and assesses what education and training they may need to enter that field. The programme also offers support and advice for an athlete’s professional career including information on drafting a résumé, job hunting and interview preparation. It is my strong belief that the IOC ACP would benefit from increased cooperation between Adecco and National Olympic Committees (NOCs); Adecco and sponsors; as well as job placement companies in general.

Other issues should also be considered:

AGENTS

In recent years, the classic relationship between coach and athlete has changed due to the presence of agents. More and more athletes have engaged the services of agents, who help them with a variety of administrative tasks, such as negotiating jobs and endorsement deals, preparing an athlete’s competition schedule and providing advice on financial and legal issues.

Unfortunately, we are all aware of cases whereby an agent puts their own interests ahead of those of the athlete. While for every bad agent there are certainly hundreds of good ones, I would strongly recommend that each sport puts in place a licensing or regulatory system for agents.

HOW TO GET THIS INFORMATION INTO THE HANDS OF ATHLETES?

There is certainly no lack of information out there – it is more a question of how to get this information into the hands of those who need it most: the athletes and their entourage.

IOC WEBSITE

The new IOC website will include a page dedicated to the IOC ACP. The site will include information about the programme as well as fact sheets on topics such as health and nutrition, financial planning, time management, media training and goal setting, creative and critical thinking. All of these fact sheets will be available for download and in a printable format. The site will also include video testimonials from athletes who have benefitted from the programme and links to other useful information.

The website will also include a list of “best practices” which will be of particular interest to those parties who have either set up programmes or wish to do so.



YOUTH OLYMPIC GAMES

We must reach out to athletes from a young age, and the first ever Youth Olympic Games in Singapore next year will give the IOC and the Olympic Movement an opportunity to speak directly with these young and impressionable athletes.

The objective of the Culture and Education Programme (CEP), an innovative element of the Youth Olympic Games, is to share the Olympic values of Excellence, Friendship and Respect and to discuss important themes linked to the practice of sport.

Five educational themes will guide these discussions, among them are the themes of skill development and well-being and healthy lifestyle.

NATIONAL OLYMPIC COMMITTEES (NOCs), INTERNATIONAL FEDERATIONS (IFs) AND NATIONAL FEDERATIONS (NFS)

While it is an athlete's responsibility to prepare for their life after sport, all stakeholders in sport – including National Sporting Organisations, NOCs, NFs and IFs – should be encouraged to help athletes prepare for the transition.

These stakeholders should also be encouraged to exchange ideas and best practices among one another and should, where possible, also put formal programmes in place.

THE PERFECT ROLE MODEL – A FELLOW ATHLETE

We learn from our successes and from our setbacks. We also learn from the success and setbacks of others. I have personally seen the positive influence when athletes share such moments among themselves. What better way to encourage younger athletes to pursue the concept of a “dual career” than to engage athlete role models, who have been successful on and off the field of play. The Ukrainian Olympic Committee involves athlete role models and I urge NOCs, IFs, NFS, and Athletes' Commissions to do the same.

CONCLUSION

The responsibility of the Olympic stakeholders is to create the necessary conditions for athletes to shine on the field of play. Similarly and equally important, it is our duty to assist them to be balanced individuals. We need to ensure that they have what they need to be true Olympians!

Whatever we do, it is up to each individual to make a difference – each athlete has to make his or her own choices! Sport is a team effort and a beautiful career is no different!

PAT MCQUAID

IF representative • UCI – International Cycling Union



ORIGINAL TEXT IN ENGLISH

It is with great pleasure that I accepted the invitation to talk today about “The social and professional life of athletes during and after their careers in elite sport”.

However, before starting, I would like to thank all those federations, which have contributed to today's debate through the correspondence they have sent me. Of course, in the limited time available, I cannot touch upon all the subjects mentioned, so please accept my apologies for this. All contributors raised very important issues and suggested very interesting means of resolution. I look forward to hearing their comments in a few minutes.

I would also like to say that I am not only speaking today as the President of the International Cycling Union (UCI), but also as the Vice-President of the Association of Summer Olympic International Federations (ASOIF). The subject of this session is pertinent, in different ways and to different extents, to all sports.

To return to the subject of the session, I think, and I am sure you will agree with me, that it is the athletes who should be at the centre of our concerns. We should never forget that, above all, it is the athletes who write the history of sport. The athlete is the essential element of all sport. However, the athlete is relatively fragile: we all know that an athlete's career is short, sometimes very short. A very small proportion of a lifetime in fact. Only a minority of athletes will immediately find work – or will not even need to find work – after retirement from their chosen sport. The great majority have to find their way in an environment, which is often alien to them and in which they have



to play a new role. A role for which, unfortunately, they are often unprepared.

A professional sportsperson's life often gives him or her special status. This can lead to individuals being isolated from "real life" (both socially as well as economically).

An athlete's social life is often characterised by the following features:

- social interaction that is almost completely restricted to the sporting environment (other team members, coaches, etc.);
- poor exposure to the external world (lack of time, lack of motivation, etc.);
- an environment that may treat the athlete as a child, protected from the stresses of "real life";
- a special lifestyle (lots of travel, many constraints specific to the elite sports environment).

An athlete's working life is often characterised by the following features:

- focus, understandably, on the sporting career (particularly the case for professional sportspeople);
- the athlete not investing great efforts in his or her employment (this is often the case for semi-professional sportspeople who work part-time purely to provide the funds to live on; this is very common in many sports).

After having developed in this background, an athlete is often poorly prepared to face the challenges of a new life. This new life also involves integration into society. There is a considerable risk that a mismatch between the former athlete's capabilities and the constraints of "normal" life could represent a fatal blow to the athlete's hopes for a successful post-sporting life.

It is important to remember that when an athlete is at his or her peak everyone is their friend; this is the time to plan, to prepare, to take advantage for the future. As Federations we must help every athlete with this process as they are our future ambassadors.

It is here that we, the International Federations (IFs), must act. Promoting and developing our sports also means giving our sportspeople the opportunity to be successful in their ordinary lives as well as giving them the chance to become champions in their chosen disciplines.

Our capacity to act in this respect is not negligible but it is rather limited. For this reason, it is a good idea to collaborate with other interested parties, such as the National Olympic Committees (NOCs), National Federations (NFs) and groups focused on this area such as the World Academy of Sport, which in turn can work with the national authorities.

If the measures that we can implement to encourage the integration of athletes into society are to be effective, they must apply to the athlete both during his or her sporting career as well as during the transition phase between this and the rest of the athlete's life, and even perhaps during the beginning of the former athlete's new career.

I do not want to pursue this theme too far as it is the subject of the forthcoming discussion, but I do think it is useful to quote a few measures that can allow athletes to correct the distorting effects of professional sport and encourage the incorporation of sportspeople into the world of employment. These are complementary themes:

- During the athlete's sporting career, courses should be made available that encourage the proper integration of sportspeople into their environment. Such courses could include promoting social skills such as communication, learning foreign languages, as well as education about the Olympic Movement. At the UCI we have created the UCI Academy to undertake such initiatives. I know that the International Judo Federation has put in place such a programme for former athletes.
- There should also be the support of sports authorities during the athlete's sporting career so that athletes can follow studies (with all necessary arrangements made).
- Saving schemes (or solidarity schemes) and mandatory insurance should be set up for athletes during their sporting career, in anticipation of the transition period.
- After their sporting career, jobs should be made available to former athletes within the sporting family (for example as coaches, providing that recognised qualifications have been achieved) and within sports administration.
- We need to also ensure that our coaches, who are the mentors of many athletes, support such initiatives.



PERNILLA WIBERG

Stakeholder representative • IOC Athletes' Commission



ORIGINAL TEXT IN ENGLISH

My experience, after first being a top level athlete in alpine skiing and then having the privilege of working with the International Olympic Committee (IOC) as an athlete representative for eight years, is that the athletes are and should be at the core of every sport organisation.

Why is it then that the “big book”, the Olympic Charter, which is the governing tool for all the sporting bodies attached to the IOC in one way or the other, does not have any particular message encouraging the Olympic Movement to support athletes both during and throughout their transition period?

This is one of the outcomes of the IOC Athletes' Commission Forum in Marrakech in May this year. All athletes, gathered at this forum, felt strongly about this and were very much in favour of an amendment to the Olympic Charter to include a more athlete friendly language.

Athletes give most of their best years of life to sport and would therefore have a disadvantage when getting out into the “real world” and looking for a job. As we have heard from Mr El Guerrouj, the IOC has started a very good project, the IOC Athletes' Career Programme (IOC ACP), together with Adecco, which is a very good step in the right direction.

I have here some quotes from athletes and some officials who were introduced to this programme in seminars over the past year:

“The seminar was good because it got me thinking of what I could do now to help myself in the future.” Chris Rolf, US Men's National SoccerTeam.

“The concept and some of the content is great but there could be the potential to integrate it into existing programmes such as the Oceania Sports Education Programme (OSEP) and to incorporate other programmes in its delivery that look at life skills beyond just public speaking.” Joanne Fern, Oceania National Olympic Committees (ONOC), Fiji (NA)

“Altogether, the programme was interesting insofar as it gave inputs. It helped us in outlining a vision of our professional future; in other words, this seminar helped us to prepare the future.” Alioune Cisse, basketball player, Africa.

This is a good step that the IOC has made and more could be done especially on a national and regional level.

To be able to prepare the athletes for life after their sporting career, all Olympic Movement constituents should try to endorse the importance of combining education and sport (so called “dual career”). Secondary schools, universities, technical institutes, sponsors, state companies should be made “athlete friendly”, which means for example that when attending a school it must be made possible to have free access to training camps etc. and not be punished for it in any way. To be able to make the athletes themselves aware of the importance of a “dual career”, it is important to educate their trainers/coaches and even parents. For that, we already have a very good channel: the Youth Olympic Games. The first Youth Olympic Games, that will be held in Singapore in 2010, is a perfect platform for spreading this important message.

Learning different life skills is as important as education. Being in a team, as an athlete you are often quite protected from the outer world and from learning even simple things such as booking your own trip. This should also be recognised and endorsed by all stakeholders as early as possible during an athlete's active career. When signing contracts with sponsors, it should be ensured that they can contribute to an athlete's different life projects, not just in terms of money. An athlete's emotional health during the transition period would be another point to look into further. Many athletes feel like their life and social sphere end with their career in sport and become depressed. What is more lamentable than having one of a country's most celebrated and most decorated athlete taking his or her own life?

Olympic stakeholders can also be of great help to athletes in the area of agents/managers. We all have examples of athletes who have been deprived of all their earned money after ending their career.

“My name is Martin Dahlin. After being a professional soccer player at the highest level, I have now turned my career into helping other athletes. Being a licensed agent of the Fédération Internationale de Football Association (FIFA), my athletes and I can work under some



ethical and practical rules. I think this is a good way to prevent athletes from falling into the hands of crooks. Nevertheless, there are still some issues that can be improved.”

FIFA's agent license system is really a step in the right direction. Of course, no system is so good that it does not have to be improved but it shows the good will of one International Federation (IF) that wants to improve the situation.

The athletes of the world need a voice and they definitely have it through the IOC Athletes' Commission. The fourth IOC Athletes' Commission Forum in Marrakech made some really good recommendations, the amendment of the Olympic Charter being one of the strongest.



The Bella Center during the XIII Olympic Congress.



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JEAN-CLAUDE KILLY

Keynote speaker • International Olympic Committee



ORIGINAL TEXT IN FRENCH

What is our fundamental role?

It is to place sport at the service of mankind, or more specifically, at the service of its harmonious development.

Being guided by such a noble mission is an extraordinary opportunity. This opportunity belongs to us. And it is our responsibility, which we have to honour every day. A real responsibility is never sporadic.

This opportunity and responsibility are part of an approach that we have chosen freely, which goes well beyond essential rules, necessary laws and inevitable commercial circumstances. Is it going too far to say that this approach is somewhat philosophical? Is it going too far to say that it is close to spiritual?

For me, it is an ideal. The athletes, the International Federations (IFs), the National Olympic Committees (NOCs) and the organisers of the Olympic Games must, of course, respect this ideal. But they must also find the means to serve the Olympic cause. "Serving" is a good word. It is the exact opposite of "taking". We all know that Olympism transcends sport; goes beyond the playing field; and is a source of inspiration for the young people of the world; and that it is, above all, a principle of balance between the body and the mind.

Olympism has created an enormous event: the Olympic Games. These Games allow the Olympic Ideals to live, endure and be disseminated. Seeking to improve them, therefore, deserves all our attention, thoughts and strength of will! And our commitment.

I know one thing and I know that you do too: the importance of the Olympic Games is constantly increasing. For sport, this is obvious; for society, it is becoming obvious.

When I see the ambitions of Vancouver, London or Sochi coming to fruition in areas as vast and diverse as the environment, urban development, sporting practice, reintegration and social issues, I cannot help but think about the extraordinary power of Olympism. This power can be defined in one sentence: Olympism is a child of its time.

When I see to what extent the Host Cities are visionary and intelligent in their use of the Olympic Games to shape a better future, I say to myself that the Olympic Games are fully used for what they are: the world's biggest sporting and social event. Big, in the noble sense of the word and which represents another way of defining our Ideal.

To wonder about the relationship of Olympism and the Olympic Games with society is already to affirm a conviction – that of the strength of our Movement among people, in their present and future.

This is because the Games are not just part of a story and context. They accelerate the story and they modify the context, even marking some major stages of our societies. We have revealed countries, remodelled cities and made peoples' dreams. We have changed lives.

Here are some highlights and some images:

- Ancient Greece – peace and sharing through sport. An original vision that transcends sport and remains incredibly contemporary.
- 1892 – Coubertin already had a vision of society built with the aid of sport.
- Berlin 1936 – Jesse Owens defied extremism to become the first athlete to enter the history books through his sporting feats.
- Mexico City 1968 – Bob Beamon and his incredible 8.90m, as well as the Black Power demonstrations; the Games reflected society and its evolution.
- Munich 1972 – architectural avant-garde; Spitz and his seven medals; the tragedy.
- Montreal 1976 and Moscow 1980 – great champions: Comaneci, Coe, etc., who became stars. Boycotts that threatened the continuation of the Games and their sustainable financing.
- Los Angeles 1984 – still boycotted, but remembered for the feats of Carl Lewis. Introduction of a new economic model; financing was mainly private.
- Barcelona 1992 – a model of urban transformation; the Games became an accelerator of development.
- Albertville 1992 – creativity; the image of a nation.
- Lillehammer 1994 – village Games; compact, enthusiastic, expert crowd.



- Beijing 2008 – phenomenal performances by Phelps and Bolt. Bridges were built and links forged; cultures came together and doors opened.

As we are the heirs to this universal story, our mission is one of absolute clarity and imperatives: allowing Olympism to perpetuate itself and allowing it to grow even more.

I was very interested to read all the contributions on this theme; there are numerous, creative, realistic and feasible proposals.

A few hours devoted to the Olympic Games will close some 12 months of consultations and studies. It is up to us to make the most out of what might appear to be the least. I have no doubt that, as we leave this Congress, we shall have new ambitions. And that we want to bring them to fruition in the months and years to come: it is a delicate and perilous exercise.

It is, therefore, with great humility that I am delivering these thoughts on the Olympic Games. I hope that these facts, ideas and proposals will feed the discussions that we have.

MANAGEMENT APPROACH

Having seen the Games from practically every angle, I have no doubt that their organisational complexity is increasing. I think there are several areas worth following and pursuing. Even though many improvements have been made over the last few years with respect to the management of the Olympic Games, we must continue to evolve.

We have a programme to assist the organisers, which works very well. We must continue to invest in collecting and transferring know-how and sharing it more widely within the Olympic Movement.

Strategic partnerships with some suppliers of goods and services also help us in this area. Without going as far as imposing service-providers on the Organising Committees of the Olympic Games (OCOGs), the International Olympic Committee (IOC) could identify the market capacities in the key areas of the organisation.

With the creation of the Olympic Broadcasting Services (OBS), an enormous step was taken, as the IOC has total control over the quality of images. This is an extraordinary guarantee. It is also the means to improve the system by keeping the same teams from one edition of the Games to the next. We could spread this type of organisation to other areas.

I think that you will have gathered that I am totally in favour of an IOC that controls its subject better and better. We can step this up still further.

THE GAMES, A TOP EVENT

The management of the Olympic Games has progressed in a phenomenal way. However, as the Games must be financed by private funds and followed by as many people as possible, please allow me to use, in this context, the term “product” to describe the Olympic Games; a product which must constantly be rethought and promoted.

Every two years, alternately in summer and in winter, a very large part of the world lives and breathes the Games. The Olympic Games are a passage between before and after; they are a reference to which everyone can attach memories and emotions, whatever the political, economic or cultural context. The Games bring out heroes, joys and dramas, which break into our collective memory and the universal memory.

What can we change in order to continue to make history, to inspire and therefore provide some breathing space? The recipe is so delicate that this is an acrobatic exercise.

In order to find ideas, it is fundamental to look at the heart of the event. And the heart of the Games is the sports Programme.

The Programme looks impressive at it stands – our 33 sports and some 390 events, from summer and winter, are incredibly varied, and this is doubtless one of the reasons for our current success. But we are also aware that changes, or rather adaptations, are necessary.

The extraordinary interest aroused by new things is a strong sign that we must dare – dare to change!

We must follow the major trends in sporting practice and satisfy the tastes of the consumers, i.e. be fashionable while remaining true to ourselves.

I went to see the BMX event in Beijing. I never miss the snowboard half pipe. And I am already looking forward to the snow cross in Vancouver. These new events are fantastic, as they bring us different cultures and new audiences. This is a breath of fresh air, which also helps the other disciplines to remain young!

You will have gathered that I am an advocate of a degree of stability, as we stand out partly through tradition. But I am also in favour of greater flexibility in modifying the Olympic Programme.

I believe that I understand the dynamics of the IFs and the NOCs. Stability provides the advantage of a long-term vision, establishing models and planning resources and sometimes medals. But what is good on one side is not necessarily in the interest of our common product. Routine is the enemy.



In the framework of successive revisions of the Programme, I think that the IOC must give itself the means to measure the impact of the inclusion or exclusion of a sport, discipline or event. To do this, in addition to the high-quality technical work carried out today, we should not hesitate to have recourse to surveys, both among the public and with business partners.

There is the content of the Olympic Programme. And there is also its “staging”. The presentation of BMX will be different from that of judo, the television production of ski cross very different from that of speed skating. Through their competition format, some sports have literally reinvented themselves.

These thoughts need to be taken further, systematically and with all the partners concerned: IFs of course, but also OCOGs and rights-holders. The balancing act – which consists of evolution while remaining respectful of history and traditions – is sometimes difficult to achieve.

Why not think about an even greater ambition? That during the prodigious Olympic Games fortnight, the Cultural Olympiad could create the time and space for international creations bringing together the greatest authors, troupes and artists, enabling us to reach a global market.

It is also the dimension given to these activities that influences how each edition of the Games is viewed; their long-term image ensures their place in history.

SERVICE LEVELS AND PARTNERSHIPS

There are “consumables”, if you will pardon the expression. And there are service levels, which everyone has the right to expect.

They are constantly changing. This evolution reflects the necessity of aligning the services with the investments made and the need to remain ahead of what is done elsewhere.

At the Games, expectations are based on the notion of excellence, which cannot be ignored and which is directly linked to the fundamental values of Olympism.

The sophistication and growing expertise of the various partners lead them to make increasing demands, especially on the organisers. The inherent complexity and pressure of organising the Olympic Games, sometimes puts the Organising Committee in a delicate position in the face of considerable strategic and financial pressure.

To avoid generating difficulties for the system through constantly increasing demands, we must adopt this attitude of partnership, which allows us to find innovative solutions.

It is fundamental that the OCOG inspires confidence among the partners of Olympism. This starts by compliance with the candidature undertakings. When local agendas, particularly political ones, dominate discussions, the relationship is harder to build.

In this regard, you will be aware that there is no simple recipe. There must be chemistry among structures like the IOC, IFs, NOCs and OCOGs, which are real start-ups that grow in power and then disappear as soon as the Games are over. Attitude and state of mind are essential bases, but sometimes choices also have to be made.

We had an Olympic Games Study Commission, which did remarkable work, a few years ago. I think that we should start it up again in a lasting form. We should study new trends, the evolution of our fundamentals and what we all call the “nice to haves” on an ongoing basis. We need permanent monitoring of the Olympic Games.

COMMUNICATION AND IMAGE

I also wish to address the question of perception and image. As I said before, while the content is fundamental, the container is becoming, or has become, equally important. Systematically dissociating substance from form does not seem a modern approach to me. In any case, the IOC and the key players of the Olympic Movement present an image, and thus the expression of a lifestyle based on the respect of certain values and traditions.

At the same time, we need to question the relevance of this image in an environment, which is constantly being redefined. In the context of the Olympic Games, all that serves to forge the image and perception of our organisation needs to be reviewed on the basis of that which we wish to embody.

We must also look to communicate broadly if we wish to continue to form part of the collective imagination. Between the IOC and its partners, the means of action are considerable. But we need to act in a coordinated way to strengthen the impact of our activities.

To do this, I think that the IOC must provide the Olympic Movement with a vision, precise and clear guidelines, and, why not, simple communication tools. Together, we have an extraordinary power of communication.

The second measure we can reinforce is our collaboration with our sponsors and rights-holders.

They too have huge communication power. It is partly through their campaigns that the image of the Olympic Games is created. By being clear about what we want them to promote, we could count on even more active support from them.



Lastly, working with prestigious ambassadors would enable us to communicate with more impact about the excellent work done by the Olympic Movement. I am sure that great athletes, company leaders and, why not, actors, would be prepared to spread our message for us.

All this would help us to increase our presence, especially between editions of the Summer and Winter Games. The odd years would be less so!

UNIVERSALITY OF THE OLYMPIC GAMES

Olympism belongs to those who love it, which is to say to billions of people. Our movement is fundamentally open. This is how we remain contemporary; this is how we differentiate ourselves.

I believe that the concept of universality is based on some key dimensions.

Participation by athletes from all the NOCs in the Olympic Games is one of them. It is fundamental that, every two years, the Opening Ceremony sees the whole world parading under the banner of the Olympic rings. It is reassuring to see the Olympic Village bring together the cultures and diversity of the five continents in an amazing atmosphere, which is a mixture of celebration, encounters, excellence and performance. People say that the world is a village. The Olympic Village is a world unto itself.

The role of Olympic Solidarity within our Movement is to ensure universality of participation.

The Olympic Programme also helps to ensure universality, through the interests and tastes of the participants. Whatever their culture, socio-economic background or personal interests, the Olympic Programme has the answer. The range is incredible. It is universality of tastes!

This dimension must be preserved at all costs; it must continue to dictate our choices in the future.

And there is the organisation of the Games, which requires an international as much as a local effort. To succeed in the ultimate challenge, winning a gold medal in such a complex event requires expertise and the most efficient companies, often from outside one's own borders.

All local protectionism must be avoided and the most effective solutions found, wherever they come from. The Olympic Games require an intense and global effort.

At the local level, an economic system is mobilised. But above all, there is a population, the volunteers, without whom nothing is possible. The

volunteers are the mirror of the country, the expression of a disinterested generosity, the smiles and interfaces who work cheerfully for the success of the Games.

International-local, expertise-volunteerism: diversity is also universality.

Universality is above all a question of attitude: "Welcome, whoever you are, from wherever you come; welcome."

VALUES

Looking at the values of Olympism through the Olympic Games means leaving the concrete sphere of the event and moving the discussion to another level, involving emotion.

But how do we give this concrete form? How do these values become tangible? And what can we do to promote them?

A large part of what we want to convey involves the athletes. They inspire by their attitude, their conduct on and off the field of play. Each athlete, I am certain, approaches the Olympic gathering with a great deal of respect and humility. We witness genuine acts of fair play and sporting greatness. These are moments which illustrate the thing that we love.

The athletes are our most valuable asset. They must be in Olympism, and remain there. The Youth Olympic Games, the Athlete Career Programme and Olympic Solidarity enable us to forge links and build a future – theirs and ours.

But the values also require what I would call the "non-sporting agenda".

Yesterday, Jacques Rogge announced the name of the city, which will have the duty and honour of continuing to write our history. We were witnesses to that great moment.

Beyond the 17 days of perfectly organised competitions, we measured through this vote the scope of the transformations that seven years will bring about.

As a privileged observer of the preparations for the 2014 Games in Sochi, each day I can see the ambition placed in this project. A whole region is reinventing itself, building itself a different future.

With a visionary government fully committed at all levels as its partner, Sochi will be a new destination tomorrow. It will quickly attract the top Russian skiers, and we will practise winter sports in the Caucasus, enjoying the infinite beauty of its landscapes and the richness of its welcome.



In Turin, truly magnificent Games, as President Rogge declared, and Italian culture with its warmth and creativity drove the organisational plans from the outset, especially in the area of architecture.

Urban and social transformations happen thanks to Olympism. In the words of Jean Nouvel, “The stadium will be a place of social activity, an urban and urbane meeting place. A veritable part of the city, where people also practise sport.”

Where education is concerned, I do not think there has ever been a programme as ambitious as at the recent Games in Beijing. As soon as Beijing won the Games, the Chinese government put in place an incredible project aimed at all school-age children. Seven years later, almost 400 million children had been exposed to the greatness and depth of Olympism. Four hundred million children who probably all dream of becoming Olympians themselves. That is a lot of children!

And new words have appeared to describe new values: environment, sustainable development, social responsibility. We should be happy to include them, but must also ensure that the project does not become unmanageable.

London, for example, is a project requiring the activation and coordination of hundreds of public and private organisations, non-governmental organisations (NGOs) and of course the government at practically all decision-making levels. I naturally think of the generous, ambitious, international initiative, which seeks to transform the lives of 12 million children in 20 countries through physical education. More than a project, it is a vision which goes beyond sport and even nobility.

All that is wonderful, but, to use an expression dear to our President, in all his wisdom, “that represents complexity”.

In this context, I am certain that the OCOG must be at the centre of things. Its primary mission is to deliver Olympic Games in accordance with the contract signed with the IOC. But it must also control and coordinate the agenda of all ambitions.

This is one of the reasons why, based on the experience of Turin, we recommend that all the local bodies involved be part of the OCOG governance structure and the IOC Coordination Commission process.

I think that we are very well armed from a technical point of view. We can guarantee that the highly complex Games operation will work almost perfectly, whatever the context.

On the other hand, when we look at the new areas mentioned above, be it the environment or sustainable development, we are no longer at ease, and move outside our comfort zone. In these areas, we are

reacting whereas we should be proactive and set an example. The monitoring function I mentioned earlier could be very useful in this context, too.

We are faced with an exciting and challenging dilemma. If we limit the ambitions of the organisers, we deprive the Games of their creative and transforming power; if we accept all their ambitions, we potentially endanger the Games. The IOC is by necessity between the two. It must remain firm about what is indispensable, but flexible with regard to local ambition, and offer the support needed to achieve it. The legacy will depend on this.

Legacy in the broad sense of the Olympic Games is probably one of the prime reasons for cities to bid. For the IOC, it is also the first theme in the candidature file. In this area, major progress has been made over the course of recent Games.

Legacy today is considered right from the outset, and is fully integrated into the daily work of the organisers. That we have reached this point is in no small part due to the work and demands of the IOC. So let us go further, let us be truly present in the post-Games phase. That would be a sign of generosity in our relations with the organisers.

It is always good to do the decent thing.

Another role for this new monitoring function which, as you will have understood, is dear to my heart.

I have just spoken about the values of Olympism and the value of the Games. Now I want to say why we are bound to, and must always achieve, excellence.

I shall take the case of an athlete. An Olympic champion tennis player whose path to excellence I have tried to understand.

He is 27, and began playing at the age of five. Over the years, he has played on 6,300 days, with a daily average of 4.075 hours. In all, that represents 25,675 hours, and in detail:

- 58 % of forehands, or 8,577,504 shots;
- 28 % of backhands, or 4,140,864 shots;
- 14 % of serves, or 2,070,432 shots;
- In total, he has hit 14,788,800 shots.

While it is generally accepted that 10,000 hours of practice are needed to approach excellence, our tennis player has reached almost 26,000 hours.

For him, and for all the others, we who represent the Olympic Movement must not fail. This requires a total and constant commitment: an



ideal is always a demand. By segments of 10,000 hours, let us build together so that Federers continue to exist.

Olympism is action and values. Our acts will be of value if the values of Olympism guide our daily action.

Value through values is the way of life for the Olympic Movement, and the real condition for its survival.

Mr President, you have given me the immense opportunity to address the Congress. It has been a privilege, and I thank you for it.

DENIS OSWALD

IOC representative • International Olympic Committee



ORIGINAL TEXT IN FRENCH

1. INTRODUCTION

Although the mission of the International Olympic Committee (IOC) clearly goes beyond organising the Olympic Games, the Games nonetheless represent the most visible element of the work of our organisation, and the one through which our action is known and judged. They are also the best instrument available to the IOC for spreading its message and philosophy.

The Olympic Games are enjoying great success on all levels: they are still the top event for all athletes; the best means of presenting and promoting their sport for the International Federations (IFs); a competition that all television channels want to broadcast; an important source of funding for the Olympic Movement; and an event that the world's major cities would love to host. Yet this success must not prevent us

from taking a critical look at our Games, in order to perfect them and, above all, to make sure that they are developing in a way which will ensure that their success continues.

An Olympic Congress is the ideal opportunity for such an analysis, by seeking first to identify the reasons for this success, and then focusing on the weak points, which could compromise this favourable situation. This analysis should lead us to an understanding of the measures and remedies that are needed. I shall set about this by describing some of the essential aspects, which will then be studied in more detail within the framework of each of the three separate sessions, which will address, respectively: "How to keep the Games as a premier event?"; "The Olympic values"; and "Universality and developing countries".

2. HOW TO KEEP THE GAMES AS A PREMIER EVENT?

a) Choosing the Host City

In my mind, ensuring that the Games remain a premier event requires us to devote even closer attention to choosing the Host Cities. The success of the Games depends to a large extent on this choice. To this end, I would propose three measures: pre-conditions, a candidature acceptance procedure and a revised evaluation.

Pre-conditions. Today, all a city has to do is announce to the IOC that it is an Applicant City in order to become one. I would propose that, in future, the IOC draws up and makes known the minimum standards that a city has to meet in order to be allowed to submit a candidature (population, number of hotel rooms, existence of at least some of the facilities, etc.). These pre-conditions would inform potential candidates and act as an efficient filter to prevent cities, which manifestly do not meet the necessary standards from considering a bid. When establishing these requirements, we would of course have to take into account the ability of the Games to accelerate development for a Host City and ensure that the principle of universality in awarding the Games is not compromised.

A candidature acceptance procedure. In line with the pre-conditions, I would foresee an initial candidature acceptance procedure. Cities wishing to become candidates would have to submit, at the start, not only a statement of intent to bid but also a file containing the basic details of their ability to host an event the size of the Games. Applicant Cities do this already, but much later in the process, in order to become Candidate Cities. These files would be evaluated immediately, and the bid accepted or refused. If it were accepted, a city would immediately become a Candidate City, and the hybrid and uncomfortable status of Applicant City, which leaves huge question marks hanging for a whole year, would no longer exist. In my view, by doing this we would avoid frivolous bids by cities seeking only to use the Games for temporary



publicity. The procedure would be more transparent and we would certainly improve the quality of the choice offered to us by being able to concentrate from the outset on solid bids. We would also gain a year, and all the parties concerned would make major cost savings.

A revised evaluation. In addition to current criteria, the analysis criteria should be expanded to take into account the quality of the framework offered, the welcome to be expected, the ability to give the event a festive atmosphere, for example. Furthermore, the Evaluation Commission's report should be more explicit and more clear-cut. I am well aware of the arguments for its current form.

Even so, by telling us that all the Candidate Cities are capable of organising very good Games, the report is lacking in pertinence and, in particular, it offers a clear conscience to those who vote out of sympathy, to the detriment of the technical quality of the files and the athletes' interests. We should more clearly indicate the differences between the candidates on the different themes, but without establishing a general ranking, so that each person may apply the weighting that he or she wishes to use for the various aspects of the bid in order to make a final choice.

While I am fully aware of the contribution that being a Candidate City can represent (promotion of the Olympic message, major mobilisation of the various stakeholders around visionary and motivational projects, development of major urban projects, which sometimes go ahead even without the Games), I feel it would be advisable to shorten, as much as possible, the period between the submission of candidatures and the Host City election. We would reduce the lobbying and seduction efforts we see today, without compromising the positive contributions of a bid. We would also significantly reduce the costs involved.

b) Programme

After looking at the framework for hosting the Games and the quality of the people who will be organising them, we now need to address their content, the second element on which their success depends. The Games Programme naturally has to be attractive to the largest number of those involved, to all ages and on all continents. But their appeal must not be due solely to the quality of the entertainment offered, as the Games are far more than a mere "show". The attraction must also take into account the athletic, technical and educational value of the sports presented. A good programme consists of a subtle and balanced mixture of disciplines which, by complementing one another, constitute the richness of the programme. The IOC has defined a core of sports vital to the Programme. This core needs to be reviewed from time to time, but this review should go further than the sports regarded as a whole, and also take account of other elements, such as the attractiveness of the different disciplines.

Indeed, we tend to look at sports in their entirety, even though it is obvious that not all disciplines of the same sport have equal universality and attractiveness. Therefore, I feel that we could increase the appeal of the Olympic Games, to ensure that they remain the premier sports event they are today, by inviting the IFs to examine in detail each of their disciplines or events on the basis of criteria defined by the IOC and, if necessary, clean up their programme. This programme could also be improved by ensuring shorter sessions with better rhythm and balance, and by avoiding having several key events in different sports taking place at the same time. The presentation of the sports, their staging and their educational dimension could also certainly be improved.

To ensure their continuing success, the Games must also avoid opening themselves up to criticism, on any point whatsoever, even if we can never please everyone. To the general public, for example, the Olympic Games sometimes seem over-commercialised. To counterbalance this impression, we have the duty to highlight, during the Games, the advantages of this commercialisation as ensuring the universality and democracy of sport, and to recall the continued existence of the values of Olympism, especially the cultural and educational aspects.

c) Organisation

In this area, we also need to continue the efforts made to control costs and the impact on the environment, as well as to ensure the quality of the legacy the Games leave in a city, i.e. both the hard and soft legacy. The IOC has already made huge efforts in this area, including a larger number of recommendations and elements relating to sustainable development and Games legacy in the technical manuals. The Olympic Games Impact (OGI) programme is also an excellent tool, which makes everyone involved think about the long term, and the legacy of the Games in particular. We are likewise producing an increasing number of case studies in order to better understand how to capitalise on the lasting benefits of the Games. This element is so fundamental that no effort must be spared, and the Coordination Commission for each Games has a key role to play here. It can help to better control the various demands made on Organising Committees, be they from sponsors, television networks, National Olympic Committees (NOCs), IFs or other partners. It can also help the Organising Committees for the Olympic Games (OCOGs) and their partners to benefit more from the contributions of the Olympic Games Knowledge Management (OGKM) and the lessons learned from previous Games. It is true that relations between the IOC, via its Coordination Commission, and the OCOGs depend essentially on the goodwill of the two parties, as it would be hard to imagine a procedure against an OCOG that would force it to execute the Host City contract. Great inter-cultural sensitivity is therefore essential to establish and maintain excellent working relations with OCOGs from different cultures and contexts. The collaboration between the two bodies can only be productive when a



relationship of complete trust is created and the parties are in constant communication with each other.

d) Magical nature

Lastly, I should like to conclude this section devoted to introducing the first subtheme by stressing the magical nature of the Olympic Games, which makes this event both unique and exceptionally attractive. This magical nature is the result of a very special alchemy which transcends all sports and highlights their common essence. Indeed, the Games represent far more than a collection of different world championships. It is not easy to identify all the ingredients that produce this magical nature. But it is essential to preserve and develop it if we wish for the Olympic Games to remain a unique and exceptional premier event.

3. OLYMPIC VALUES

a) Definition of Olympism

If we look now at the second subtheme, i.e. promoting the Olympic values, I feel that our first effort should be devoted to finding a better definition of Olympism. As well as Coubertin, many authors have written on Olympism with sometimes diverging interpretations and definitions. Furthermore, the field is vast and not easily accessible. We should therefore try to establish a number of major axes, which will help everyone get their bearings, and make Olympism easier for the uninitiated to understand, as well as make it easier to promote, for those whose job it is to do so.

b) Promoting Olympism

As mentioned earlier, such promotion should take the form of a counterweight to the increased commercialisation of the Games, which is essential for their development and democratisation, but which is sometimes excessive and leads to criticism by the general public.

When defending the values of Olympism, the IOC needs to avoid becoming hostage to political considerations linked to the defence of certain rights or minorities, for example.

Among the modern values of Olympism, in addition to encouraging freely given effort, self-control, fraternity among those who share the same ideals and solidarity, we certainly find protection of the environment and sustainable action and investment.

These values must not be temporary, but must leave a legacy to the city and country which hosts the Games. Promoting them must be a joint undertaking by everyone who, in one way or another, is involved in the preparation and holding of the Olympic Games, be it the IOC itself,

the IFs, NOCs, media or the Host City. The athletes must also be key ambassadors of Olympism.

4. UNIVERSALITY AND DEVELOPING COUNTRIES

a) Universality

We can now look at the third subtheme, namely universality and developing countries.

Universality has long been one of the characteristics and objectives of the Olympic Movement. It has always enabled the participation of athletes who are remarkable more for their approximate technique than their record-setting abilities. Universality is one of the great riches of the Olympic Movement, and is part of its success. It is also thanks to this universality that countries and continents have found the motivation to progress and join the ranks of the best, and it would be wrong to concentrate on the participation of athletes from certain countries simply because they are the strongest.

However, the Olympic Games are first and foremost a competition among the best athletes in the world, and the fact that universality and excellence are rivals makes it difficult to strike a satisfactory balance between them. Universality always comes at the detriment of the best athletes. The Olympic Games represent the supreme goal of every athlete, and someone who narrowly misses out on being selected or qualifying, while an athlete of a much lower level from another country or continent can take part because of the universality principle, will certainly feel a sense of injustice. These disadvantages are undoubtedly the price to pay to ensure the universality of the Games. So let us consider this price as an investment so that, tomorrow, excellence is shared out among the largest possible number, and is not the prerogative of a few, as excellence does constitute a symbol of the Games.

When we talk of universality, we naturally think of the emerging countries. In this connection, I cannot conclude without expressing my wish to see the problem of nationality changes better regulated, especially to avoid rich countries being able to take away, with impunity, the top athletes from the countries, which have trained them. On this subject, I put down some ideas in a paper produced for the preparatory phase of this Congress, and I hope that they will help improve the situation.

b) Developing countries

When we talk about developing countries, we naturally regret the fact that some continents have not had the chance to stage the Olympic Games so far. But this is an omission, which cannot be easily addressed only through sympathy towards the continents in question. Organising the Olympic Games is extremely complex and demanding, and probably



represents the most complex organisation in the world. The Games bring together the world's best athletes, who often have just one chance in their career to take part. For this reason, we cannot take the risk of entrusting such complex organisation to a country, which does not have the means to deal with it or which would have to invest too many resources to do so. But it is also up to the IOC to do all it can to facilitate organising the Games, to simplify their organisation and make them less expensive, so that in the not too distant future the Games can be held in Africa or South America.

These universality efforts must, in general, be aimed at reducing the gaps between countries, particularly rich and poor ones, be it in terms of sports results, economic aspects or simply, but crucially, development of the individual and recognition of the person as a human being. Every country in the world has the right to this; it is one of the fundamental goals of Olympism and the Olympic Movement; and it is on this optimistic note that I shall conclude.

GUNILLA LINDBERG

NOC representative • Swedish Olympic Committee



ORIGINAL TEXT IN ENGLISH

The development of the Olympic Movement over the past 25 years has been extraordinary. Development is always positive and though the Olympic Movement has faced some crises over the years, this has also helped to build a new Olympic Movement that is stronger today than ever before.

For the National Olympic Committees (NOCs), the strong development has led to many changes in their work and most of these changes have, of course, been very positive.

We need look back only 21 years to the Olympic Games in Seoul in 1988. In Seoul, 159 NOCs took part with 8,465 athletes competing in 237 events. The number of media representatives present was 11,300 and 27,000 volunteers were engaged for the Games.

Here we are today at the Olympic Congress in Copenhagen twenty years later and we can look back to the Olympic Games in Beijing with a:

- record number of NOCs – 204
- record number of athletes – 10,708
- record number of female athletes – 4,746
- record number of world records – 40, and 130 Olympic records
- record number of NOCs awarded medals – 89
- record number of Heads of State present at the opening ceremony
- record number of media representatives – 21,600
- record number of television hours – approximately 5,000 hours of live broadcast coverage
- record number of sponsors and money going back to the Olympic Movement and the Organising Committee
- record number of doping tests – 5,000
- record number of volunteers – 70,000

In 1988 most of the 165 NOCs belonging to the Olympic Movement had a very small administration.

The NOCs received very little financial support from the Olympic Movement to send their teams to the Olympic Games. Most of the NOCs received none or very little governmental support to prepare and send their teams to the Olympic Games.

In 1988, we celebrated both the Winter and Summer Games in the same year and we had no computers or mobile telephones to assist us.

For most of the NOCs, the Olympic Games was an event that took place every four years to which we of course paid a lot of attention but the Olympic activities between the Games were almost non-existent.

In 1988, I must admit that most of the NOCs could have been regarded as travel agencies with very little involvement in the preparation and the performance of their athletes.

Programmes for sports development or coach education hardly existed.

Today – after the last decades of development and success – the Olympic Movement is something which exists every day, every minute and every second of the year.

The needs of the NOCs and its work have also changed dramatically, including:



- the need for well-educated and experienced staff with fully equipped NOC offices;
- the need to prepare the teams for all the different sports both for qualifying events and later for participating directly in the Olympic Games. Many NOCs are also deeply involved in other multi-sports events such as continental games, university games, youth games etc. and the number of events are increasing each year;
- the need for talent programmes for young athletes and the education of coaches is a must;
- the need for professional staff for marketing and information is huge;
- the need for close cooperation with governments is essential as governmental support both financially and politically is a must for all stakeholders involved;
- the need for autonomy for the NOCs is covered in the Olympic Charter but the NOCs face more and more problems in this respect. The Olympic Movement has also become a platform for Non-Governmental Organisations (NGOs) and politicians to gain attention and deliver political messages in areas that have no connection to sports competitions.

NOCs today also have other very important work to perform, which is not always connected to sports competitions. Let me just mention some of them:

- the work and cooperation with the World Anti-Doping Agency (WADA) for the very important fight against doping;
- the work in education and the promotion of Olympic values in society;
- the work promoting women in sports and for education at all levels;
- the work relating to the operation of the Olympic Museums, Olympic Day Run, Olympic meetings both nationally and internationally;
- the work and cooperation with media;
- the work and very close contact with the National Federations (NFs), clubs, trainers and medical experts;
- the work relating to the provision of information to the support teams surrounding the athletes such as parents, partners, friends etc. who are an important part of the Olympic Movement.

All these areas mentioned are directly or indirectly linked to the participation in the Olympic Games.

With my responsibilities as Secretary General of the Association of National Olympic Committees (ANOC) – combining the 205 NOCs in the world – I have learnt that all NOCs are different not only in size, but also in terms of the different sports systems practised in the different countries.

But I have also learnt that the NOCs also have many things in common.

Let me just mention a few topics that are linked directly to the Olympic Games and that are discussed across all five continents, which could be further developed in today's society and improved for the future.

ATHLETE PARTICIPATION AND UNIVERSALITY

To participate in the Olympic Games is a dream for all athletes in the world. How can we help this dream come true for more athletes, new sports and new events?

If we look back again at the level of participation and universality in the Olympic Games, we can see great progress. Athletes from more and more countries are now winning medals across more and more sports.

Universal participation is no longer a struggle. It is now possible to find athletes from all NOCs in most sports and quota spots are offered not only in athletics and swimming.

Thanks to the attraction of the Olympic Games today, the financial resources, from TV rights and top sponsors granted to the NOCs through Olympic Solidarity, are fantastic.

The programmes through Olympic Solidarity allow more and more athletes in all Olympic sports and countries to be given an opportunity to develop and qualify for the Olympic Games on their own merit.

For the athletes who still depend on universality places, we should open the door to a new system. We should open the door to athletes and NOCs to compete in the sport in which they can have the best possible result and not only in swimming and athletics.

How can we help more athletes to live the Olympic dream without enlarging the overall number – 10,500 – taking part in the Games? Can we find a rotation system that will allow athletes in some sports and events to compete in the first week of the Games, which would give room for other athletes and events to participate in the second week?

The reality is that today there are already many athletes who, for different reasons, leave the Games after their competition has finished.

I propose that the IOC should conduct a study for the forthcoming Games based on this reality.

However, these are not the only issues relating to athlete participation in the Olympic Games.

Other important questions are:



- How can we help athletes who have become citizens of richer countries because of golden contracts, to be better protected after their career is over?
- How can we help the NOCs who are losing their experienced coaches to other countries because of better salaries offered elsewhere?
- The gap between “amateur” sport and professional sport is becoming bigger and bigger. Athletes’ agents are putting high demands on the NOCs for special treatment and we are facing a split tier system among athletes.
- How can we promote gender equality in Olympic sports and Olympic teams when we still have young women who are not given the possibility to develop their skills and become a part of the Olympic Movement?

There are no easy answers to these questions and I look forward to debating them in the break-out sessions.

BIDDING FOR AND HOSTING OF THE OLYMPIC GAMES

The demands placed on cities to host the Olympic Games today is on the edge of being unrealistic. Very few cities in the world can fulfil the requirements for new stadiums, new hotels and new infrastructure.

Applicant Cities are today spending millions of dollars, which makes it impossible for most NOCs and cities to even think about bidding.

Most Host Cities are taking the opportunity of the Games to build new infrastructure and make improvements to existing facilities. But unfortunately when we look at the sport competition venues after the Games, we sometimes find white elephants because of over-scoped and costly venues.

Can we as NOCs and International Federations (IFs) lower our demands to open up the opportunity for more cities to bid and host the Olympic Games?

Will we have only G8 countries bidding for and hosting the Games in the future? How can we open up the possibility of hosting Olympic Games to all continents?

The Olympic Movement promotes universality and we should find a system that makes the Olympic dream real for more NOCs and cities all over the world.

We need to find a way to lower the financial burden on Host Cities without compromising the quality of the level of sport competition.

How can we trust that the promises made by an Applicant City are not going to be broken when the city is selected as the Host City?

Today’s economic situation has no doubt created some second thoughts regarding investments that were initially promised, which cannot now be defended from an economic point of view due to the current financial crisis.

Some circumstances cannot be foreseen but how can we make Host Cities more accountable for the promises they make during the bidding phase?

HOSPITALITY HOUSES

The demand for hospitality houses during the Olympic Games for the NOCs and also the IFs is constantly growing.

The costs and administrative requirements for running these houses are huge, although some NOCs are supported financially by tourist or governmental organisations.

Have we evaluated the value of running the hospitality houses and are they beneficial for the athletes?

Could the money have better value if it was spent on finding ways to help athletes’ programmes and development in their home countries? Or do these hospitality houses attract national sponsors to such an extent that NOCs or IFs can use it to benefit their athletes?

I propose that the concept of hospitality houses be evaluated further to understand their financial impact as well as the value attributed to the NOCs, IFs and the Olympic Movement as a whole.

OPERATIONAL AND LOGISTICAL CHALLENGES

The logistical challenges for the NOCs are growing from Games to Games. As mentioned earlier, NOCs have many stakeholders that are very important in their countries and the demand for all stakeholders to visit the Olympic Games is constantly increasing.

In addition to making all the logistical preparations for the athletes and officials, we also have to look after the needs of Heads of States, ministers, ambassadors, our sponsors, NFs, personal coaches, non-accredited members of NOCs, families of the athletes etc.

The time spent on finding suitable and affordable accommodation, transportation, accreditation and tickets can take many months and cannot be underestimated.

The NOCs today depend on this wide range of stakeholders and we need to make their Olympic dream a reality, as all of these partners are necessary in our day-to-day work.



The need for accommodation outside the Olympic Village for some athletes and coaches is also growing.

The Games represents the pinnacle of sporting achievement for nearly all the athletes at the Games.

The demand for services in the Olympic Villages is growing, so that athletes may have the best possible environment in order to deliver the best performance of their career at the Games.

Even if most athletes today appreciate and value the Olympic Village, others find it difficult to prepare in this environment, especially if the quality of the accommodation and the proximity to the venues are not completely satisfactory.

The culture in some sports has meant that accommodation outside the Villages must be found and it often falls under the NOCs' responsibility to organise this.

Personally, I feel sorry for all athletes deciding not to stay in the Village as it is the heart of the Olympic Games. The Athletes' Commission should promote staying in the Olympic Village. It is essential for the Olympic Village to be of top quality with good services and food. The athletes must be able to have some privacy. Long travelling times to competition and training venues must be avoided.

Since the Olympic Games in Sydney, the tradition among the NOCs has been to organise pre-training Olympic Camps for their Olympic teams either in the Host Country or in neighbouring countries.

The opportunity to create good team spirit among the athletes adds great value and we will see further development in this area in the future. It is also necessary for the teams to adjust to time differences and be able to have high quality training close to the Games.

This of course puts high financial demands on the NOCs, which reach new levels for each edition of the Games just as the Olympic Games are reaching new altitudes.

To fulfil all these new obligations, the marketing rights for the NOCs are becoming more and more important.

The Olympic values and the Olympic rings are the property of the Olympic Movement and many NOCs need help in understanding the value of these symbols in developing their commercial rights.

The Olympic athletes have to be linked to the NOCs during the Olympic period in order to avoid all confusion with other stakeholders such as personal sponsors, agents, the sporting goods industry etc.

The rights of the NOCs are stipulated in the Olympic Charter but they need to be even more protected by the IOC in order to help the NOCs to fulfil their duties.

The Olympic athletes of the Olympic team are role models for the next generation. The promotion and education of Olympic values such as friendship, respect and fair-play must be high priority for all the NOCs and is an area to be further developed.

CONCLUDING REMARKS

Ladies and gentlemen, the Olympic Congress is a forum for discussions and the exchange of views on how to further develop in the future.

It has been a great pleasure for me to share some of my thoughts that are linked to the NOCs and the Olympic Games.

The Olympic Movement is the biggest peace movement in the world and the Olympic Games are the ultimate gathering of our athletes at a sports competition every four years.

Let us always remember that the Olympic values can bring so much to the whole of society and not just to the small percentage of people that can participate in the Olympic Games.

With today's technology, the Olympic dream can come true for everyone around the world.

Let us work together to keep the Olympic values alive. And let us work hard to combat doping, to achieve fair play and a united Olympic Movement also in the future.



RENÉ FASEL

IF representative • IIHF – International Ice Hockey Federation



ORIGINAL TEXT IN FRENCH

In four months' time, on 12 February 2010 to be precise, the XXI Winter Games will begin in Vancouver. It brings with it tension, nervousness, anticipation, excitement and a whole other range of emotions.

The pressure is huge for the organisers, the athletes and all of us who are members of the Olympic Movement. It is our main gathering, the event that puts a glint in our eye. We must be ready. We must be raring to go. And we will be.

You know, the simple mention of the XXI Winter Games sends a shiver down my spine. And believe me when I say that it is nothing to do with the Canadian climate! The Olympic Games are synonymous with summit, zenith, Olympia, history, legend, hero. As we prepare for the future, I believe it is never a fruitless exercise to share the emotions that feed our passion for the Games. However difficult the decisions we have to make, however high the stakes, it is the great moments that we have experienced that give us the motivation to ensure that future generations can also enjoy such moments. Here, then, are a few memories to serve as a link between the present and future as well as recommendations for the future.

Anyone who watched the match between the Soviet Union and the United States for the basketball gold medal in 1972 – particularly the dramatic final three seconds – knew that they had been privileged to witness a great moment in the history of sport.

Twenty years later, in Barcelona in 1992, the American “Dream Team” generously and spectacularly sailed through the tournament. Michael

Jordan and Magic Johnson were an explosive and audacious duo, who in the service of the game helped to make the Games great.

Anyone who saw Jayne Torvill and Christopher Dean dance to the “Bolero” in Sarajevo in 1984 did not need to be a figure skating expert to realise that they were witnessing an unforgettable event. All the judges agreed that it was perfect. Sixes all round.

Even people who have difficulty remembering numbers and records will always associate the figure 8.90 with the incredible jump performed by Bob Beamon in Mexico City in 1968. We will also remember how his performance was even greeted by an unforgettable downpour.

After scoring the winning goal for the United States – securing a 4-3 victory for his team over the favourites, the Soviet Union – and finally landing the gold medal in Lake Placid in 1980, Mike Eruzione retired.

He knew that nothing could ever match such a victory, which was probably the greatest and most surprising in the history of team sports. He himself described it as “a miracle on ice”.

Some athletes have become true mythological figures, to the extent that some people are no longer sure they even existed. I am talking about people like Paavo Nurmi, Jesse Owens, Nadia Comaneci, Mark Spitz, Jean-Claude Killy, Emil Zatopek, Carl Lewis and Teofilo Stevenson.

Not just athletes, but heroes: heroes in the form of athletes who excelled themselves, producing performances that were sometimes legendary or unreal. A hero is someone who inspires others and takes the future of their sport a stage further. How many young athletes are trying to emulate Bolt or Phelps today? There are millions of them in the stadiums, playgrounds and swimming pools. I think it is fantastic.

Behind the scenes of these exploits are the International Federations (IFs). Coach education, athlete development, technical regulations and the fight against abuses are all essential tasks for sport.

Regional championships, continental championships, world championships, world cups, major tournaments and professional leagues are all competitions that are essential for the life of sport. But the Games bring a different dimension: more than 200 countries and regions, several billion television viewers from all continents, races, religions and socio-economic backgrounds, all watching the same event at the same time.

Let me return to the sport I know best – ice hockey. An estimated 10.6 million Canadians watched their team beat the United States in Salt Lake City in 2002. In other words, more than a third of the population! That is the magic of the Games and the attractiveness of ice hockey!



As you know, the Olympic Games are a unique, enormous platform that is essential for the IFs. However, the future success of the Games also depends on the well-being of the Federations, the engine of the sports world. The well-being of the Federations depends heavily on the success of the Olympic Games.

What can we do in the future to ensure that the interdependence between the International Olympic Committee (IOC), the National Olympic Committees (NOCs) and the IFs becomes even more productive? I would like to suggest a few ideas, although I am aware that this is a subject that will continue to be discussed and debated.

ORGANISING COMMITTEES FOR THE OLYMPIC GAMES (OCOGs) – IFS

The IOC President entrusted me with the wonderful task of leading the coordination of the Vancouver Games. It is a great, rewarding experience. For the first time, I am able to fully appreciate the work carried out by the organising committees, authorities and sports bodies; it is truly phenomenal. In the field we are concerned with – sport – it seems to me that a great deal of effort is put in, but that the Federations' expertise and knowledge are not always fully utilised.

The Federations are consulted, they ratify the OCOGs' plans, but I think everyone would benefit if we were more closely involved in the organisation of the Games from the outset. Of course, a more extensive collaboration model would put pressure on the Federations. But I am sure that we will cope, bearing in mind that the best solutions will be adopted in a spirit of true partnership. In practical terms, I would like to propose that a small group involving a few IFs, the IOC and OCOG representatives study this question and make recommendations for the future.

I have also noted the comments of my friends Killy and Gunilla concerning respect for bid commitments.

IFS – NOCS

Within the Movement, we cooperate with the IOC and the OCOGs, and also have links with the NOCs. In some fields, we have different views, which sometimes create tensions. Without going into detail, I have noted in contributions to the Virtual Olympic Congress the issue of the qualification and selection of athletes for the Games, with regards to rule 51 and the problem of nationalities. Gunilla has just mentioned Regional and Continental Games, and there are others. I do not have any answers to these problems.

However, I am sure that we will be able to find sensible solutions through dialogue and understanding of everyone's objectives. When we face difficulties, I believe that the IOC, in its role as leader and

coordinator of the Movement, should bring together the IFs and NOCs, take a stand and give direction. We are all willing collaborators at the Association of Summer Olympic International Federations (ASOIF), the Association of the International Olympic Winter Sports Federations (AIO-WF) and the Association of National Olympic Committees (ANOC); let us create forums that will enable us to hold effective dialogue.

IFS – IOC

Olympic funding is an absolute necessity for many IFs. It makes possible a large proportion of their institutional and sports activities during the four years that separate each edition of the Games. This interdependence is healthy. In a global context, but also in a world of sport that is becoming increasingly complex, the IOC's support, which is essentially financial, is no longer sufficient.

In my opinion, the assistance given to the Federations for the fight against doping is opening up some very interesting new perspectives. Technology, event management, transfer of knowledge and sustainable development are all areas in which the IOC is extremely well-informed and could help the IFs.

Of course, it is not a case of the IOC taking control, but simply one of sharing good practice in order to reduce the workload and conserve resources. I am sure that, if we adopt a slightly different form of collaboration between the IOC and the IFs, the sports will also be more inclined to dialogue with each other. ASOIF, AIOWF and SportAccord are the vehicles through which we can achieve this.

EVOLUTION – CHANGE

In a world in which young people have so much choice in terms of entertainment, we must ensure that the Olympic Games remain appealing, attractive and popular; or in other words, contemporary.

The IOC and the IFs have been able to adapt in order to keep up with current trends.

In the Winter Games, the skeleton made a permanent return in 2002. New events were added in Turin in 2006: snowboard cross; biathlon; mass start; speed skating; team pursuit and cross-country skiing; and team sprint. In Vancouver, we will have ski cross.

As regards the Summer Games Programme, beach volleyball was added in 1996, triathlon and taekwondo in 2000, and BMX in 2008.

The IOC and the IFs are determined to ensure that the Games continue to reflect the evolution of sports practice throughout the world. The Programme should be constantly reviewed and adjusted.



For us IFs, it is with an open mind that we should consider changes designed to improve our sports and make them easier to understand. It is in our interests to make these improvements in collaboration with the COCOs, and particularly with broadcasters in order to make TV coverage as attractive as possible.

I know that this is a very delicate issue and that many officials, coaches and athletes are sensitive, and sometimes resistant, to change. They are worried about preserving the integrity of the sport that they love.

Nevertheless, we should not be afraid of change. Take biathlon, probably the best example in recent history of a sport which, thanks to the necessary changes it has undergone, has not only become more appealing, but also more interesting to watch on television.

Can anyone today imagine basketball without three points for a basket or volleyball with its old point-scoring system?

Sometimes, the use of modern techniques on television can do wonders for the entertainment aspect. The best example I know is in tennis, where the electronic judge (“hawk-eye”) not only increases the entertainment level but also adds an extra degree of fairness. Everyone is involved: the players, the umpire, spectators in the stadium and TV viewers, who can all see whether the ball was in or out.

I also agree with Denis’s other thoughts on the Programme, especially the need for the IFs and the IOC to review the disciplines and events. By working in detail, we will be able to make things better and sometimes simpler.

You will see that exchange, sharing, collaboration, change and openness are essential if we are to progress.

We are the guardians of a wonderful legacy which has been entrusted to us – the Olympic Games – and we are privileged to be part of this Movement.

However, the future success of the Olympic Games is not guaranteed. We can be confident, but we must not be complacent. We must constantly try to improve. I have suggested a few ways of doing so and the Congress will provide us with many others. As far as the Olympic sports are concerned, we are approaching the future in a frame of mind that I will summarise as follows: we are independent according to the Olympic Charter, but fully aware that it is through interdependence that we are useful for the Olympic Games and can build a solid foundation.



HOW TO KEEP THE GAMES AS A PREMIER EVENT?

HEIN VERBRUGGEN

Moderator • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

There is no doubt that the Games today have assumed an importance on a global scale that has taken sport from a recreational activity limited to the privileged few, to a universal audience across the world. The Games as they stand today represent a truly unique sporting phenomenon.

The Games as we look at them today appear to be in good health. This is evidenced by the appeal and reach of the Beijing Games last year, by the calibre of cities wanting to stage the 2016 Games and by the number and type of sports wanting to be part of the Olympic Programme. Fact: The Games are the premier multi-sport event in the world today.

Considering the many hurdles that have been overcome during the modern era of the Olympic Games, including two World Wars, boycotts, scandals, political and social upheaval to name but a few, it would appear that the Games have been remarkably resilient. The central reason behind this resiliency? It is the power and strength of the Olympic Games brand.

Despite growing competition, regular surveys show that the awareness and appeal of the Olympic Games continues to remain very high across the world when compared with other events. Although the Games are seen as the pinnacle of all sporting events, our research also tells us

that they are perceived as far more than just a sport event. The world sees the Games as a celebration of unity and peace but also of diversity. This dichotomy is confirmed by several studies: while people often associate the Games with “competition”, “determination”, being “global”, “being the best” etc., they also spontaneously mention “friendship”, “peace”, “heritage”, “unity”, “fair-play” and “respect”. These values themselves represent an elevation of humanity through sport and through the Games in particular.

Such results are encouraging and point to the uniqueness of our brand: the Games are the only global event, which associates sporting excellence with fundamental human values. We must not underestimate the power of our brand, especially its ability to positively influence others that are associated with it. Surveys conducted prior to and after the Beijing Games show that public opinion about the Games in general as well as about the host country was significantly more favourable after the successful hosting of the Games.

However, as we know from our experience during the international torch relay in 2008, the Games’ brand is fragile and can easily become a target of the media and other organisations. We cannot sit by as passive observers. It is our collective duty not only to safeguard, but proactively enhance the image and reputation of the Games and not let the brand become tainted. The image and reputation of the Olympic “brand” is therefore at the core of keeping the Games as the premier event in the future.

OLYMPIC VALUES AS THE KEY DIFFERENTIATOR

To remain as the premier multi-sport event, the Games must differentiate itself from the multitude of world championships, world cups and other types of sport events that exist today, not to mention the increasing number of other leisure and entertainment distractions. The Games must also be appealing to a wide range of audiences, not limited to but including young people. So how do the Games distinguish itself from the competition and remain relevant in the future?

Remaining true to our Olympic values is the key to differentiation. Brought to life through the staging of the Olympic Games, it is what sets our event apart from other events. The humanistic component of the Games, in a world where sport is “big business”, is at the core of what makes the Olympic Games unique. The appeal of the Games lies in its ability to develop emotional and inspiring experiences among different groups including the athlete lining up at the start line, the family watching the Games on TV in their living room, or kids checking out their favourite sports websites. Whatever the pressure implied by the ever-present commercialisation of sport, we must remain true to our values and protect our core asset: the five rings and what they stand for.



EXCELLENT, HIGH QUALITY GAMES OPERATIONS IS PARAMOUNT

The delivery of high quality and perfectly executed operations is paramount to maintaining the Games' image and its excellence. This is particularly important for the athletes as the Games must remain the pinnacle of sporting competition for them.

It is fair to say that the International Olympic Committee (IOC) has recently overseen largely successful Games editions on account of the delivery of high quality operations by all stakeholders. The IOC has now firmly established a comprehensive framework in managing Games organisers, establishing detailed contractual obligations and a comprehensive coordination and monitoring framework to ensure that host cities remain on track to deliver the Games according to our expectations.

There will always be room for improvement. Innovation and openness to doing things differently should be promoted and encouraged. The IOC must continue to assist Games organisers in their preparations, facilitating the transfer of knowledge from previous Games editions and learning from mistakes to deliver a continuous cycle of improvement.

The success of the Games depends on a wide and complex network of Games stakeholders and hinges on the ability to work together. The relationship between our partners and the IOC is becoming increasingly complex and more challenging for the IOC to manage. There is a need to define the relationships between the IOC, the International Federations (IFs) and the Organising Committee for the Olympic Games (OCOG) and their partners, as well as to clarify the roles of each, and to understand what role the IOC plays as the intermediary once the Games have been awarded. In order to reduce the IOC's exposure to operational or delivery risks, the IOC has now taken an increased strategic responsibility for Games tasks which are considered critical, for example the broadcasting operations through the creation of the Olympic Broadcasting Services (OBS). The right balance needs to be struck between maintaining sufficient control over the end product, which satisfies the collective and long-term goals of the Olympic Movement while allowing enough flexibility for Games organisers to deliver Games which meet its own objectives.

SUBSTANTIATION OF THE IOC AS A NON-POLITICAL ORGANISATION

The criticism levelled at the IOC prior to the Games in China was unfounded. Neither the IOC nor the Olympic Movement are political bodies with political objectives. Unfortunately, the political discussions around the Beijing Games were allowed to ensue as a result of the confusion between the principles of human rights (as propagated by the human rights movement) with the Olympic principle of universal and ethical virtues. Whereas the human rights movement is based on the idea of achieving human dignity through individual freedoms and the

entitlement to certain rights, Olympism instead is based on the ancient Greek virtues of "healthy spirit and healthy body", concentrating on the development of the human character.

Olympism, therefore, has its own right of existence as an alternative to the ideals of the human rights movement and must not allow the ideals of politically-motivated organisations with political objectives to impose on it. It is important for the Olympic Movement to understand this distinction and strongly reject the agendas of such organisations and stand proudly by our own commendable and universal principles. In removing this confusion, it becomes clear that political discussions of this nature should not be directed at the Olympic Games (a view now concurred by Amnesty International), in the future

EARLIER IDENTIFICATION AND EVALUATION OF REPUTATIONAL RISKS

While I have argued that the Games are "extra" political, the IOC still needs to have a better comprehension of the types of risks and opportunities each Games presents in order to prevent them from being hijacked for purposes other than that of the celebration of sport. As I have already stressed, the image and reputation of the Games is delicate and easily influenced as a result of such confusion and misunderstandings.

The IOC still needs to analyse the risk profiles of activities like the international torch relay before the event and not in response to a crisis. We must fully understand the contextual risks and opportunities when a host city is being considered during this evaluation phase. We still need to be bold in our actions and decisions – we should never turn our eyes away from the challenges and difficulties our society faces.

KEEPING THE GAMES MANAGEABLE

Clearly, one of the future challenges lies in the IOC's ability to effectively manage and control the increasing scale, cost and complexity to deliver the project. This is driven by growing demands from stakeholders and historical expectations: each Games wants to raise the bar in terms of services and facilities and is very much driven by the ambitions of local organisers. As a result, the ability to manage this is partly beyond the IOC's control.

The IOC still needs to ensure that the philosophy behind the Games Study Commission recommendations is properly communicated and understood by all our stakeholders, and it needs to find innovative solutions to effectively manage the size, cost and complexity associated with the staging of the Games. The challenge often lies in our ability to meet the continuously rising expectations for the event from the different stakeholders and their need to be sufficiently engaged in order to manage these expectations more effectively.



The IOC may be the legal guardian of the Games, but the Games can only survive if the general public perceives them to be a “social good” and the benefits of hosting the Games outweighs the investment and resources required to both stage them and manage the post-Games legacy.

LONG-TERM LEGACIES

The Games have the ability to deliver positive legacies (sporting, social, cultural, environmental, economic and urban legacies), which will have a lasting impact on the image and reputation of the Games. Games legacies need to be built into the concept and vision from day one and nurtured throughout. These benefits will provide long-term credibility and legitimacy to the Games. The Games act as the catalyst for change but need to be supported by governments from beginning to end to ensure that those post-Games legacies materialise. The IOC should also seek new opportunities after the Games have been hosted to keep the flame lit and to promote the fact that “Once an Olympic City – Always an Olympic City”.

CONCLUDING REMARKS

All these elements I have mentioned have a direct or indirect impact on the Games brand. There are many different interpretations of what we mean by Olympic values, resulting in lack of clarity and understanding across the Movement and beyond. The brand of the Games cuts across every level, from the choice of partners to the sports that should be included on the Olympic Programme. As I have stressed, the image of the Games is central to its success. Therefore, we need to develop a stronger plan as to what we need to do in the future to develop our brand. During this session I hope to identify what we need to do now to both safeguard and enhance the image and reputation of the Games.

HRH THE PRINCE OF ORANGE

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

When I was asked to make a modest contribution on the theme “How to keep the Games as a premier event”, I felt that I first had to deal with the negative overtones of this question.

Because the mere suggestion that the Games were not the premier event would imply failure on my part as an International Olympic Committee (IOC) member and on the part of the entire Olympic Family. We could simply define the premier event as being more important than the number two and three events together. But the fact is that, as an event, the Olympic Games are in a class of their own.

In his contribution, Lord Sebastian Coe made the following eloquent statement: “The Games signify the most universal and unique social phenomenon for bringing together the peoples, cultures and countries of the world, the most successful movement for building international goodwill, cooperation and interaction and the embodiment of a set of values relevant to all societies.”¹ I could not agree more. But note that Lord Coe did not once use the word “sport”. There is in fact no event – sporting or otherwise – that can be compared to the Olympic Games. The Olympic Games are the ONLY premier event and it is up to us to strengthen them.

Today I would like to look at some of the challenges the Olympic Movement is facing. And I should like to share with you my views on how we could strengthen the Olympic Games, and make them even more future-proof and beneficial than they already are. In doing so I shall take on board the many valuable contributions submitted to the Virtual Olympic Congress on this particular theme.



CHALLENGES

We face many challenges: pressure to deliver the “best Games ever”, the enormous expense involved in hosting the Games, and commercial and political interference. There is also the need to strike a balance between tradition and evolution, between universal participation and participation by the best athletes, between control and flexibility, between the hardware needed for the Games and post-Games utilisation, and between our core business and the responsibilities that go beyond the event. Finally, there is the need for balance between the various actors that belong to the Olympic Movement.

ESSENTIALS

With so many challenges, we have no time to waste. But we need to focus our actions. We have to decide on the essential factors that make the Games the premier event. There are of course different viewpoints about what the term “premier” implies, but I identify three interrelated essentials that deserve our attention.

The first is about delivering top-level sports. The competitions between the world’s best athletes in individual or team events must always remain at the heart of the Olympic Games and they must be at least as important as the world championships of each sport. The sports on the Olympic Programme must therefore be those that are the strongest and add most value.

So, to strengthen the Olympic Games as a premier event, the Games must be about international competition at the highest level with the finest athletes participating in the sports that are most relevant and in line with the expectations of future generations. What is more, the Games themselves must be an excellent product and experience. Other Olympic or National Olympic Committee (NOC) related multi-sport events should be complementary to the Games instead of copies. I could imagine for instance the Youth Olympic Games becoming a test run for future Olympic sports instead of a gathering of Olympic hopefuls, performing at sub-Olympic level.

So that was the first essential. The second and third go beyond delivering top-level sports. They are about the Games as a platform.

Our primary focus must remain on sport. The competitions are what the Games are all about. And given its independence, the IOC cannot take the lead in addressing political matters. At the same time, however, we should not be too nervous about the fact that our event is considered an essential global platform by non-sports actors. We should actually take pride in that. Of course, hijacking the event for political purposes is totally unacceptable and we should always be on the alert that this

does not happen. But I believe that this kind of recognition from outside the world of sport confirms the Olympic Games’ premier status.

So, to strengthen the Olympic Games as a premier event we must not oppose but welcome others from outside the Olympic Movement who consider the Games to be a platform their causes can benefit from. Of course, they must show respect, and the Games and the athletes participating must not be affected.

The Games are also a platform for development, which brings us to the third essential.

To introduce the third essential I would like to quote Lord Coe once again. He wrote that “the Olympic Games provide a uniquely powerful platform for sport and a vehicle for developing sport globally, but also a platform for the many different and positive roles sport can play in our communities and societies and a vehicle for spreading the benefits of sport.” The Games are indeed a catalyst for change in the host community, but they are also a catalyst for change elsewhere. And we are becoming increasingly better equipped to monitor the impact of the Games.

So, to strengthen the Olympic Games as a premier event we must invest in Games-related sustainable development, delivering positive long-term community benefits and legacies through sport. A new, integrated focus on community change and sustainable development will definitely strengthen the premier status of the Games and contribute to a better world through sport.

In conclusion, I believe that the Olympic Movement, the IOC in particular, has the obligation to invest in these essentials. At the same time, I want to stress that the principles of Olympism should form the firm basis. NOCs and other members of our family are now overstretched by the demand for diversification. The principles provide them with guidelines in making choices so that they can concentrate their resources where they really have an impact. I am convinced that this will strengthen the Olympic Games as a premier event in these ever-changing times.

1. See contribution by Sebastian Coe to the *Virtual Olympic Congress*, “Why the World needs the Olympic & Paralympic Games more than ever”, in Contributions: XIII Olympic Congress Copenhagen 2009, p. 141



GIANNI PETRUCCI

NOC representative • CONI – Comitato Olimpico Nazionale Italiano



ORIGINAL TEXT IN ENGLISH

Sport is playing an increasingly important role in a world of changing economic, political, cultural and social systems.

We are currently living in a golden age of sport. Since ancient times, never has sport occupied such an important place in society as today.

This status has largely been achieved by the athletes themselves, inspired by sporting excellence, and also by the positive impact of staging highly successful Olympic Games. “Unforgettable, dream Games”, as they have often been described after their conclusion.

The Olympic Games are the only event that has the power to involve the whole world and to bring a social, urban and economic regeneration to a city, while touching all generations through sport.

The Olympic Games are undoubtedly the world’s major sporting event. The scale of the event, the imagery as well as the universal audience involved, both live and rebroadcast, demonstrate the position of the Games in modern society. The Olympic rings, the main symbol of the Olympic Movement – which is the most recognised symbol in the world – is universally seen as embodying highly positive values.

The critical challenge in keeping the Games a primary event is to preserve the values associated with the Games in modern society.

The Olympic Games are unique because they are a role model for young people, a source of national pride, and a symbol of unity, friendship and international cooperation.

Olympic athletes have described participating in the Olympic Games as being “the most important moment of their sporting career”. This is the strength of the Games. Every athlete in an Olympic sport recognises the value and the importance of participating in such an event. Why is it so much more important to win an Olympic medal rather than a World Championship medal?

The answer is in the values – recognised by people everywhere – that the Olympic Games represent. The appeal of these values and how they attract the world’s attention is confirmed by how they are used in the Olympic Games communication campaigns.

The Beijing organisers knew that hosting successful Olympic Games relied on, among many other things, capturing the imagination of the people of the host country and the rest of the world. The Beijing Olympic slogan was: “One World, One Dream”. In its reach and simplicity, this slogan clearly aims to express the unity of humanity and the shared global dream embodied in the Olympic Games.

Athens 2004 offered its hospitality to the world with “Welcome Home”, a theme that goes back to the ancient Games. Salt Lake City 2002 was “Light the Fire Within”, focusing on the power of the Olympic flame to inspire. Sydney 2000 invoked global participation with “Share the Spirit”.

That sport must play an important role in the education of the young generations was the conviction of Pierre de Coubertin, founder of the modern Olympic Movement.

The big issue is: how can we continue to keep the appeal of the Olympic Games alive among the younger generations?

We all know that our young people have many distractions that draw them away from the Olympic Games and indeed from sport in general, yet this is what we must focus on. Our young people must be the privileged audience, to whom our message is first and foremost addressed to. We must concentrate our efforts in that direction and cater to the broadest spectrum of our young audience and what they want to see in terms of sport.

The challenge then is to spread our values among the young. The Olympic Games must be kept in line with its audience and maintain its universal appeal. An interesting aspect of the Games is that it helps weaker and more backward countries to modernise and learn the marvels of modern technology, which raises them to the level of more modern and advanced countries. The Olympic Games must continue to be instrumental in narrowing this gap.

I have had the privilege of witnessing two Olympic Games in my country: one summer and one winter Olympic Games. They were, respectively,



the 1960 Summer Olympic Games in Rome that I experienced as a young boy and more recently the 2006 Olympic Winter Games in Torino, at a much older age. Both have made history in my country.

This has taught me that the Olympic Games need to be managed by an organisation that is strong and financially independent. Highlighting the importance of the autonomy of sport Giulio Onesti stated “Sport to the people of Sport”. Giulio Onesti was President of the Comitato Olimpico Nazionale Italiano (CONI) for 32 years, International Olympic Committee (IOC) member from 1964 to 1981, among the founders of the European Olympic Committees and IOC Olympic Solidarity, and was the man who built the autonomy of Italian sport, delivering a model that is still considered to be avant-garde. The IOC, the National Olympic Committees (NOCs) and International Federations (IFs) must continue this work and cooperate in defining the autonomy of sport today together with governments.

The autonomy of sport also implies financial independence, and the whole Olympic Movement is financed by the revenue from the Olympic Games.

The economic importance of the Olympic Games is demonstrated by the interest of great cities and nations who seek to organise them. The IOC and the Olympic Games are in good shape! We have seen, here in Copenhagen, great competition to assign the 2016 Olympic Summer Games. Four big cities from four different continents have presented excellent projects. Chicago, Madrid, Rio de Janeiro and Tokyo have come into play, analysing their sport heritage, and planning new urban and sport infrastructures to present strong candidatures.

The core element of the Olympic Games is the sports programme. It must, as I have already said, comply with the expectations of the generations of tomorrow. Cities are selected seven years ahead of time and the sport programme changes on the basis of a seven year interval. The IOC has met this need by implementing a programme review process in order to ensure that it is in line with young people’s tastes in the decades to come.

The Olympics are the icon of the life we all wish to live: a clean existence where competence, respect and professionalism still win over trickery and subterfuge. To keep the Games at this level, it is necessary to fight against doping. Doping drastically damages the athletes and the image of the Olympic Games! Yet, with the creation of the World Anti-Doping Agency (WADA), major steps forward have been made in this area. The great increase in the number of tests conducted at the Olympic Games is a strong deterrent.

Lastly, the mission of the IOC is to promote Olympism and to ensure the regular celebration of the Olympic Games.

Vancouver is around the corner and the final months of preparations are going well.

The Torino organisers have passed the baton to the Vancouver team. The motto of the 2006 Torino Olympic Winter Games was “Passion Lives Here”. Let us continue to pursue this mission with “Glowing Hearts”!

KLAUS SCHORMANN

IF representative • UIPM – Union Internationale de Pentathlon Moderne



ORIGINAL TEXT IN ENGLISH

As most people recognise, the Olympic Games are still the world’s premier sporting event because they represent a universal and unique social phenomenon bringing together people, cultures, values and countries across the world.

However, as generations change, more and more people worry that the Games are losing their mass appeal.

How do we continue to capture people’s attention in today’s society and keep the original Olympic values while continuing to generate the required revenue for development? That, I believe, needs deep discussion.

Today I would like to raise eight points for further examination:

1. WE NEED THE BEST ATHLETES AT THE GAMES BUT WE ALSO NEED UNIVERSALITY TO ENSURE GLOBAL REPRESENTATION

We all know that top level competition is one of the most important components of the Games’ success. Therefore, ensuring that top



athletes compete in each Olympic sport is obviously crucial. But it is not appropriate to directly compare the Games with the highest level “League Championships”, “Grand Finals”, or “World Series”. Although we use the word “Olympic” to describe things that possess superior quality, a balance between universality and the best athletes’ participation is also required.

There is at least one thing we can do. We should combat decisions where a qualified athlete, according to the International Federation (IF) qualification system approved by the International Olympic Committee (IOC), is judged, at national level, unable to medal and therefore denied their rightful place at the Games. This is an absolute contravention of the Olympic spirit and the IOC must find a way to limit this kind of behaviour of a small minority of National Olympic Committees (NOCs).

2. THE PHENOMENA OF “WHITE ELEPHANTS”

Indeed, it is not easy to determine a moderate way of hosting the Games and guaranteeing the Games’ standards with regard to organisational capacity. Moreover, increasing costs are not visible when one focuses on the organisation of successful competitions or athlete preparation alone. But we should recognise that the Games are different for different countries.

For example, we can never compare the number of volunteers at the Beijing Olympic Games with any other edition of the Games. Small countries should not be prevented from organising the Games because they have fewer resources at their disposal. It is not necessary to have only the best infrastructure, otherwise the original Olympic concept is not respected. The Games are not only about staging the biggest and most elaborate sporting event.

People have said that the growing size of the Olympic Games is the result of its success as the world’s foremost sporting event and of continued efforts by all involved to achieve excellence at all levels. Therefore, defining “affordable” Games is becoming the key challenge.

Involving more IFs’ opinions in the selection process for the Games host is very important. More emphasis should be placed on the candidate cities long-term use of their facilities or legacy plan – this should be made an essential component of the process – and should also include their future international event plans with respect to each IF.

3. THE TOUGHEST PROBLEM MUST BE WHICH SPORTS SHOULD BE INVOLVED IN THE GAMES

Of the total number of athletes competing in the Games in Beijing, 42.37% were women and 57.63% were men, which is close to the IOC’s goal of having an equal participation for each gender.

But the IOC is facing the difficult challenge of selecting 28 sports with 302 events from these sports and limiting participation to 10,500 athletes to prevent an oversized Olympic Village. For sure, limitations always lead to difficult choices, but too much energy has been expended in the past for campaigns to ensure participation in the Games Programme. But at some level, maybe the Games should involve all IFs underlining its premier position.

There are some concerns that the popularity of new sports will overshadow the old sports, which may consequently never return to the Programme. On this point, although it is essential to reach the next generation and connect them to the Olympic Games early in their lives, the traditional Olympic sports should not “panic” about young children’s sporting attentions as I believe they will broaden over time. But each IF still needs to adapt itself to modern society to keep up-to-date because we can never ignore developments in the world such as the use of computers. Therefore, instead of panicking, IFs should adapt themselves as we are doing for the modern pentathlon.

Besides that, lots of people want to see new events in the Games because they say the world is changing with the introduction of new technologies and new generations need more modern sports. Yes, I think the IOC respects the Olympic Ideals and opens the door to innovation and new sports and honours the traditional and historic sports in the Games. We can absolutely say this is the challenge for IOC: to ensure that the founding pillar sports of the Games remain a point of reference in many regions and continue to enhance the participation of numerous nations in the Olympic Games, which is truly the Olympian base. On the other hand, “new” sports are reflecting their growth and likewise need to be taken into account.

The IOC should also be aware that when sports are addressing their ambitions to become part of the Olympic Programme, it is important for them to embody the Olympic spirit and to inspire people, which is key for all Olympic sports.

What we know is that there are a lot of recommendations regarding sports selection and some of them are reasonable, but I believe that the IOC will make its final choice based on the above-mentioned principles since the Olympic Games are their core mission.

4. FAIR PLAY IN ALL ASPECTS

If we want the Games to keep its premier position, fair judging and fair qualifying processes are basic things we must insist on. We know that in some competitions, especially where judges decide on the result, controversies and disagreements are normal. But if we look back, we can see that the situation has improved and that IFs have been continuously developing technologies to ensure fairer judging.



Even so, some principles on which we must insist include refusing to change the result after competitions are completed or unreasonably delaying the publication of the result. These issues are damaging the Games. The same applies to the Games Programme, as the competition process for each candidate sport in the selection process as well as the evaluation procedures should also be fair and transparent.

5. THE GAMES ARE THE MOST PEACEFUL AND “TOUCHING” EVENT FOR MOST PARTICIPATING COUNTRIES, SO WE MUST TREASURE AND DEVELOP IT

If we count the member NOCs, the Olympic Games have more member countries than the United Nations and are definitely the most universal and unique movement bringing together people and building international goodwill, co-operation and interaction. Not just in terms of its values and diversity, but also the beneficial effects of the Games, which transcend the sporting field. Let us review the Beijing Olympic and Paralympic Games for a moment:

- 204 NOCs took part;
- 87 countries won medals – more than ever before;
- Gender equality among the athletes was greater than ever before.

The Games demonstrated a spirit of reduction in conflict and discrimination and a contribution to peace in line with the Olympic spirit. We may say that Olympic values reach far beyond national and political boundaries. They reach human beings and are immune to racism, religious persecution etc. A country does not become united in the same way even over a world champion. But an Olympic champion brings values that can foster true national unity.

According to the IOC’s 2008 Olympic Consumer Research, one of the key sentiments of the Olympic Games is the feeling of national pride, which audiences derive from watching and reading about, listening to the feats of their own athletes, and celebrating with them through medal ceremonies and so forth. Meanwhile, national identity at the Olympic Games is a very important domain for NOCs. Therefore, we must develop the national image at the Olympic Games and reinforce the emotional response which helps countries’ solidarity. However, at some level this is dependent on NOCs’ education and management of their teams. Touching images from the Games make them more tangible and accessible to everyone, bringing Olympic values into the living room, which is one of the amazing factors making Olympic Games the premier event.

6. CULTURAL PROGRAMMES SHOULD BE PROMINENT

Although everyone knows that the Olympic cultural programme is very important for the Games, we do not really pay enough attention

to developing this. There was often little real connection between the cultural programmes and the Games themselves during the Beijing Olympics. Actually there was plenty of fine art, literature, drama, music, science and numerous related events prior to as well as during the Games throughout the city. But athletes were not sufficiently informed about these events and so did not participate in them.

Of course, the opening and closing ceremonies of the Games are a demonstration of culture as was the case with Athens in 2004, but it is not really a truly cultural event and it falls far behind the original objectives of the Olympic Ideal. Therefore, it is worth thinking about how to integrate cultural events into the Games itself. It is not just because we should live up to the Olympic Ideal but also because we can use this special aspect to differentiate the Olympic Games from other sporting events.

7. BALANCING THE BENEFITS FOR PARTICIPANTS, SPECTATORS, VIEWERS, CONSUMERS AND STAKEHOLDERS

If we want to stay in a premier position in today’s society and given the current economic situation, we must share benefits together. For the Olympic Games to remain vibrant and appealing, we also need to think about our commercial partners while giving priority to athletes and spectators.

However, balancing the interests of client groups is a continuous challenge. No matter how we go about striking this balance, understanding the different interests of the different stakeholders is very important. We have to recognise that we must keep the original Olympic values so the Games can keep its position. If we ignore this, the present benefits may disappear someday and the Games may lose its premier position.

Therefore, when we try to revise the Games, we must consider if this revision should serve the interests of each stakeholder.

8. MAKE THE GAMES UNIQUE

- There are people who suggest using marketing analysis methods such as SWOT, which identifies the Strengths, Weaknesses, Opportunities and Threats (SWOTs) of the Games. They emphasised the “once-in-a-lifetime” experience.
- Moreover, they think the engagement must start years before the Games through preparation activities such as the countdown and selection of the national teams attending test events.
- In order to capture more young people, we need more promotion techniques, which should reflect modern society in order to cater to young people, who are more familiar with new media formats such



as mobile phones, networking sites, online TV, web conferences, online collaboration and content aggregation.

- If the IOC's promotional material can be more adapted to each sport and are made more available to IFs, more age groups around the world will develop an interest in the Games and in more ways.

VITALY SMIRNOV

Stakeholder representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

The subject of this breakout session “How to keep the Games as a premier event?” received the greatest response from the contributors to the Virtual Olympic Congress, and I believe there is good reason for it.

Over the past fifty years I have visited 23 Summer and Winter Olympic Games. I have also seen many world and continent championships, spartakiades as well as cups competitions. I can say with confidence that the Olympic Games are a unique sports event.

The Games are not like a great number of world championships that are held at the same place and time. The Games are like no other sports event as they unite nations, their cultures and aspire towards peace.

Each Olympic Games is a one of a kind event. They leave unforgettable memories and have a panhuman value.

Our goal is to promote their further success. I believe that to achieve this we should concentrate on two aspects:

- improving the required components; and
- eliminating the negative factors which are still there, unfortunately.

1. IMPROVE THE REQUIRED COMPONENTS

The Programme of the Olympic Games

There needs to be further support for the initiative of the International Olympic Committee (IOC) to periodically review the contents of the Olympic programme and strengthen control over the size and costs of the Games.

The programme needs greater flexibility, by using its internal reserve and further expanding women's presence, making the Olympic Games more appealing to young people and ensuring participation of disabled athletes in the Games.

Organisers of the future Olympic Games should be given a right to choose one of the recognised sports right after the voting. This will increase people's interest in the Games in the host country, take local specific features into consideration and increase the status of the recognised International Federations.

The qualification system

The qualification system should correspond to the principle of universality.

The qualification selection of the athletes and teams must be completed no later than 2-3 months before the Games, and not 3 weeks before as is often the case now. This makes the work of the organisers and National Olympic Committees more difficult and prevents the National Olympic Committees and common people from buying tickets to competitions in which their athletes are participating.

Participation of professional athletes

It is necessary to clearly regulate the proportion of professional and amateur athletes in those sports where it is possible.

Limit the possibility for one athlete to participate in not more than 3 to 4 events.

This will eliminate inequalities such as when one athlete or team in the Games competes for the only medal whereas in other sports, such as gymnastics, athletics, swimming or speed skating the opportunities are quite different.

To increase moral values promoted by Olympism

In case one of the participating athletes, judges or other accredited persons demonstrates an outstanding example of fair play, it should



become common practice to award a special IOC prize at the closing ceremony.

Support the principle of equality

To support the principle of equality my recommendation is to come back to the previous rule that all athletes should live in the Olympic village as one family. In order to limit the time of the parade we should cut down the number of delegations proportionately and shorten the intervals between the delegations. The parade should not continue for more than one hour. This can be achieved through close cooperation among the IOC, NOCs and organising committees.

2. ELIMINATING THE NEGATIVE FACTORS

Doping

This is a special subject to be discussed in a different auditorium.

Judgement

We should punish strictly and remove judges who broke the oath they took at the Opening Ceremony. Organising committees and International Federations should strive to avoid mistakes in installing equipment, marking and so on, which puts the participants in unequal conditions.

The Games organisers should increase their responsibility to prevent the audience interfering with the competition process.

The proposals I have submitted for your attention have been based on my long-term experience with the Olympic Commission under the Programme of Olympic Games, my work in organising committees preparing the Olympic Games, and many years of observation and activities.



OLYMPIC VALUES

RICHARD W. POUND, Q.C.

Moderator • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

An Olympic Congress provides a welcome and necessary opportunity for the Olympic Movement to reflect upon important themes affecting the Movement, its stakeholders and the public at large. The Movement must take advantage of such gatherings and be objective in the considerations comprising the themes of the Congress. Positive elements should be identified and reinforced; negative elements must be acknowledged and appropriate changes made. The Congress is not a time to ignore the need for constant assessment and realignment of conduct.

Central to the Olympic Movement and Olympism are its core values. “Values” are objectives or qualities desirable as a means or an end in themselves. Without the Olympic values, there is nothing to distinguish the Olympic Movement from professional or entertainment sports. Without the Olympic values, there is nothing to inspire the youth of the world; there is no humanity to celebrate; there is nothing to draw out the best of us. There may be physical proficiency, fleeting and fickle recognition from spectators and, perhaps, material benefits. But if these features are not based on a set of ethical values, which guide the participants and assure their basic integrity, they fall far short of providing the rich and personally rewarding experience that can be derived from sport practised within the Olympic Ideal.

What are the Olympic values?

Some are described in the Olympic Charter and have stood the test of time.

- *Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example and respect for universal fundamental ethical principles.*
- *The goal of Olympism is to place sport at the service of the harmonious development of man, with a view to promoting a peaceful society concerned with the preservation of human dignity.*
- *The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values.*

Some are described in the purpose of the quadrennial celebration of the Olympic values, the Olympic Games.

- *The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme authority of the International Olympic Committee (IOC), of all individuals and entities who are inspired by the values of Olympism. It covers the five continents. It reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games. Its symbol is five interlaced rings.*

Still others are revealed through the conduct of Olympians, who have risen to the challenge of competition, the personal struggle inherent in the Olympic motto, *Citius, Altius, Fortius*: the struggle to master one's self; to overcome doubt, to overcome fear of failure, even fear of winning; to have the confidence to do one's best; and to respect fellow competitors as well as the rules of the game. The true Olympian participates with an uncompromising commitment to fair play; it would be unthinkable to do otherwise.

It is easy to articulate a set of values. It is far more difficult to embrace those values and to demonstrate an unwavering commitment to them.

Are there danger signals which indicate that Olympic values may be under attack or eroding? We are all aware of some of these indicators, including doping, corruption, manipulation of results, violence, discrimination, and biased judging. These problems are made greater when such conduct is ignored or condoned, implicitly or explicitly, by sports officials, coaches, parents, media and the public-at-large. There are many examples of the failure of ethical values in other aspects of society, including politics, business, the professions, the media,



education and organised religion. It is not surprising that such conduct has spread to sport. This is, however, not an acceptable excuse. It is a fundamental responsibility of the Olympic Movement to ensure that its own Olympic values remain central to its mission on behalf of the youth of the world.

There is a tendency for each generation to think that its problems are unique, but this is not the first time that the ethical principles underlying sport have been threatened. Corruption and manipulation date back to the ancient Olympics and were part of the reason why those Games did not survive. When the modern Games were revived, the preoccupation with “amateurism” on the part of the founders and early leaders was a direct response to the corruption of sport resulting from professionalism, gambling and match-fixing, which had become rampant in the late 19th century. It was the search for a renewed sports ethic which led to the concept of amateurism, which is sometimes unfairly branded as solely a matter of social distinction. Although amateurism certainly had elements of class, these were the practical results, rather than the cause, of the amateur philosophy.

The basic philosophy of the Olympic Movement, as reflected in its values, continues to be derived from the original amateur concepts, although eligibility rules have changed over time to enable athletes who are not personally of independent means to be able to participate. The distinction, in economic terms, between amateur and professional athlete has all but disappeared. This merger, of and by itself, and from the perspective of values, is inherently neutral. A professional can bring the same ethical values as an amateur to sports participation.

The underlying risk of potential corruption, however, rises dramatically as the financial stakes increase, whether for the athlete, the organiser or persons in a position to gain financially from the outcome of a match or event. This is particularly true with the powerful and international reach of the internet and the ease with which money can be moved from place to place. There are too many examples of such corruption to be ignored by the Olympic Movement and its stakeholders. Even the Olympic Games are not immune from such risks.

The risks call for a rededication to the ethical platform of sport. There should be no doubt in anyone’s mind of the commitment of the Olympic Movement to corruption free sport. Athletes and sports officials must embrace that commitment and must demonstrate that they are prepared to do whatever is necessary to ensure that sport is practised accordingly.

Some of the ethical problems may be beyond the ability of sport to resolve on its own. In that event, sport, in addition to doing everything possible on its own account, should enlist the assistance of public and other authorities, which can become part of the solution.

Denial of the existence of the problem is not an option. If the public loses confidence in the integrity of sport, sport will cease to hold any interest, and the youth of the modern world, as happened in the ancient world, will turn away from it and find other diversions. We can already see a declining participatory interest in organised sport among today’s youth, in favour, unfortunately, of far more sedentary alternatives. Even the educational systems of many countries in the world have ceased to afford any importance, not just to organised sport, but even to physical activity. The long term impacts on the Olympic Movement and the general health of such societies will be serious and extremely difficult to reverse.

To complete the circle and to examine the possibility of a better future, we return to values. Values inspire and motivate. The Olympic values of joy in effort, peace, friendship, fair play, self-discipline, respect for opponents and the applicable rules all have significant capacity to influence behaviour and to add to the enjoyment of a healthy life. They are values which are easily transferred from the field of play to the benefit of society as a whole. While perhaps first experienced through involvement in sport, they are nevertheless universal. They should be promoted as part of each person’s responsibility to society.

Conduct based on such values will, indeed, put sport at the service of humanity.

CHALLENGES FOR THE OLYMPIC CONGRESS

1. What are today’s Olympic values? Do they differ from traditional Olympic values?
2. Do “Olympic values” really exist, or have they become indistinguishable from the values reflected in current social and sports conduct?
3. Does the IOC have a role in the promotion and practice of Olympic values? If so, how can it exercise that role effectively?
4. How can Olympic values be applied in practice, as opposed to mere recitation of them?
5. What specific actions should be taken to demonstrate commitment to Olympic values?



MARIO PESCANTE

IOC representative • International Olympic Committee



ORIGINAL TEXT IN FRENCH

I have been asked to speak today about Olympic Values.

This subject, as you well know, is complex, and any attempt not to render it too incomplete, will require more time than I have been allotted. In fact, the Olympic Games have not only traversed but also marked centuries of ancient history, since the calendar was determined on the basis of the Games at Olympia and calculated in relation to its values, which are the selfsame foundations of our civilisation. We can track 100 years of history from the first Games in Athens – that was revisited and given new life by Baron De Coubertin – through to the splendid and immeasurable Beijing 2008 Olympic Games.

It is necessary to educate youth to respect the rules and others. And we all know how in everyday life these needs are so fundamental for progress, coexistence, the civilisation of mankind. We must address these needs, which are not just philosophy: they are life.

We know all too well that these two values alone – respect for the rules and for others – will help bring up better citizens, which will benefit their countries and humanity as a whole, more so in places which are unfortunately still too many – where rules and regulations exist on paper alone and where tolerance for others has no home.

But it is not these values I wish to speak about. I have chosen one and one alone value – the one society is most concerned with: sport and peace.

However, I would rather say that sport is peace.

We have learned from the most ancient history books that peace imposed itself even in the Greece of the *polis*, where fighting was an everyday matter. Only once, since 774 BC, was the Sacred Truce violated.

We have seen in the recent past and present, how sport and peace come together in the field of play, flank each other on the starting blocks, and climb together onto the winners' podium.

Who can forget those two mothers, one Russian and one Georgian, who embraced each other on the Olympic podium in Beijing the day after a bloody conflict had broken out between their two countries? They were two mothers, two women, two athletes who shared the same sentiment: live in peace. Live in sport. To bring up one's children as they should be throughout the world: meeting each other, knowing one another better. Because one of the secrets of peace and sport is to know one another - it is dialogue.

As long as our young people are able to have contact with each other and speak to each other, it will be possible to overcome ethnic, religious and political differences.

Sport does not erect walls, it builds bridges.

The Olympic Games can, in truth, no longer stop wars; those many, forgotten wars that kill in many parts of the world, particularly in those places where the people are already exterminated by poverty, famine and disease. We speak about these people, often. But what kind of miracle do we witness when people who fight one another meet in sport? And the Olympic Games in particular?

This miracle happens when the flags of all the world's countries come together in that authentic World Parade. The ceremony that opens our extraordinary event proves this miracle and shows it to the numerous spectators who follow the Games through the most modern media channels. And it is exactly on these occasions, even if we can no longer stop wars, that we can launch our message of peace: togetherness.

Here is the word that encapsulates many of the values of sport. We speak and write a lot about this Global Village, of this world that is for everyone, or that should be for everyone.

Sport is for everyone. Togetherness is the most important Olympic value. Because to be together means to demolish all barriers; when there are no occasions in which to meet and talk, this is when incomprehension arises and the endless clashes begin. Instead, you can all testify that sport is the territory of culture, dialogue and friendship. Sport unites, teaches us how to tolerate differences, respect for the rules and for one's adversary.



Those who practise sports know this and show this every time with their deeds. The athlete who wears another shirt is only an adversary, never an enemy. They are adversaries, but not enemies.

During the Olympic Games we see our young people train together, compete, and live together for many days in the Olympic Village. It is in this way that we too can build a better future for our young people by getting them used to life in common.

We see them give everything they have got during the competitions. They then come together outside the white lines of the racetrack, the floats in the pool, the throwing circle, past the net that in some sports splits the court in two. They are never divided by anything.

They are together.

This is the Olympic value, the importance of which I want to underline.

Togetherness

Like those mothers in Beijing, the Israeli and the Palestinians, the Koreans who paraded under the same flag, the Africans and the Europeans, the Americans and Asians, the people of Oceania. Like Christians and Muslims, Jews and Buddhists. Like the rich and poor. Like the winner and the vanquished. Like a man and woman.

Like sport and peace: togetherness. We believe in this. The world of sport believes in this and every day works to achieve this goal so as to ensure a future of peace for future generations.

Perhaps it is just a dream, but it is also dreams that nourish humanity if it wants to hope for a better world. And what better dream can there be than that of sport?

ALEJANDRO BLANCO BRAVO

NOC representative • Comité Olímpico Español



ORIGINAL TEXT IN SPANISH

Pierre de Coubertin said that the Olympic Games are not just simple World Championships, they are the quadrennial festival of universal youth, orderly and rhythmic, the vitality of which remains at the service of the Spirit (1924).

If we reflect upon society at the inaugural ceremony of the first modern Olympic Games in Athens in 1896 and then at the Games in Beijing in 2008, we would see that everything has evolved: our way of life, our way of thinking, the world economic situation, the means of transportation and communication. This is because of globalisation. This evolution and development is shown by the sports people themselves and at the great quadrennial festival, with more participants, preparation, records, spectators, followers and greater social repercussions.

But we would also see and feel that there are some things that have not changed and that some things remain throughout history, such as the core and the foundations that have made the evolution of the Olympic Movement, sports and society possible.

This core consists of the Olympic Principles and the values of sport. This core is our strength and our seal of identity.

These principles and values are also the essence of the Olympic Movement. This Movement is to be understood as:

- a philosophy of life; and
- a doctrine of the brotherhood of the body and mind.



This philosophy, the Olympic doctrine, has three Fundamental Principles:

- non-discrimination;
- the quest for peace;
- the mental and physical enhancement of the human race.

Based on these three Principles, today, at the dawn of the new century, we can consider the Olympic Movement as the leading sociological force. Is there any other human tendency or movement which in its cultural, scientific, political, religious, philosophical or artistic dimension can boast the same number of followers as the Olympic Movement, symbolised by all of those who accept the Olympic Charter?

Does any other tendency have the peaceful capacity of summoning such a varied mosaic of ethnic groups, languages, religions and political systems as the Olympic Movement in its periodic or quadrennial Games?

The answer is obviously, no.

It is in celebrating the Olympic Games, where the Olympic Movement, its philosophy and doctrine, achieve maximum dissemination and brilliance. This is the mark of excellence!

The Olympic Movement uses sports as the driving belt for its fundamental principles, which are:

- formative;
- pacifist;
- democratic;
- cultural; and
- ecological.

Sports are thus the driving belt of Olympic Ideology and such a fundamental base must be maintained and conserved within its own principles, namely the values of sport. These values are:

- respect;
- work;
- effort;
- dedication;
- commitment;
- integration;
- companionship;
- self-control;
- spirit of sacrifice;
- discipline;
- self-betterment;

- confidence;
- overcoming adverse results.

Sports cannot be understood as a Machiavellian concept, where the means are justified by the end. This is because sports are the easiest and most comfortable activity for human striving and betterment, in the understanding that if sports are not at the service of man, then sports are of no use!

The Olympic Principles and the values of sport are what have led the Olympic Games to overcome barriers, political interferences, international boycotts, and they have made it possible to offer the world the perennial vigour of its democratic and humanitarian ideals and the constant hope for universal peace.

In every country in the world, in every home and in all social strata, people are thinking about, watching and accompanying an Olympic sportsperson. They all know that the sportsman or woman has made it there thanks to the values of sports, his or her values, and that the record, the mark, and their successes are the result of those values. The inaugural ceremony of the Olympic Games is watched in every country in the world, every home and in all social strata. We know that each and every one of the sports people are the result of their values and that all of them together add to the greatness and the universal dimension of:

- the Olympic Principles;
- the globalisation of sport;
- non-discrimination;
- the quest for peace;
- the enhancement of the human race.

Can the National Olympic Committees (NOCs), the National Federations (NFs), the sportsmen and women and the International Olympic Committee (IOC) have a bearing on these values and these principles, so that sports are understood as the best means, the best system and the best guarantee to accomplish the training of individuals and to achieve a better, more integrated, stronger and more social world?

The answer is, yes.

Since the celebration of the Olympic Games is the greatest expression of sporting excellence and of the values of sport that are behind every champion, there should be advertisements featuring the most prominent sportsmen and women offering the message of:

- work;
- effort;



- sacrifice;
- respect.

These values have encouraged sportsmen and women to achieve:

- records;
- marks; and
- victory in their sport.

But the most important thing is that they have helped the sportsmen and women to win an Olympic Medal as a person.

That is the real goal for sport and its values.

As the Chairman of the Spanish Olympic Committee, I would like to mention the campaigns that we have implemented.

CAMPAIGNS FOR THE DISSEMINATION OF VALUES

We have two campaigns underway:

- Everyone is an Olympian;
- The Olympic Movement and Sport: values and symbols.

The goal of these campaigns is to teach the values of sport to all children and young people aged 5 to 14, and this is possible because we have the best people with us: Olympic sportspeople, idols when they compete and teachers when they are among students.

Apart from schools, these campaigns are also developed in collaboration with renowned clubs and associations such as:

- Real Madrid;
- Atlético de Madrid;
- Basketball Clubs;
- Handball Clubs.

At universities

Centres for Olympic Studies are being established at 26 Spanish Universities with seminars to explain, discuss and defend:

- sports and the practice of sports;
- sports and their values;
- sports and their importance in society.

We have agreements to take the Olympic Studies Centres to all universities and to offer a post graduate course in Olympic studies.

In towns and cities

We have created a distinction for the town/city council that collaborates with the Spanish Olympic Committee.

They must meet the following requirements:

1. Carry out the 'Everyone is an Olympian' campaign with young people.
2. Carry out the 'Sport and Society campaign' with adults and senior citizens.
3. Conduct environmental seminars.
4. Conduct women and sports seminars.
5. Organise sport competitions, including participative competition for families and groups of friends, etc.
6. In jobs related to sports, give priority to elite sports people.
7. Carry out seminars on sports, nourishment and health.
8. Ensure social integration through sports campaigns. Show that practising sports and the values of sports are the best way to achieve full integration in society.

OTTAVIO CINQUANTA

IF representative • ISU – International Skating Union



ORIGINAL TEXT IN ENGLISH

When speaking on the future of the Olympic Movement, to a certain extent we are asking ourselves how change, within our communities and regions, will affect today's values and those of future generations. Contemporary society's relationship with plurality, youth, education, culture, ethics and effort is constantly evolving. Through sport, we accompany such change and bring, as our contribution, a spirit



of inclusiveness, joy and respect – among many other Olympic values – we aim to forge an example. This speech, therefore, will not list problems facing sport – as short as that list may be – but will present some concrete proposals or rather, at this stage, ideas which could offer a constructive approach.

Nonetheless, tackling the question is almost as daring as meeting the challenge. Take the concept of Universality for example. Do the Games sufficiently contribute to this value in a contemporary context? Is it enough to simply broaden worldwide reach by aiming to enable a high number of countries to practise sport and be progressively involved in top level competitions, once they have achieved an adequate technical standard? Is this target feasible or even relevant in an age where the cost of sport is perpetually on the increase? Perhaps universality and the notion of increasing universality could address economic as well as geographical boundaries.

The International Olympic Committee (IOC), which celebrates this important Congress, here in beautiful Copenhagen, has provided a lot of help in many areas related to sport. The IOC is directly involved in a premium event every two years: the Olympic Summer and Winter Games, and it must be stated at the outset that the possibility to intervene in the Programme or organisation of the Games is a point strictly related to the policy of the IOC. What we are about to offer here – as an idea – should of course be properly evaluated by the IOC bodies concerned.

Let us take the financial context of an Olympic bid, as it relates to the economics of universality.

It is a fact that it costs money to prepare a viable bid as an Applicant City, then as a Candidate City and finally to become the one which receives the most votes and becomes the Host City of the Olympic Games. It is a fact that certain countries have more resources at hand and, therefore, stand at an advantage in the process.

Often, a candidate city includes, in its proposal, the cost of infrastructure, while a significant percentage of the budgeted expenditure is not directly linked to sport.

The question we could therefore ask ourselves is this: is it truly mandatory for the full Programme of the Olympic Games to be conducted in one city, regional area or even in just one country?

Experience has shown that important countries, including those having contributed at a high level to the development of sport, may never have the opportunity or the honour of organising the Games because they are unable to surmount the financial challenges, alone. More importantly, there are many small countries that are definitively excluded from the

dream of being an Olympic Games organiser and other countries, which do not have the means to host a full programme.

These three aspects, the cost of sport, the cost of organising the Olympic Games, the limited number of countries having the money/territorial size/characteristics to act as Olympic hosts, would suggest that an alternative organisational model could be found, with the Programme of the Games split among two or three countries.

This could have the following obvious advantages:

1. If the Games were to be held in a territory where two or three countries are close to one another, it would be possible to satisfy the dream of more people and populations, from different language, cultural, community and ethnic backgrounds.
2. The cost could be absorbed more easily.
3. The so-called small countries or those lacking the characteristics to host a full programme would finally be in a position to participate directly in the organisation of the Games.

Let us now to move on to a different consideration, which is strictly related to universality as it has been traditionally understood.

Until now, the media have listed the results of the Games on the basis of the medals obtained by different countries, with the gold medal always having first priority.

One is aware that this is not an IOC initiative, but perhaps in order to improve the effect of universality and to give the so-called smaller countries a goal which could increase the scope of their motivation, the IOC could work out a scoring point system. They could, for example, award points to the first ten placed athletes/teams of the final result.

The principle is not an innovative one, since the IOC also already awards diplomas in addition to the medals.

However, if the above-mentioned criterion of awarding points were to be introduced, more countries would be able to achieve prominence. Or perhaps it would be more consistent to say that more countries would be stimulated to progress, since to achieve a good place on the list, it would no longer be necessary to have a medallist because athletes/teams up to the tenth position would be taken into account.

Of course, the relevant conditions and rules would have to be worked out by the IOC. If introduced, it would be the first time that countries participating in the IOC event – the Olympic Games – would be listed on the basis of points determined by the IOC.



To conclude, the above-mentioned proposals aim to adapt our premier event model to the global financial context so as to enhance the Olympic values. By working in this direction we seek essentially to protect Olympism and the universal ethical principles embraced in our Charter. Change, within our society is permanent – therefore proactive thinking safeguards the spirit of our Games.

ZHENLIANG HE

Stakeholder representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

Why do we have the Olympic Games? Is it superfluous to ask this question when the Olympic Games now celebrates its 113th anniversary and has now become the largest cultural and sport gala of the world? Well, it is exactly because the Olympic Games have such enormous social influence that commercial involvement and political interference have not ceased. It is necessary to raise this question from time to time and to discuss it among ourselves to get a deeper understanding of the *raison d'être* of the Olympic Games. In this way we can make sure that the Olympic Movement will always sail on the right course in the face of commercial involvement and political interference.

We all know that the very aim of Baron Pierre de Coubertin in reinitiating the Olympic Games was to educate young people, inspire society and promote peace. Sport and the Games are vehicles for reaching this objective. How do we prevent any deviation from this objective?

It is true that commercialisation of the Olympic Games does bring crucial financial support for the Olympic Movement allowing it to enjoy rapid and sustained development. No doubt, the International Olympic Committee (IOC) should maintain and magnify the financial benefits

of its marketing endeavours. However, it should stand alert as well as take measures to stay away from intentional or unintentional attempts to place commercial interests above the interest of sport. It must also guard against any diversion from the pursuit of the Olympic values.

More importantly, we must firmly place the promotion of Olympic values at the top of our priorities.

The Olympic spirit and ideals initiated by Baron Pierre de Coubertin have been enriched continuously by his successors to form the Olympism of today.

In my view, Olympism could be understood in terms of the following three notions:

1. to place sport, by blending it with culture and education, at the service of the harmonious and balanced development of a person's body, will and mind;
2. to promote on this basis, a society concerned with the respect of human dignity; and
3. to create, thereafter, a peaceful and better world.

When exploring the reasons for the extraordinary development of the Olympic Games, it is certainly true that sport has its inborn charms and is spectacular. However, the values and ideals that the Olympic Games call for are the fundamental reasons for which the Olympic Movement can grow ever prosperous associate itself closely with society and plant its roots deeply in social life.

In recent years, the IOC has summarised these Olympic values as "Friendship, Excellence and Respect". Actually, these three concepts can be more easily remembered by the general public. There is no need to further exemplify "Friendship" and "Excellence" the meaning of which is very explicit. Here, I would like to share with you some of my views on the concept of "Respect". Respect means obeying rules, being disciplined and ethical as well as showing respect to your rivals and spectators in competitions. But it also means showing respect to everyone's and every country's equal right to social activities, both domestically and internationally.

Nations develop in their specific social and historical conditions, nurturing diverse cultures, religions, ideologies and different social systems. This is a fact which can not be altered by one's will and makes our world more rich and colourful. The Olympic Games belong to the whole world and not just to a certain type of country. To be truly universal our Olympic Movement must: persevere in respecting this diversity and difference: oppose any form of discrimination on the grounds of race, religion, politics, or gender, as stipulated in the Olympic Charter; and refuse any interference based on discriminatory thinking.



Ignorance or a lack of reciprocal knowledge inevitably leads to misunderstanding, prejudice and even hatred. On the other hand, dialogue and exchange can improve mutual acknowledgement and understanding, hence boosting mutual respect and fostering friendship.

The Olympic Games provide such a unique opportunity for dialogue and exchange among all people around the world, in particular, young people who constitute the future of mankind.

Through the Olympic values, the Olympic Games give this world, full of confrontation and conflict, an example of hope and inspiration. It carries a message that, individuals, communities and countries, are not doomed to jostle or kill each other. Instead, they can compete and develop mutual respect and friendship.

Our noble cause is therefore to carry forward the Olympic values and make the Olympic Games a bridge of tolerance, understanding, respect and friendship among countries, races, religions and ideologies, in order to make a better and more harmonious world.

HSH THE SOVEREIGN PRINCE ALBERT II

Stakeholder representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH/FRENCH

The various sports governance structures are investing increasing amounts of time as well as financial and human resources in their social role.

For some years now, we have seen a multiplication and increasing professionalisation of the projects initiated by the sports governance structures, which make use of the educational virtues of sport to benefit

projects of civic or general interest. These projects go far beyond competition itself.

These activities, aimed at the amateur world and not elite sport involve development, international solidarity, the promotion of peace, access to education, the defence of human rights, social integration, etc.

Some International Federations (IFs) have played a pioneering role in this area, and have developed dedicated programmes, which are often extremely structured, effective and laudable.

They use these programmes to make their National Federations (NFs), in vulnerable areas, more structured and professional. They thereby help to expand their sport all over the world.

On the basis of this observation, it is primordial to issue two appeals:

- The first goes to all IFs, to invite those that have not yet done so to take on their societal roles fully and also become involved in development projects.
- The second appeal aims to fully involve top-level athletes in these projects, where their specific skills can make a major contribution.

Most programmes for development or raising awareness about great causes, regardless of their nature, often target young people. In underprivileged areas, they are the ones who are most in need of role models and inspiration.

Vulnerable young people, who are left to their own devices, or simply lack stability and ideals, can find a source of inspiration in popular athletes, who act as role models for them.

Elite athletes can play an effective role in attracting young fans to development programmes, promoting better acceptance of projects within communities, especially if it is their own community.

And these great sports champions can bring far more than just their celebrity. They too are young and as the experience of their own personal training is still fresh, they can also bring their skills to devising programmes.

Many initiatives have arisen from the passion and determination of athletes, based on their own personal experience. For example, the Serge Betsen Academy – which received a Peace and Sport Award last year – the Roger Federer Foundation or the Samuel Eto'o Foundation?

In order to boost their effectiveness, these athletes' initiatives should be better integrated into federal or National Olympic Committee (NOC) programmes.



Better cooperation between stakeholders would help build more effective development projects.

IFs could bring expertise specific to their sport, while NOCs could contribute their specific local knowledge. And NFs would ensure pragmatic implementation of programmes and analysis of resources, while athletes would serve as role models and be a source of creative ideas and coaching activities.

Such active involvement by athletes could also help prepare and anticipate their future at the end of their athletic careers.

An initiative of this kind will soon be launched by Peace and Sport, an elite group of top-level athletes called “Champions for Peace”.

The purpose of this structure is to involve athletes in peace-promotion through sport and to set up sports projects at the service of peace as well as social and human development.

As the patron of the Peace and Sport organisation, I would like to call on the entire Olympic Family to convince athletes to think about their future after their athletic career is over and particularly to encourage them to play a strong social role.

I appeal to IFs and NOCs to create departments within their organisations that focus solely on their societal responsibility and developing programmes for this purpose.

And lastly, I would like to ask you all, to actively support the ‘Peace and Sport’s Champions for Peace’ initiative by becoming part of the programme yourselves and encouraging others to do the same.



UNIVERSALITY AND DEVELOPING COUNTRIES

RICHARD KEVAN GOSPER A.O.

Moderator • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

One would assume that “universality” would be one of the most celebrated words in the Olympic Charter. I was therefore surprised to find that the word is barely mentioned, appearing only once within the third of the five fundamental principles of Olympism. Out of 16 subjects listed under the chapter “The Olympic Movement and Its Action”, not even under, “The Mission and Role of the International Olympic Committee (IOC)”, is there a reference to “universality”. In fact there is not one reference under the heading of universality in the five chapters of the Charter. This is a surprise to me because I have always believed that the concept of universality in sporting terms was unique and special to the Olympic Movement, in the staging of its Olympic Games and the perpetuation of the Olympic values.

It is not surprising then, that in the Congress pre-briefing I received from the IOC compiled from contributions to the Virtual Olympic Congress on this subject not all contributors shared the same understanding of the term “universality”. It does appear, however, that the term is usually taken by most, to mean enabling the greatest number of athletes and countries to participate in all or any of the sports events on an Olympic programme.

Apart from the concept of athletes from all over the world participating in a wide range of sports at an Olympic Games, others describe universality as giving all countries the right and opportunity to host the Olympic Games and other related events such as the IOC Sessions.

African countries are perceived to have been “denied” this under this definition, having not yet hosted an edition of the Olympic Games. Attendant to this argument is the question of whether the selection of a host for both the Summer and Winter Games, should be the subject of a “continental rotation system”. It is believed that this would help ensure that all countries had a greater chance of hosting the Games. This concept of course looks attractive when the IOC as at present, enjoys strong competition from a variety of worldwide Host Cities, but those circumstances have not always prevailed in the past and may not be sustained in the future. I can still recall only one year after becoming a member of the IOC that, at the Session in Athens in 1978, we had only one candidate, Los Angeles, which at that time, as a last resort, gained provisional approval to host the Games of 1984. Such a procedure also risks not coming up with an Olympic Games location which best serves the athletes, the Olympic Movement and a Host City.

When considering city entitlement or expectation to stage an Olympic Games, it is worthwhile to recognise that much has changed since 1896 in terms of hosting major sporting events, especially since the middle of the last century. Take for example the transition from amateurism to open or professional competition at the elite level, the emergence of commercialisation, especially with the exponential growth in TV, radio and written journalism, and more recently the digital revolution.

The development of regional games and individual Sports Federation World Championships, World Cups and Grand Prix events, has meant that more cities and countries of lesser size, population and attendant infrastructure are frankly now better served in hosting these level of events rather than over-reaching themselves in seeking to host an Olympic Games, which are more suited to larger cities or countries. Cities that have followed this course enjoy the prestige of developing a successful international event and the athletes and teams are still very much admired for their achievements at this still respected level of competition.

Other contributors to this segment of the Congress have also pointed out that universality needs to take account of cultural diversity, ensuring that the Olympic Movement avoids seeking “standard modernisation” or “cultural homogenisation”, much less “Europeanisation” or “Westernisation”. Gender equality also comes to mind when talking of universality, as does the issue of socio-economic balance. For example, much thought is given to the differential in competitive preparation opportunities for athletes or teams who come from developing countries of the world and are often judged to be at a disadvantage compared with those from more advanced economies. It is not that simple. More recent research suggests the lifestyle in the latter is proving to be detrimental to the improvement of public health and is contributing to the downward trend in younger generations actively taking part in sport at the elite level. The recent innovation of the Youth Olympic



Games spearheaded by IOC President, Jacques Rogge, is targeted at responding to this concern.

For me, a more contemporary challenge to the pursuit of universality looking ahead, concerns athlete participation in Olympic competition. Under the current concept, the Olympic Games provide a rare opportunity for the best athletes “across the world” rather than the best athletes “from the world” participating at an Olympic Games. This means that while it might be exciting for athletes and teams of lesser merit to take part in the Games, athletes of higher merit are denied the opportunity to gain the highest honour and achieve the most coveted of sporting medals, “Olympic” gold, silver or bronze. But here we come up against the enduring Coubertin philosophy of “the importance of taking part”. Perhaps it is time to review this approach, in a way that universality sustains but the best athletes, and teams “from the world” who vie for Olympic glory at Games time. I do not believe FIFA’s World Cup formula is perceived by its global audience as lacking universality in achieving the desired results for the world’s best.

In fact, most, if not all, teams that take their place at an Olympic Games do so as the result of elimination procedures linked with qualification tournaments. This process ensures that the best teams from the world rightfully gain “Olympian” status and deservedly vie for medals during the Olympic Games. The present Continental representation approach enabling all 205 National Olympic Committees (NOCs) to gain some sports participation in the Olympic Games, under the banner of universality, however, falls on to the individual athlete sports.

There is a recent IOC analysis of swimmers “without time”, (i.e. swimmers with times outside of qualifying limits for championship competition) participating in the Beijing 2008 Olympic Games, which demonstrates that had it not been for the universality inspired IOC “Continental representation formula” (the “wildcard” factor), 82 NOCs’ swimming entrants would not have been entitled to participate. In other words, 135 swimmers would not have been in the pool. It won’t surprise you to learn that in the IOC analysis of athletics in Beijing, 90 NOCs’ athlete entrants would not have been entitled to participate. In other words, 143 athletes would not have been in the stadium. What this means, is that despite the growth of national and regional games and other premier competitions across almost all of the sports on the Olympic Programme, the IOC’s Games entry qualification for a young athlete from across the world with modest experience and talent enables entry onto the Olympic stage, sometimes with disappointing outcomes and the risk of humiliation, to the regrettable exclusion of another more deserving competitor. Their aspirations and achievements as I have already suggested, might better be recognised within themselves and across their home population by achievement of performance records or medals in a more realistic and culturally stimulating regional environment.

The real implication here is that while the IOC claims the Olympic Games to be the elite multi-sports quadrennial event, by comparison with most International Federation World Championship or Cup events, which present their best athletes from the world, the Olympic Games actually comprise quite a long trail of sub-standard athletes who nevertheless gain the prestigious entitlement of becoming an Olympian.

The modification or removal of Continental representation constraints would have the benefit of allowing a number of highly qualified athletes to rightfully take part in the Games, adopting a system followed by some federations where some countries in some sports could have more than the current mandatory three athletes.

All of this has implications for other aspects of the Games, for example, the parade of athletes at the Opening Ceremony, but with proper thought changes could be accommodated, and importantly the spirit of universality would be sustained as it does in so many other international events.

Well on this last observation of mine I should have raised a sufficient degree of Olympic heresy to stimulate your interest in what our panel has to say and you will have the right to ask questions.

CHIHARU IGAYA

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

Sports play an integral role in the development of a stable, peaceful and orderly society. It is imperative, therefore, that sports leaders exert their utmost efforts to further widen the appeal of sport and ensure that sports become more universal.



In this context, as a former Olympian who participated in three editions of the Olympic Winter Games, I would like to speak today on “winter sports and universality”.

The first Olympic Winter Games were held in Chamonix, France, in 1924. Only 258 athletes from 16 countries took part and competed in six sports. However, 82 years later in Torino, at the Olympic Winter Games in 2006, as many as 2,500 competitors from 80 countries competed in seven sports.

As the Olympic Winter Games are limited to sports, which take place predominantly on snow and ice, the extensive promotion of winter sports is relatively difficult – particularly compared to the sports that feature in the Summer Games. Nevertheless, over the past 80 years, the number of countries participating in the Winter Games has increased dramatically. And perhaps the most noteworthy phenomenon is that many of these were once considered non-winter sports countries.

This increase in popularity and participation can be attributed to several factors. Firstly, the promotion of additional sports such as freestyle skiing, short track speed skating, snowboarding and so forth has contributed immensely to the popularity of winter sports – particularly among young people.

Secondly, thanks to the remarkable development of state-of-the-art technologies, the construction of indoor snow and ice venues has now become possible. These indoor sports venues have enabled people to practise year round and have no doubt had a tremendous impact on the widespread promotion and development of winter sports.

Thirdly, the introduction of snowboarding has created a totally new breed of skier. Snowboarding is easier to grasp than conventional skiing and has captured the imagination of young people around the world.

Fourthly, the rapid development of communications systems has also been a major contributing factor behind the increasing universality of winter sports. A large proportion of the world’s population now has access to electronic media, and this has played a significant role in further disseminating the excitement and exhilaration of winter sports. As a result of this exposure to winter sports, there are a growing number of people eager to try out the sports for themselves. And those who are really hooked even move to countries where they can spend their time practising and enhancing their skills.

A prime example of this is the case of the athlete from Guam who competed at the Sarajevo Olympic Winter Games. As everyone knows, Guam is a small island located in the middle of the Pacific Ocean where there is no snow. However, this athlete was so attracted by the sliding sport that he decided to move to the United States and dedicate the

next few years of his life to achieving his dream of competing in the Olympic Winter Games.

Last, but certainly not least, the Athlete Assistance Programme for the Winter Olympic Games, launched by the Olympic Solidarity Commission of the International Olympic Committee (IOC) in 2001, has been playing a significant role in enhancing the capabilities of athletes and the universality of winter sports. In Torino, athletes from as many as 26 countries took Olympic medals home.

In closing, I would like to emphasise that winter sports can play just as important a role as summer sports in passing on a legacy of peace to future generations. Therefore, the International Winter Sports Federations and the people concerned must make it their mission to further expand the universality of winter sports to as many countries as possible.

INTENDANT GENERAL LASSANA PALENFO

NOC representative • Comité National Olympique de Côte d’Ivoire



ORIGINAL TEXT IN FRENCH

THE FLIGHT OF AFRICAN ATHLETES

Described as a form of international worker exchange, the flight of African athletes “towards more clement skies” is, ultimately, nothing more than sport’s version of the consequences of the unequal relations that exist between African and more developed countries. Presented at grassroots level as “muscle drain”, at Olympic level it is described as “Olympic mercenariness” and concerns the exodus of great African champions. It has significant consequences for the African continent’s medal haul in the Olympic Games and even World Championships, the major sports events at global level.



The way things are going at the moment is like robbing Peter to pay Paul. Africa is still lagging behind all the other continents, despite the improvement registered at the last Olympic Games in Beijing (China), where the black continent amassed 40 medals, including 12 golds. If we also remember that 958 medals were awarded in total at the Games of the XXIX Olympiad, we soon realise that Africa is still falling a long way short.

1. AFRICAN ATHLETES IN THE WAVE OF OLYMPIC MERCENARINESS

The 1990s produced a great 800m champion. This matchless champion from Kenya, a certain Wilson Kipketer, ended up as a naturalised citizen of Denmark.

In the 1500m, the United States has been counting on former Kenyan champion, Bernard Lagat, who became an American citizen in 2004. Lopez Lomang runs the same distance in American colours, even though Sudan remains his native country. Rashid Ramzi, Olympic 1500m champion, decided to swap his Moroccan nationality for that of Bahrain, his adoptive homeland.

Athletes who switch countries are also now changing their names. Kenyans Stephen Cherono and Albert Chepkurui, who now compete for Qatar, have changed their names to Saed Saif Shaheen and Ahmad Hassan Abdullah respectively. Liegel Huber, a member of the American Olympic tennis team, is of South African origin.

At the Games of the XXVIII Olympiad in Athens, Nigerian Obikwelu wore the colours of Portugal. Mebrahton Keflezigui (Eritrea) represented the USA, while Ethiopian Elvan Abecylegesse adopted Turkish nationality.

We know today that these great African champions, who strut about on the Olympic stage, wearing the colours of other continents, are only the tip of the iceberg. Under the footlights, or under the cover of certain anonymity, the presence of African athletes representing Asian, European or American clubs has ended up going unnoticed and becoming the norm. But what goes on behind the scenes, when these same players are transferred from their African clubs to elsewhere, is sometimes anecdotal. At all levels of sports competition, right down to the juniors, African athletes are enticed away from Africa and sent to western clubs where the various stakeholders hope to make good money out of them. Nobody today can measure the negative impact of the raids that are carried out on training centres for young African tennis players, footballers or basketball players.

2. THE REASONS FOR THE TALENT EXODUS

The reasons are cultural, socio-economic and sports-related.

a) Cultural reasons

Although some trends are being demolished by the new reality, it is clear that, in Africa, the former colonising countries continue to hold a certain fascination for citizens of the countries that were once colonised. Another factor is the ease with which entry visas can be obtained in many cases, as well as the availability of low airfares for routes to these countries.

b) Socio-economic reasons

The talent scouts are able to move around so easily because the environment is a favourable one, in which the athletes' home federations, as well as their families, are extremely accommodating where offers of better facilities are concerned. Too often, young African athletes become lifelines to which all their family members hope to cling in an economic climate that has become more difficult by the year.

It is possible to see, through national planning, the meagre share that is granted to sport compared to other, more sensitive sectors such as education, health, transport, etc.

c) Sports-related reasons

Boxing provided us with an appropriate example for discussion after the Olympic Games. Sixty athletes represented the African continent, with Mauritian Bruno Julie being the only one to win a bronze medal. And, in the experts' opinion, African boxing is in crisis. On average, it has always won between two and five medals at each Olympic Games since 1960.

The lack of infrastructure and low financial resources are the main causes of this decline. In the case of boxing, it is clear that Africans have difficulty arranging many fights each year and therefore lack the type of experience that is so valuable in high-level competitions. As far as funding is concerned, most countries devote a very modest 0.8% of their national budgets to sport. Other experts believe – and I agree – that Africa is one of the few continents in which (medium and long-term) objectives are not fixed.

However, it is both necessary and pleasing to note a growing awareness of the fact that we are lagging behind in terms of sports infrastructure. In recent years, new projects have been springing up like mushrooms in virtually every country.

A crystal ball is not necessary to understand that, if grassroots sport is to be successful, states need to develop a wise policy for the construction of sports infrastructure.



3. TURNING THE GLOBALISATION OF SPORT TO GOOD USE

At the Association of National Olympic Committees of Africa (ANOCA), we are not opposed to the movement of athletes around the world. But it is important that this movement be closely regulated so that it brings economic and sports-related benefits for African countries. In particular, it is necessary to avoid scare tactics, which remind us of the “boat people” phenomenon of its day, where the term which immediately springs to mind can only be that of panic. And in my view, such panic benefits nobody, not even the countries in which the athletes settle. African countries must improve conditions for athletes on their own territory in order to give as many as possible the chance to remain in Africa. And to make them more competitive, they must encourage African athletes to rub shoulders with others so that ours do not continue to lag behind. ANOCA is willing to play its part in this process.

It is a question of promoting the development of a true status for top-level athletes in Africa, as well as creating a series of events on the African continent that, at any moment, enable athletes, even those living outside Africa, to return to their roots. Africans must think more about what athletes should do after their careers in sport, in order to strengthen their status and give them a secure future in Africa.

They must continue to work with the African confederations to search for ways and means to better regulate the transfer market on the continent.

In this regard, the measure adopted by the Fédération Internationale de Football Association (FIFA), banning financial transactions for young footballers under 18, is to be welcomed. Similar efforts are being undertaken by the European Union.

ANOCA, which is linked to several international sports organisations, including the rugby authorities, the Confédération Africaine d’Athlétisme (CAA) and the Conférence des Ministres de la Jeunesse et des Sports des États et gouvernements ayant le français en partage (CONFEJES), hopes to use these platforms to find appropriate solutions to these problems.

CONCLUSION

Keeping closer control over the movement of athletes may be an important factor for development. It should be remembered that sport remains an excellent tool for education, health and social cohesion. But the “muscle drain” is sport’s equivalent of “brain drain”. Such practices cannot be good for the development of the African continent. Although we are in favour of mutually beneficial sports exchanges, we are opposed to the frantic, uncoordinated flight of African athletes to

the West. We must continue to put our efforts into regulating this sector. So far, nobody has found any answers to this problem. Quite simply because the problem is not solely dependent on the world of sport.

JOSEPH S. BLATTER

IF representative • FIFA – Fédération Internationale de Football Association



ORIGINAL TEXT IN FRENCH

Universality must be both an objective and a philosophy of action in sport and the way it is organised.

- **An objective**

In a divided and broken world, sport is probably one of the last remaining conveyors of universality.

It connects individuals, people and nations.

It enables people to express a healthy patriotism, which is strengthened by respect for differences and highlights that which brings human beings together rather than that which divides them.

Consequently, sports institutions have the duty to spread the practice of sport in all countries, in all social classes and among both men and women.

- **A philosophy of action**

Not only must this vision be translated from words into action, but it must be reflected in the internal functioning of sports structures.



Democracy, openness to all and a voice for everyone needs to exist at whatever the level of development.

How is this vision of universality applied within the Fédération Internationale de Football Association (FIFA) to football?

1. AFFILIATION TO FIFA

Now with 208 member federations, universality is virtually complete. Only a few countries or territories are not affiliated to FIFA. Football has 260 million active participants, or around a billion people including their immediate family members.

It is important to remember the extent to which affiliation to FIFA has represented – and continues to represent – a key element of a country's assertion of independence and national identity. Countries requested affiliation immediately after declaring their independence (India in 1948, African countries in the 1950s and early 1960s, Bangladesh in 1976, Palestine in 1998, etc.).

In the same way, the FIFA statutes guarantee the “one federation – one vote” principle, the representation of all the continents within the technical committees and a strong representation (11 out of 24) of developing countries within its Executive Committee.

2. DEVELOPMENT PROGRAMMES

Without proactive action and voluntarism, universality would remain a hollow concept.

To this end, FIFA has developed ‘universality’ over three phases:

- a) Before 1974 there were only refereeing courses
- b) From 1974 until 1998, under the leadership of João Havelange, football developed as a universal language

His regime coincided with the launch of the first ‘FUTURO’ development course (“Four in one”) in 1975-76. The available funds, generated by the first partnership contracts with Coca-Cola and Adidas, were limited. It amounted, on average, to USD 1.1 million per year.

Thanks to the impact of the World Cup through television, and these development programmes, football became virtually universal.

- c) Since 1998

Thanks to all this development work, football became an attractive “product”.

This led to a substantial increase in TV and marketing rights, which enabled FIFA to move up a gear and launch more ambitious development programmes. To this end it was able to provide:

- Direct financial assistance to the member federations;
- Initiate the famous ‘Goal Programme’, supporting the construction of infrastructure, federation headquarters, technical centres, artificial pitches as part of the “Win in Africa with Africa” and other “Win in...” programmes;
- The transfer of increasingly detailed knowledge within football itself (technical, medical and refereeing knowledge) as well as around the game (knowledge of sports management, marketing and university courses in 12 universities across the world, etc.). In other works FIFA carried out a great deal of educational work.

FIFA currently invests around USD 200 million every year in its football and social development programmes, such as “Football for Hope”, and far exceeds the 0.7% target laid down in the Millennium Development Goals.

3. PARTICIPATION IN INTERNATIONAL FOOTBALL COMPETITIONS

Here also, FIFA works hard to ensure that this universality is translated into practical action and that teams from developing countries can participate in the following competitions:

- World Cups for men and women;
- Confederations Cup;
- U-20 and U-17 World Cups for men and women;
- Club World Cup;
- Men's and Women's Olympic Football Tournaments;
- Beach Soccer and Futsal World Cups.

This support is provided through our financial assistance programme, which helps teams to participate by meeting preparation and travel costs.

We also endeavour to enable countries to play in spite of political conflicts and regional tensions by organising matches on neutral territory (e.g. with Palestine, Chad-Sudan in 2007) and rejecting boycotts (e.g. with Israel), etc.

However, this progress towards universality has not been achieved without disagreement, particularly regarding the number of direct qualification places. Let us not forget that African countries boycotted the 1966 World Cup because of FIFA's refusal to grant it a direct place. This was, however, allowed for the first time at the 1970 World Cup in Mexico.

What a long way we have come since then!



This universality is reflected in the regular increase in the number of football federations involved in FIFA World Cup qualifying competitions:

- 32 teams in 1934;
- 99 in 1974;
- 199 teams for the 2010 World Cup in South Africa!

4. ORGANISATION OF COMPETITIONS AND THE FIFA WORLD CUP

Universality is also achieved by offering developing countries the opportunity to organise FIFA competitions.

Three examples include:

- **The U-20 World Cup, launched in Tunisia in 1977**
17 editions, eight of which were staged in developing countries
- **The U-17 World Cup, launched in the People's Republic of China in 1989**
13 editions, six of which were staged in developing countries
- **The World Cup**
A rotation system was imposed after the vote in July 2000 for the 2006 World Cup, in order to boost the chances of Africa and then South America for the 2010 and 2014 World Cups.

To conclude, I would like to emphasise the importance of the universality of sport in the world today, which is tending more and more towards elitism, egoism and the marginalisation of the weakest.

Of course, sport cannot do everything, nor can it achieve what politicians, states, regional and international organisations are unable to accomplish.

But sport must remain a model that some might be tempted to imitate. It should be a beacon, a light which could guide others.

Universality must continue to be the reflection of our common values and the fraternity of the human race!

SAM RAMSAMY

Stakeholder representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

In sport, universality incorporates inclusiveness, an ideal illustrated in the mission of the International Olympic Committee (IOC), which is “to promote Olympism throughout the world” and “the five interlaced rings, which represents the union of the five continents and the meeting of the athletes from throughout the world at the Olympic Games”.

David Maraniss, Associate Editor of the Washington Post and Pulitzer Prize winner aptly sums up the realities of the Olympic Games:

“The singular essence of the Olympic Games is that the world takes the same stage at the same time, performing a passion play of nations, races, ideologies, talents, styles, and aspirations that no other venue, not even the United Nations, can match.”¹

Baron Pierre de Coubertin, founder of the modern Olympic Games, was greatly embarrassed by “the ‘Anthropology Games’ whose events were reserved for Negroes, Indians, Filipinos, and Ainus...”² He warned then that it would not be long before these people would compete as equals. How right he was.

However, inclusiveness must ensure that all competitors, not only at the Olympic Games, but during preparations leading up the Olympic Games, are provided with equal opportunities. I refer to opportunities rather than facilities. The quality and types of facilities differ from place to place and from country to country. The basic football facilities in developing countries are so different, and considered by many to be somewhat inferior to those in Europe and elsewhere. But footballers from developing countries have produced some of the world’s greatest



stars like Pelé (Brazil) and Eusébio (Mozambique). All of the world's major leagues (presently based in Europe) continue to feature footballers from developing countries in their line-ups.

But basic facilities are, however, necessary for the practice of sport. Many of these facilities either do not exist or are few in number in most developing countries.

It is a regular feature to witness athletes from developing countries on the victory podium at the Olympic Games in sports such as athletics, boxing, football and weightlifting, but very seldom or hardly ever in equestrian sports, rowing and sailing.

There is, no doubt, a huge disparity in the socio-economic background of countries in the industrialised world and developing countries. The affluence in the industrialised countries facilitates the provision of sports facilities for a wide range of sports on the Olympic Programme – sports which are traditionally European in nature.

How do we address these disparities so that universality is achieved across the board?

Olympic Solidarity, the successor to the IOC's International Olympic Aid, initially created in 1961 to assist countries, which had just gained independence from colonisation, has greatly contributed to bridging the disparity – but not to the extent of equating the level of participation of the developed countries in all the sports. Support from Olympic Solidarity has resulted in numerous athletes achieving Olympic medals in athletics, boxing, weightlifting and many other sports.

What about support from the International Federations (IFs)? Are they fulfilling their mandate? Are they meeting their obligations? The world needs the support of the IFs to effect total parity.

The IOC policy now makes it mandatory that all IFs in the Olympiad Programme (Summer Games) have continental representation in the Games. This, in turn, compels all IFs to comply with the principle of universality. However, while some IFs have used this opportunity to develop the sport worldwide and have provided a commendable amount of support to many countries, others are doing very little in this respect, merely ensuring that there is continental representation at the Games.

The threat that some IFs might lose Olympic participation because their sport is not broad-based enough is forcing them to recruit more members, but they do little to develop their respective sports on a worldwide basis.

The first modern Olympic Games were not open to women. Since then, there have been dramatic changes and women's participation at the

Olympic Games soon reached 50 percents despite several hurdles. Sadly, progress at administrative level is still regrettably slow.

The Olympic Movement is, in many ways, the greatest social force in the world. It has overcome innumerable barriers – be it political, socio-economic, religious, cultural or racial – because of its principle of universality. It will pursue this principle until universality in all its manifestations is accomplished.

1. David Maraniss, "Rome 1960", Simon and Shuster, New York, 2008
2. Pierre de Coubertin, "Olympic Memoirs", IOC, Lausanne, 1979



Twenty representatives of the public, who contributed to the *Virtual Olympic Congress*, were invited to participate in the XIII Olympic Congress. They had the occasion to meet with IOC President Jacques Rogge.



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THOMAS BACH

Keynote speaker • International Olympic Committee



ORIGINAL TEXT IN GERMAN

UNITY IN DIVERSITY – RESPECT, RESPONSIBILITY, RELIABILITY

The debate over the most appropriate structure for the Olympic Movement has been raging throughout the history of International Olympic Committee (IOC). Ever since it was founded, the composition of the IOC, the election of its members and its relations with the International Federations (IFs), National Olympic Committees (NOCs), politics, business and society have been under a microscope. With regard to politics in particular, the debate has always focused on the issue of autonomy, self-determination and preventing the use of sport as a political tool. For decades, many people thought they could simply sweep these issues under the carpet. “Sport has nothing to do with politics” was a popular phrase, which made it even easier for people to abuse sport in their political power games as a scapegoat.

As a staunch opponent and ultimately a victim of the partial boycott of the 1980 Olympic Games in Moscow, I directly experienced the political impotence of sport at that time. As an athlete, I wanted to repeat our Olympic victory of 1976. As an elected athletes’ representative, I wanted to enable my team-mates to take part. In numerous discussions, which at times were nothing short of humiliating, I began to realise that sport needed to engage openly with the world of politics if athletes were to be spared the fate of regular boycotts in the future.

Sport must be politically neutral but sport cannot be apolitical. Sports organisations always have to realise and consider the political implications of their activities. In this framework, sport must keep and protect its freedom in its relations with the political sphere and have the

freedom to take decisions in self-determination and autonomy. This does not entail creating a legislative vacuum or a parallel world, but simply the possibility for sport to regulate its own, sport-specific affairs under its own responsibility and in accordance with general laws.

The philosopher Immanuel Kant described this self-determination as the basis of all moral action and the “supreme principle of morality”. At the same time, Kant demonstrated that this autonomy is not boundless, as it is also based on respect for the autonomy of other people and society. He, therefore, devised the so-called “categorical imperative” as the ultimate rule of morality: “Act only according to that maxim whereby you can at the same time will that it should become a universal law.”

Now, these principles, which apply to individuals, cannot be transferred directly to organisations. However, the value of self-determination, as well as its limits, is applicable to both. In my view, there are three basic principles that apply to both autonomous individuals and autonomous organisations and govern their behaviour towards others: respect, responsibility and reliability.

This understanding of “autonomy” is indispensable for the existence of sport and is necessary for the dissemination of sporting values. It is also a critical component in developing a partnership between sports and politics that is characterised by mutual respect, by responsibility and by reliability.

The specific nature and values of sport demand and justify such autonomy. Sport is the only social sector that has actually achieved what political philosophy calls “global law” and what moral philosophy calls “global ethos”. The rules of sport, based on the principle of fair play, apply to every athlete all over the world. These rules can be enforced only by an autonomous sporting structure, which also created them. They help to protect fair competition and promote the competitiveness of athletes and federations. This is the fundamental distinction between a sports organisation and a business: “Business does not need competition, but sport depends on it”, said the former German Constitutional Court judge, Professor Udo Steiner.

Another reason for sport to be autonomous is the voluntary nature of its organisation. Anyone who participates in organised competitive sport as an athlete or who is involved, usually voluntarily, in sports administration, does so of their own free will and, to use the same terminology, on the basis of an autonomous decision. In doing so, they also have the right to expect that decisions in sport are taken in self-determination with responsibility, respect and reliability. This is in line with the model of an open, democratic civil society. In other words, autonomy helps to safeguard the values of sport, which the Congress has already discussed in detail, and protects sporting structures from being taken over



by conflicting interests that are political, commercial or ideological in nature.

At the same time, however, the autonomy of sport must also be limited. In order to achieve our objectives and to disseminate our values, we need partners in politics, business, culture and society. Nobody is completely independent in our globalised world, which is closely networked through communication and the division of labour. We, therefore, need a clear vision of our non-negotiable principles, responsibilities and freedom, which our partners must respect. In defining our autonomy in this way, we must not allow ourselves to be guided by idealistic fantasies.

Sport should not be seen as an autonomous and self-sufficient island in the sea of society. Rather, we must be inspired by the notion that sport is a part of society, which awakens the desires of many, because of its political significance, and which nevertheless needs partners to achieve its goals. Our definition of the autonomy of sport must therefore be realistic and limited to the key issues.

To this end, I would like to propose three key issues for discussion at this Olympic Congress. All these issues should be governed by the principle of “unity in diversity”.

Firstly, the concept of the “autonomy of sport” should include the right to freely establish organisations, clubs and federations. Unfortunately, this right, which many of you take for granted, is not yet respected throughout the world.

Secondly, these sports organisations must be able to determine their own structures and procedures in accordance with the general laws. In recent years, this right has been the subject of numerous and intense politically motivated attacks.

Thirdly, sports organisations must be allowed to lay down the specific rules of sport and to define and assert its values. Sport, for example, is the only social sector in which doping is prohibited – there is no such ban in ballet, mountaineering, music, business or politics.

If we in sport could agree on this concept and this justification of autonomy, this would represent the first step towards strengthening our position in the face of various, sometimes subtle, even seductive, yet often very direct, brutal attacks on this autonomy.

These attacks come in many different forms. I am sure that subsequent speakers will provide a whole host of examples from the perspective of NOCs, IFs or painful personal experiences. You will hear about governments’ attempts to prevent elections, to appoint presidents of sports organisations themselves and to manipulate voting. Many of you in this room have even suffered personally with your families. You deserve

tremendous respect and gratitude for your commitment to the autonomy and values of sport.

Nevertheless, amid this bad news there is also a certain amount of good news. For example, the various United Nations Secretaries-General have frequently emphasised the autonomy of sport. The Swiss Federal Tribunal has recognised the rules of sport, as well as the Court of Arbitration for Sport (CAS). The German Parliament has adopted a resolution on the socio-political importance of sport, expressly drawing attention to the need to respect the autonomy of sport. It is also important to note that governments and parliaments all over the world have abstained from making decisions because they would have interfered with the autonomy of sport.

In order to stem these negative headlines and to create more positive news, the Olympic Movement must develop activities at many different levels. For example, in terms of international politics, relations with respective partners could be stepped up in order to establish the autonomy of sport. The IOC is currently engaged in talks aimed at finding the appropriate wording for a United Nations General Assembly resolution.

Similar steps should be taken by the Association of National Olympic Committees (ANOC) and by the continental associations of IFs and NOCs vis-à-vis their political partners, such as the Association of Southeast Asian Nations (ASEAN), the Organization of African Unity (OAU), the European Union (EU), the Arab League and the Southern Common Market (MERCOSUR), to name just a few examples.

At the national level, it is mainly the relevant national sports organisations, which must fight for and protect their autonomy. However, they usually need international support and solidarity to do so. The international nature and solidarity of sport both justify and help to protect its autonomy. An important element of this support may also include financial assistance provided through Olympic Solidarity or other development programmes. On the other hand, these same financial resources tempt people from within and outside sport to use them for non-sporting purposes. In order to prevent such abuse and corruption, the IOC has already introduced accounting and auditing obligations.

In order to protect the autonomy of sport, consideration should be given to granting funds only when autonomy is respected in the country concerned. This could also help national sports organisations from having such resources taken away from them.

As well as these more preventive measures, however, there will always be a need for reactive support in individual cases. On account of the structure of the Olympic Movement, an attack on the autonomy of one of its members always represents an attack on the autonomy of the whole Olympic Movement. There is a need for close cooperation among



the IOC, IFs and the relevant continental associations of both NOCs and IFs according to the principle of “unity in diversity”.

The experience of the IOC, ANOC and others shows that the solution depends on unity and determination. If attacks on the autonomy of sport create differences of opinion within sport, these are very quickly exploited by politicians in accordance with the old Roman rule: “divide et impera” (divide and rule). That is why the creation of the “Olympic and sports network”, despite what I consider to be an unfortunate title, is so important.

The IOC and some sports organisations have had excellent experiences with the appointment of people or departments specialised in questions of autonomy. Maybe the Olympic Congress could go further by discussing the appointment of such specialists at all sports organisational levels. For the IOC and each IF, NOC and continental association of NOCs or federations, this would offer better information, greater expertise, earlier problem recognition and more effective problem solving. By doing so, a task force consisting of the relevant specialists would be in existence for each individual case. This task force, under the leadership of the IOC, could act swiftly and effectively with a high level of expertise. It could count upon the assistance of modern electronic tools like the existing IOC/NOC Extranet with its “crises pages”.

If we are demanding respect for the autonomy of the Olympic Movement from the world of politics, we ourselves must also respect the autonomy of the members of the Olympic Movement, without threatening our unity. Our leading principle should always be “unity in diversity”. The Olympic Charter, which was revised in 2004 also with this idea in mind, provides a model for this principle. We are currently in the probably never-ending process of validating the statutes of NOCs. Of course, in doing so and in dealing with any future amendments, we must take into account the diverse cultural, historical and political conditions. The question is therefore: how can we achieve “unity in diversity”? There is no universal answer to this question. It needs to be discussed and answered on a case-by-case basis. In principle, we could conclude that we must always be in absolute agreement where our values are directly concerned, such as in the fight against doping or any kind of manipulation. There may be more variety of opinion where structures and forms of sports organisation, rather than values, are concerned.

I am sure that this Congress, just like the *Virtual Olympic Congress*, will produce a whole host of valuable proposals on the justification, necessity, definition, implementation and monitoring of the autonomy of sport.

However, whatever we are writing, demanding or doing, we must not forget that the respect of all our partners is indispensable for the autonomy of sport. We will not and do not want to receive this respect as a

gift. We have earned it and will continue to do so. We earn this respect through responsibility and reliability, by using our autonomy responsibly and acting reliably.

Above all, this means introducing and complying with the rules of ethics and good governance in sport. If we expect our partners to respect our rules, we must also make the rules governing our decision-making processes transparent and respect them. Incidentally, this also applies to our own values and requirements for sport: fair rules, fair play and fair decisions. Sport is completely dependent on its credibility, i.e. on the credibility of sports competitions and on the credibility and reputation of sports organisations.

This credibility and this reputation are threatened by doping, corruption and manipulation at both levels. For sports competitions, we have adopted clear, strict, internationally valid rules, which we resolutely apply. We have created organisations, including some with political partners, such as the World Anti-Doping Agency (WADA), various national anti-doping agencies and, not least, the Court of Arbitration for Sport. For sports organisations there is a whole range of regulations, codes and commissions within federations, NOCs and the IOC with its Code of Ethics and corresponding Commission. Here, we should go a step further in order to ensure that the ethical principles enshrined in the Olympic Charter are respected by sports organisations at all levels and that they are all committed to the principles of good governance.

At first glance, defining good governance appears fairly simple. In a United Nations Commission paper, governance is defined as the process of making decisions and implementing or not implementing decisions. However, the concept of good governance includes not only the simple description of a process, but in particular the ethical aspects of that process.

What this might mean for sports organisations has already been outlined by a high-ranking working group during an IOC seminar on autonomy. This document, which sets out the basic universal principles of good governance in sport, serves as an excellent model. I would therefore like to explain these principles briefly.

Principle 1: It is necessary to define the vision and mission of the organisation and to develop a strategy for achieving its goals.

Principle 2: Clear, democratic and efficient structures must be created, as well as clear and transparent rules for decision making. This includes rules dealing with members’ conflicts of interests.

Principle 3: It is vital to establish a clear definition of internal competences, including a system of checks and balances, and to promote democratic decision-making through good internal communication.



Principle 4: Internal responsibilities should be defined by means of rules and standards, and accounting and auditing processes should comply with general standards. Moreover, financial processes should be transparent.

Principle 5: Clear and transparent rules should be created for the distribution of financial revenues.

Principle 6: Sports organisations should involve active athletes in decision-making and protect and promote their rights at all levels.

Principle 7: Sports organisations should work in partnership with governments.

This is just a selection and summary of the basic elements of a code of good governance for sports organisations. Many other important suggestions were made through the *Virtual Olympic Congress* and these will be discussed further. It will then be up to each individual sports organisation to compile the elements that it considers important, right and relevant for its own situation in order to produce a responsible, reliable set of rules of good governance, worthy of the respect of all partners.

In order to ensure “unity in diversity”, the Congress could also ask the IOC to publish relevant guidelines and ideas for the NOCs and IFs and their respective continental associations. These bodies could then adopt the guidelines for themselves and pass them on to their respective national, regional and local members, so that the rules of good governance are respected by all bodies involved in organising sport at all levels.

The IOC itself could consider asking the NOCs, IFs and continental associations of NOCs to submit a report on the status of implementation of good governance every two years, offering help with the creation and application of good governance rules where this is necessary and requested, and organising relevant courses and seminars. Another related idea to be discussed by the IOC, suggested during the *Virtual Olympic Congress*, is to give the IOC Ethics Commission the more accurate title of the IOC Good Governance Commission being responsible for drafting rules and regulations respecting the principle of “unity in diversity” and to implement it in cooperation with the relevant IOC departments.

The application of these good governance rules at all levels of sport will also influence the internal organisation and structure of sports organisations, making them more transparent, more credible and more reputable. This will surely have a positive impact on the stakeholders of sport and sports organisations in spheres such as politics, business, society and media.

This relationship with stakeholders from outside the Olympic Movement should therefore be characterised by the principles of respect

for autonomy, responsibility and reliability. The rules of good governance also require that the interests of these stakeholders are taken into account, that their interests are disclosed and discussed, but that decisions are then taken by the sports organisations themselves.

Sport must not make the mistake of confusing autonomy with self-isolation. Sport must not ignore its partners’ interests. Sport must not, as it has sometimes in the past, act as if it has nothing to do with politics. Sport must not believe that it is self-sufficient or that it has no economic interests. Sport must know that it is a target of powerful economic and political interests. Sport must realise that, like the whole of society, it also is susceptible to manipulation and corruption. Sport should face these realities openly. Sport should encounter these hostilities through a decision-making process characterised by the rules of good governance.

By doing so, sport will live up to its responsibilities and make reliable decisions that are in the overriding interest of sport and are also respected by others. Sport’s relationship with business partners and sponsors will therefore be one from which both sides can benefit, one in which sport is not simply exploited, but where economic and sporting interests are mutually respected. Many business partners and sponsors, as well as most television companies, have realised that investment in sport only makes sense if the sports organisations’ competence to draw up sporting regulations and make decisions is respected. Because this autonomy is the only way of protecting the credibility of sport competitions in the long term.

The other focus of today’s Congress theme and of the *Virtual Olympic Congress* is clearly aimed at the relations between members of the Olympic Movement itself. The vast majority of contributions deal with the composition of the IOC, the election of IOC members, issues linked to gender, the influence of the NOCs and IFs, the role of volunteers, the distribution of financial resources, the relationship between the IOC and disability sports organisations and much more.

With regard to the role of athletes, NOCs and IFs, as well as the many related themes, we can look forward to a lively discussion, which I do not intend to pre-empt.

But this discussion should break away from habitual ways of thinking and from traditional organisational structures. It should rather strive for the future. We have to acknowledge that the world of organised sport will, in the future, not be defined only by clubs, federations and NOCs. Globalisation, individualisation and commercialisation have been creating a new type of athlete in many sports, invalidating traditional structures and giving rise to new relationships and dependencies. Links with clubs and federations have become much looser or, as in the case of professional golf, for example, are almost non-existent. Nowadays,



many athletes have their own, often international, training groups with individual financial and medical care. Some athletes depend on private investors or sponsors. Others depend on the purely financially motivated owners of their team. Other athletes are self-employed entrepreneurs, dependent on managers, agents and commercial sports event promoters.

One thing all these athletes have in common is that their links with sports organisations only come to light in connection with a small number of events, such as world championships and Olympic Games. Participation in these competitions is often not in the commercial interests of these people in the athletes' entourage. This is why participation in world championships and even Olympic Games is sometimes put in question by mere commercial interests. This has direct consequences on the possibility of enforcing sporting rules on all participants in all events. It also has consequences for the sports organisations and athletes. We should discuss how we can ensure that the ethical rules of good governance will be respected in this specific environment also by managers, team owners, agents and the whole entourage of these athletes. I am pleased that the athletes themselves addressed this issue yesterday.

The second point of discussion concerns the IOC's relationship with the various disability sports organisations. Tremendous progress has been made by and with the International Paralympic Committee (IPC), with which we enjoy excellent cooperation. The same cannot be said concerning relations between the disability sports organisations themselves and their individual relationships with the IOC. This can sometimes result in completely different, if not confused, situations at IF and NOC level. I would be interested to hear whether the Congress would welcome efforts by the IOC to discuss or even coordinate with these organisations their respective goals and plans, and to exchange information on organisation, structure, good governance, athletes' training and education, and the fight against manipulation.

The third discussion point concerns the *Virtual Olympic Congress* debate and proposals on the composition of the IOC. The individual and collective interests expressed in the debate are fully legitimate. We are sure to hear plenty of arguments justifying these various interests: the increased importance of the IFs, NOCs, continental associations and so on. We all await this debate with great interest.

I would simply like to suggest that, in our commitment to our respective organisations, we do not forget that the value of the Olympic Movement and its governing body, the IOC, is greater than the sum of the individual interests of its member organisations.

In our respective individual interests, we should also weigh up which type of IOC Session is better able to strike a fair balance between legitimate individual interests thus ensuring the principle of "unity in

diversity". Is it an IOC Session that is mainly composed of certain quotas of delegates representing various interest groups, each with a binding mandate from their respective organisation? Or is it an IOC Session mainly composed of independent members without such a mandate; independent members who have authority, knowledge and experience also in politics, business, culture and society?

Whatever the outcome of this discussion, we will reach one conclusion: in an increasingly individualised society, which is on the other hand ever more globalised and networked, sport and sports organisations can only retain their significance if they achieve "unity in diversity" and base their organisation and structures on the principles of respect, responsibility and reliability. Only then will sport be in a position to justify and maintain its autonomy. Only then will sport be able to assert its own values.

Achieving "unity in diversity", justifying and securing the autonomy of sport, defining and implementing good governance and ethics in sport – these are our most important challenges in the future.

By meeting these challenges we ensure:

- that the future of sport is truly global;
- that the future of sport is truly fair;
- that the future of sport demonstrates true solidarity.

SER MIANG NG

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

This morning, it is my privilege and pleasure to speak on the theme "Structure of the Olympic Movement" on behalf of the IOC.



STRUCTURE

The fundamental philosophy and goal of the Olympic Movement is to educate young people through sports, so that they can become better citizens and contribute to mutual understanding and world peace. Over the last 100 years, our Movement has evolved into what President Jacques Rogge calls “the greatest social force for good”.

The Olympic Movement operates within the confines of societal laws and traditions and is very much a part of society. A structure that continues to evolve with the ever-changing political, social and economic landscape is necessary for our Movement to remain relevant and be effective in fulfilling our mission.

The Olympic Charter sets forth and recalls the Fundamental Principles and essential values of Olympism. It also defines the framework for the Olympic Movement as it states the rules, main reciprocity rights and obligations of the constituents and stakeholders of the Movement.

According to the Olympic Charter, the IOC, the International Federations (IFs) and the National Olympic Committees (NOCs) are the three constituents of the Olympic Movement. The athletes, the organising committees, the national associations, sports officials, technical officials, coaches, as well as the other organisations and institutions that are recognised by the IOC are the fundamental elements of our Movement or stakeholders.

The rules and activities of the constituents and stakeholders of the Movement must be in full compliance with the Olympic spirit, its founding principles and rules. As the guardian of the Movement, the IOC works with its constituents and stakeholders and helps to ensure that they comply with the Olympic Charter.

The concerted effort and close collaboration of all constituents and stakeholders build the success of the Olympic Movement.

The IOC, the IFs, the NOCs, the organising committees of the various Olympic Games, athletes and officials bring the Movement and its values to the rest of the world.

THE AUTONOMY OF THE OLYMPIC MOVEMENT

In order for the constituents and stakeholders of the Olympic Movement to carry out their mission and fulfil their responsibilities effectively, they need to remain autonomous. Autonomy is a means to an end and not an end itself.

Take the NOCs for instance. Rule 28.6 of the Olympic Charter says, “The NOCs must preserve their autonomy and resist all pressures

of any kind, including but not limited to political, legal, religious or economic pressures which may prevent them from complying with the Olympic Charter.” Our founding fathers’ foresight on the need to preserve the autonomy of our Movement has withstood the test of time for the last 100 years. However, let me hasten to add that, with the exception of a small number, the relationships of NOCs and their respective governments have been cordial and symbiotic. There are many examples of the NOC working closely with its Ministry of Sports and the Ministry of Education – or the equivalent governmental agencies – in the effort to promote sports and Olympic education to young people.

For NOC autonomy to be enshrined, the government needs to understand and recognise the value of the Olympic Movement and the role of the NOC in contributing towards the development of young people and the good of society.

The IOC will study the feasibility of introducing a United Nations’ declaration to recognise the IOC and Olympic Movement’s contribution to society and world peace. The declaration will also call on UN member states to recognise the autonomy of the constituents and stakeholders of the Olympic Movement.

On a national level, the IOC will work with every NOC that so desires on signing a Protocol between the government, the respective NOC and the IOC. This Protocol will recognise the value of the Olympic Movement and make provisions to protect the autonomy of the NOC so that it can fulfil its mission. The symbiotic relationship shared between the NOC and its government could be covered in this document as well.

To maintain autonomy, the NOC should develop credibility and trust within the country or territory of its operation. This can be done by achieving financial independence, adopting and practising good corporate governance, transparency as well as a universal Code of Ethics.

For its part, the IOC will continue to work with the Association of National Olympic Committees (ANOC) and Continental Olympic Associations to help safeguard the autonomy of the NOCs, where necessary. The IOC may also intervene when needed. The work of the European Olympic Committees with the European Union (EU), the Acapulco Declaration from the third Convention of the Pan-American Olympic Sports Organisation and the Olympic Council of Asia (OCA) Sports Congress are laudable efforts by Continental Olympic Associations to address the issues of autonomy with governments.

The IOC recognises the paramount importance of autonomy to all the constituents and stakeholders, and has organised two seminars on the Autonomy of the Olympic and Sports Movement in 2006 and 2008. It will endeavour to continue its work in this important area.



GOOD GOVERNANCE AND ETHICS

The second Seminar on the Autonomy of the Olympic Movement and Sports Movement in Lausanne in February 2008 saw the approval of the IOC Code of Ethics and experts' text on Basic Universal Principles of Good Governance of the Olympic Movement. These documents could form the basis for stakeholders in the Movement as they develop their own governance and ethics.

It is crucial for the IOC, IFs and NOCs, as the constituents of the Olympic Movement, to lead by example and adopt and practise good governance and a code of ethics.

The missions of the IFs and NOCs are clearly defined in the Olympic Charter under Rules 25, 26, 28 and 29. The IOC will continue to work very closely with these two important constituents and ensure solidarity, mutual respect and unity in all the efforts to meet the objectives of the Olympic Movement.

I will now touch on the National Federations (NFs) of the respective sports. NFs are the key components of both the IFs and NOCs. NFs of different sports in the same country or territory form the NOC. NFs from the same sport from NOCs worldwide form the IFs. In a way, they are the common denominator of both IFs and NOCs.

Given the importance of their role, the NFs require the same level of autonomy, corporate governance, ethical principles and practices as the IFs and NOCs. While the IOC has no direct dealings with NFs, it has an interest in the development of strong and autonomous NFs, as this would translate into strong IFs and NOCs. The IOC looks towards the IFs and NOCs in the development of NFs.

IOC MEMBERSHIP

The Olympic Charter requires IOC members to be non-political and independent of any other influences and pressures. The primary role of IOC members is to represent and promote the interest of the IOC and the Olympic Movement in their respective country or in the organisation of the Olympic Movement that they serve. It is of critical importance that IOC members have the freedom of decision and freedom to vote.

Whether as individual members or members linked to specific functions or office, IOC members should place the interests of the IOC and the Olympic Movement above all else. The interests of the IOC and the Movement as a whole always take precedence over the functional interest and guide members in their decisions.

At the moment, the IOC consists of 70 individual members, and 15 members representing active athletes, IFs and NOCs, making a total

of 115. This is also in compliance with the Olympic Charter, which stipulates a majority of individual members not linked to any functions and office.

The number as well as the composition of IOC membership has always been a hot topic for discussion. The current membership structure has been in existence for almost 10 years. It has a good balance of independence and representation. Any fine tuning will have to be considered very carefully and with the greatest sensitivity. For example, to increase membership from one function will inevitably invite a request for a corresponding increase from the other functions; to accommodate the entire request could then swell the number of members to an unacceptable level.

It is necessary for the IOC to review its membership structure periodically in order to stay relevant. The biggest challenge, however, is to recruit outstanding men and women from all over the world with a range of different expertise, knowledge and skills to meet the complexity of organisation, finance, marketing, politics, etc., in addition to sports that will strengthen the IOC and meet the challenges of the ever-changing world.

THE RELATIONSHIPS BETWEEN THE OLYMPIC MOVEMENT AND ITS STAKEHOLDERS

Apart from the key constituents and stakeholders of the Olympic Movement, the IOC also works with other organisations in the fight against violence in sports, illegal betting and match-fixing. One important example is the fight against doping with the World Anti-Doping Agency (WADA) and governments of the world. Going forward, this cooperation could be extended to other areas like educational and cultural programmes, health protection of young people and athletes, and the career development of athletes.

As the global political, economic and social landscape evolves, the Olympic Movement will continually renew itself and develop new forms of cooperation in the areas of medical and scientific research, education and academic communities, sustainable development and social and humanitarian aid.

IOC President Jacques Rogge and Honorary President Juan Antonio Samaranch have forged a strong working relationship with the UN and its various agencies. This relationship should be enhanced to achieve common objectives and goals for our young people and their future. More often than not, there is a lot of synergy between the IOC's humanitarian and sports development efforts and those of the UN and the Red Cross. Hence, a close working relationship and collaboration would allow us to maximise the impact of our initiatives with the same amount of resources.



CONCLUSION

The vision, values and principles of the Olympic Movement still remain relevant and universal, even in the context of today's globalised, dynamic and ever-changing world. Let us continue to work closely together in our journey in the Olympic Movement for our young people and for our world.

MARIO VÁSQUEZ RAÑA

NOC representative • ANOC – Association of National Olympic Committees



ORIGINAL TEXT IN SPANISH

THE NATIONAL OLYMPIC COMMITTEES (NOCs) AND THE DEFENCE OF THEIR AUTONOMY

The Olympic Movement and the Olympic Games in particular have become the most important sporting, social and cultural event of humanity, involving all countries, mobilising their young people, and with tens of millions of spectators informed of and enjoying – through television and the media – the participation of their favourite athletes and teams at the Games.

The revolution that has occurred in the media and the new alternatives that they offer, together with growing interest from the sponsors, have progressively transformed the Olympic Games into an event that goes beyond the boundaries of sport, strictly speaking.

Professionalism and marketing have been two fundamental elements in this latter stage, without which it would have been impossible to reach the current levels of development and scope of the Games.

A positive transformation has been taking place, which has been of benefit to the members of the Olympic Movement, their partners, their sponsors and the participating countries.

The prestige and leadership of the International Olympic Committee (IOC), as well as the increased audience of the Games, have raised even further the governments' interest in their countries' participation and results at the Olympic Games. This position, which is both logical and necessary, and tends to favour the development of Olympic sport, will have to be supported by the recognition of, and the most absolute respect for, the functions, responsibilities and prerogatives assigned by the Olympic Charter to the NOCs.

We, the members of the Olympic Movement, are aware that it will be possible to progress towards further development of Olympic sport in each country, and obtain higher results in Regional, Continental and Olympic Games, only if there is serious and responsible collaboration as well as respectful and permanent harmony between the government's sports authority and the NOC.

Particular interests, political motivations or individual ambition are other causes of conflict arising in all continents, characterised by direct and indirect interference from governmental authorities in the activity of the corresponding NOC, which violates its autonomy and prevents it from exercising its functions as defined in the Olympic Charter.

As President of the Association of National Olympic Committees (ANOC), I have witnessed, over the past decades, various cases of conflicts in which there has been a violation of the NOC's autonomy, in an intentional and obvious way. After taking many steps, it proved possible to reverse the situation in a positive direction, without any type of concession, in strict compliance with the Olympic Charter. This experience teaches us that the Olympic and Sports Movement must adopt the necessary measures that will allow for preventive action, and will ensure, should a violation occur, its members' independence and autonomy.

This situation has become even more serious over the last few years. For this reason, the IOC has organised two International Seminars in order to analyse, in all their scope and complexity, the issues relating to the autonomy of the Olympic and Sports Movement.

Today, we come together at the XIII Olympic Congress with a far-ranging agreement on the actions that must be taken in the future concerning autonomy. The presence of over 130 Heads of State and Government at the Olympic Games in Beijing makes it an obligation for us to think about the increasing interest aroused by the Games, and, consequently, this new reality is an indication that in the future, relations between NOCs and governments concerning the promotion and development of



Olympic sport will depend on different circumstances that will require clear and precise rules, as well as mutual respect and understanding between both parties.

For the conclusions of the Olympic Congress, it is important to analyse this issue fully, and, for this reason, I consider it important to highlight a few concepts that could serve as a basis for a global policy concerning the autonomy of the Olympic and Sports Movement:

- Recognise and reaffirm that the autonomy of the Olympic and Sports Movement is an essential condition for the development of sport and for the promotion of its values all over the world.
- Reaffirm that the Olympic Movement is exclusively for those who, freely and voluntarily, express their desire to be part of it. This condition implies that whoever is part of our Movement has an inescapable obligation, within the territory under his jurisdiction and within his field of competence, to observe, comply with and respect the Olympic Charter.
- Reaffirm the NOCs' will to collaborate with governments and other similar institutions, based on mutual respect, so that Olympic sport, at both national and international levels, becomes, in a real and concrete manner, the focus of our common action.
- Consider within the concept of autonomy, as defined in the Olympic Charter, the unique and sole competence assigned to the NOCs to decide and determine the clothing, uniforms and equipment to be used by the members of their delegations at the Olympic Games and in all competitions and events connected with the Games.
- Study the creation of an Olympic and Sports Network involving all members of the Olympic Movement that will allow it to have access to all the information necessary on the issue of autonomy, be informed of all cases of violations that may occur, exchange experiences and facilitate a global analysis on the exercise of the Olympic and Sports Movement's autonomy.
- Analyse possible amendments to the Olympic Charter that may contribute to greater clarity and precision in the rules that govern the autonomy of the NOCs.
- Define clearly the procedure to be applied in cases of conflict in which there is a violation of, or infringement upon, the autonomy of any member of the Olympic and Sports Movement.
- Emphasise that good governance and transparency are essential elements in ensuring respect of the Olympic and Sports Organisations' autonomy.

We are convinced that only joint work, close coordination and the widest general agreement on the actions to be taken among the IOC, the NOCs, the International Federations (IFs), the partners of the Olympic Movement and governments will allow us to discharge, while respecting everyone's jurisdiction, the duties and obligations we all have in relation with Olympic sport and the young people of the world.

Sport is the Olympic Movement's fundamental activity and motive for its existence, and it is also today a high priority for most governments, due to the fact, among other reasons, that there is a stronger awareness of its extraordinary role in education, physical development, production of values and ethical principles, as well as in promoting health and recreation among the population, especially children and young people.

Besides being a fundamental function of the NOCs, preserving our autonomy and resisting any type of political, religious or economic pressure is an essential prerequisite to reach the medium and long-term objectives the Olympic and Sports Movement has set itself, in relation with Olympic education, the fight against doping, and the promotion of peace, brotherhood and solidarity among all peoples of the world.

The NOCs have high expectations concerning the decisions that are to be adopted by the XIII Olympic Congress concerning autonomy, and, in this respect, they have prepared themselves with a great sense of responsibility in order to contribute all their experience, so that decisions may be adopted that make us stronger and that will strengthen the Olympic and Sports Movement's leadership all over the world.



FRANCESCO RICCI BITTI

IF representative • ITF – International Tennis Federation



ORIGINAL TEXT IN ENGLISH

Thank you for the opportunity to address the assembly today on behalf of the International Federations (IFs) on the Structure of the Olympic Movement.

AUTONOMY AND GOOD GOVERNANCE

I want to briefly mention two concepts that are strongly interlinked in any discussion on the Olympic structure: autonomy and governance. Before we can go forward, we must have a common understanding of what “autonomy” means for the sake of International Olympic Committee (IOC) stakeholders. Although we pride ourselves on autonomy, its meaning is not always completely clear especially when we are dependant on sponsorship and government support. We must also develop a principle of good governance for sport in order to earn the respect the Olympic Movement deserves and to preserve our autonomous position. We have a long way to go, but, if we believe that autonomy is important for the development of sport, the IOC must define its function and assess how its main stakeholders enhance those functions for the future. For today, I want to concentrate on a different subject, the relationship between the Olympic Movement and its key stakeholders.

RELATIONSHIPS BETWEEN OLYMPIC STAKEHOLDERS

I want to be clear from the start that I have complete respect for the role played by National Olympic Committees (NOCs) and member athletes in the success of the Olympic Games to date. Most IF representatives, including myself, also wear an NOC hat and fully understand and value the important role that NOCs play in the Olympic Movement. However,

I feel that the International Federation is not given enough credit, officially or unofficially, for the major part that it plays in the success of the Olympic Games.

The IOC is actually an NOC-driven organisation. This has a lot of merit but may not be the only way forward for the future, if the Olympic Movement is to maintain its status as the reference point for professional sport as it has been traditionally for amateur sport. Already there are events that can stand with the Olympic Games in stature, if not completely in reach. I think of the Super Bowl, managed by a professional league, the Fédération International de Football Association (FIFA) World Cup, organised, of course, by one of the leading International Federations, or the four Grand Slam tournaments in tennis, organised individually and sanctioned by the International Tennis Federation (ITF).

The structure of the Olympic Movement would indicate that the NOCs’ influence has greater value than that of the IF and I believe that this imbalance needs to be addressed in order to more effectively control the commercial interests of the IOC. For this reason, I think the reforming work that started in Salt Lake City must continue, with a focus on the following two areas: 1) the composition of the IOC’s membership and 2) a clear plan that stresses cooperation and consistency among the main IOC stakeholders (particularly between NOCs and IFs) but not complacency, especially because the latter will signal long-term issues for the Olympic Movement.

NATIONAL FEDERATIONS

The infrastructure for tennis, as with many sports, was established independently of the Olympic Movement in national tennis federations around the world, starting well over 100 years ago. Top-level tennis started at Wimbledon in 1877 and the United States Championships in 1881. The Davis Cup had its launch in Boston in 1900. If it would not be considered too controversial, I would even suggest that the growth of the modern Olympics in its initial stages owed much of its success to the sports that were represented in the early years. Unlike today, in Pierre de Coubertin’s time, individual sports were not validated by their representation in the Games; rather those early Games were validated by the representation of the individual sports.

For our long-term success, we all have to thank National Federations.

The mandate of National Federations is to work through their local regions and authorities to identify and nurture talent and provide a proper sporting environment for their sport to grow in their countries. For many sports – tennis is a good example – there was no great support from National Olympic Committees while the sport was not a part of the Olympic Programme. Now, I am the first to say that, once tennis rejoined the Olympic Movement, the level of support for tennis



from NOCs around the world grew dramatically. This has helped our sport to develop in many countries where tennis was not originally a factor, Russia being a great example. However, I insist that the foundations for sporting excellence everywhere, without exception, were laid by National Federations.

If we are to make the Olympic Movement stronger, we need to analyse the link between National Federations, NOCs and the IF, and make the operations of these two major stakeholders consistent and more related to their experience and scope.

INTERNATIONAL FEDERATIONS AND NATIONAL FEDERATIONS

The link between the National Federation and the International Federation is strong, consistent and ongoing. The integrity of every sport, its rules, its structure and its development, are a partnership between National and International Federations. At the ITF, we have 205 member nations charged with fostering the growth and development of the sport of tennis on a worldwide basis and they accomplish this goal each and every day.

We work with our members in four key areas: governance, service, development and organisation. We also work on topics as diverse as: ball testing; anti-doping; tournament planning; men's and women's professional circuits and calendars; junior, senior and wheelchair tennis circuits; the organisation of Davis Cup and Fed Cup ties around the world; coaching and coaches' education; the identification of talent in less developed nations with assistance to the most talented to compete with others at their level; research into new equipment; and analysis of current equipment. We take our mission seriously and our National Federations take care of our sport around the world 365 days a year. This should be respected and rewarded.

NOCs AND NATIONAL FEDERATIONS

The relationship of the NOC and the National Federation varies by country, even though everywhere the function of the NOC is to prepare the teams for the Olympic Games and on a wider basis to encourage the development of both high performance sport as well as sport for all. This role could only be based on a partnership with the National Federations.

While I was doing research for my speech, I read a number of mission statements from National Olympic Committees around the world. In one, "podium success" was listed as a mission. I found this very disturbing. While every elite athlete has the desire to win, I do not think that this should be the mission of a National Olympic Committee. I think the concept that winning alone is a goal is counterintuitive to the fundamental principles of Olympism.

It seems to me that the role and goal of both NOCs and IFs is to create a climate where people can excel and to give people the right preparation and tools as well as the right ethic, so that a wholehearted attempt is just as valuable as a medal and perhaps more.

This brings us to the problem of the Olympic qualification system where some NOCs need to validate themselves by imposing rules that are inconsistent with those of other NOCs and inconsistent for the sports involved.

OLYMPIC QUALIFICATION SYSTEM

What has happened to tennis, and other sports, undermines the position of the ITF with other non-Olympic stakeholders: players, professional tournaments, media, tennis fans and, to some extent, even our National Federations. The entry criteria set by the ITF and ratified by the IOC over the years are fair, transparent and consistent with how our sport works outside the Games. For a NOC to set itself up as an expert – especially when their attention to tennis is minimal in some cases (except in the run-up to the Summer Games) – is unfair to everyone, particularly the athletes themselves, the International Federation and the National Federation concerned.

Let me give you an example. The Israeli NOC decided that Dudi Sela, then ranked 57, was not qualified to participate in last year's Olympic Games, although he met the criteria set by the ITF. Mr Sela is now ranked in the high 20s, reached the Round of 16 at Wimbledon and led his country to the Davis Cup Semi-finals for the first time in history with wins over Sweden and Russia. Clearly, his record shows he has the talent and determination and that he takes enormous pride in playing for Israel. The irony is that, while Israel and other NOCs refused to enter qualified athletes, there was a list of NOCs who were eager to fill those positions with their even less-highly ranked athletes. Well done to them but, honestly, this is not good for the reputation of the Olympic Movement.

What I hope we can accomplish, working together, is to redress the balance of influence to make a stronger Olympic Movement.

OLYMPIC REVENUE DISTRIBUTION

For the IOC to continue to maintain its position as the arbiter of sporting excellence, and for the Olympic Games to maintain their position as the most elite sporting event in the world, we need to recognise that the demands that we face today are not those of Pierre de Coubertin. The increasing and highly competitive professionalism of sport requires the IOC structure to evolve to meet that challenge in the future by giving more recognition and reward to the International Federations who have the required expertise.



An issue that we face in tennis and that other sports are facing is the level of control that International Federations and National Federations retain on the wider part of the game. In tennis, the professional tours siphon off a very lucrative part of the game but the return to the sport overall is minimal.

In the meantime, the IF is exposed and fully responsible for the integrity of the game in many areas including regulation, anti-doping, corruption and technical aspects.

In tennis, we have had to anticipate changes in equipment – balls, rackets, strings – as well as court surface that could undermine our sport. We are forced to be more and more vigilant at higher and higher costs and, while we are keeping ahead of the problem in most cases, surely every sport is in danger of commercial interest and the resultant loss in control in the area of sport rights and event ownership.

Consequently, I believe that there needs to be a review and a reallocation of Olympic funding with an adequate slice to International Federations, which have much more responsibility than just the organisation of each sport for the Olympic Games. This would allow IFs to more effectively withstand emerging threats from commercial interests and government interference and to cope with the additional costs associated with anti-doping and anti-corruption activities.

This is not a matter of the Charter; this is a matter of the future.

IOC MEMBERSHIP

The question whether the structure of the IOC is adequate, particularly after the 2000 reform, is very common.

Denis Oswald, President of the Association of Summer Olympic International Federations (ASOIF), presented a very interesting paper where he cites the historical basis for the Structure of the Olympic Movement and then asks the question if the IOC should not consider a total reconsideration of this structure. I support that view and believe that perhaps a zero-based audit of the structure evaluating each constituency might give us some insight into the best way forward for the IOC itself.

The IFs, and through them their stakeholder NFs, must have better representation and more influence in IOC decisions.

Denis suggests, and I think it has real merit, that we consider a reinvented IOC that is, to quote him directly, “a world sport parliament” with members who represent those who run such sport. I am not certain that the split he recommends is a perfect one or an easy one to achieve, but the IFs need to have greater representation if the IOC is to have a successful future.

This new structure would be the continuity of the 2000 IOC reform and should be implemented gradually while safeguarding the rights already in place.

I think both Denis and I believe that a stronger IF means a stronger IOC. The NOCs are very important, they live for the Games and sport in their countries; the IFs live for their sports worldwide and strong sports mean strong competition and successful Games. These are not contradictory positions, but only the leadership of the IOC can address the imbalance of power existing in some areas of the Olympic Movement.

CONCLUSIONS

In conclusion, I would like you to consider the following:

1. Analyse and define what autonomy in sport means especially in relation to the influence of sponsorship and government funding and legislation. Establish a set of basic governance principles to be made mandatory to the major IOC stakeholders in order to deserve and justify the respect and level of autonomy we want.
2. Greater recognition for the vital role of the National Federation in athletes' preparation for the major competitions including the Olympic Games. This should include enhanced and consistent accreditation for the National Federations' top representatives, with qualified competing athletes, who wish to attend the Games.
3. To find a common ground between the IFs and NOCs to solve the problem of the qualification system of the Olympic Games taking into account the specificity of different sports. Follow progress, review and clarify the Olympic Charter to deal with the contradictions between rule 45.4 (entry by the NOCs) and the bye-law of rule 41 (IF establishment of eligibility criteria).
4. Review the revenue distribution system, as soon as contractually possible to take into account the current and future needs in terms of control of the sport by the major stakeholders, NOCs and IFs.
5. Review the current practice regarding IOC membership election criteria to achieve a more balanced representation of the major groups involved (IOC, NOC, IF, athletes) with some consideration being given to the terms of office.



THE AUTONOMY OF THE OLYMPIC MOVEMENT

LAMBIS V. NIKOLAOU

Moderator • International Olympic Committee



ORIGINAL TEXT IN FRENCH

It is an honour for me to open this session, which is devoted to the autonomy of the Olympic Movement.

As part of the discussion of theme 3 concerning the structure of the Olympic Movement, it is unthinkable that the autonomy of the Olympic Movement should be debated without keeping in mind the two other sub-themes that are being discussed at this very moment in the other two rooms: “Good governance and ethics” and “The relationships between the Olympic Movement and its stakeholders”.

During the Virtual Olympic Congress, we received around 40 contributions on this subject from the Olympic family, all of which were of a very high quality. Many of these contributions reinforced and backed up the resolutions of the Second Seminar on the Autonomy of the Olympic and Sports Movement, which was held in Lausanne in February 2008.

This seminar brought together around 170 representatives of the International Federations (IFs), National Olympic Committees (NOCs) and continental associations, as well as members and senior officials of the International Olympic Committee (IOC).

The purpose of this Second Seminar on the Autonomy of the Olympic and Sports Movement was to analyse when and why the autonomy of sport had been threatened since the first seminar in September 2006,

and to agree on a number of principles and mechanisms that could be used to help sports organisations to deal with this situation.

The participants in these sessions reaffirmed that the social responsibility and autonomy of sport were the foundation for its credibility and legitimacy. The seminar resolutions stressed that autonomy enables sports organisations to treat everybody equally, irrespective of culture, religion, gender and other diversities.

The rules of the Olympic and Sports Movement that prevail at international level protect the universality of sport and the noble cause that it defends. Sport can play its unique role thanks to the autonomy that it enjoys. This role could be seriously jeopardised if sports governing bodies were interfered with in some way.

The seminar participants also recognised that good governance and unity were needed if the sports movement wanted to defend and assert its autonomy. They also decided to create an Olympic and sports network tasked with preserving the autonomy of sport, facilitating the exchange of information and allowing for a rapid response to imminent threats.

This seminar aimed to encourage contributions to the Virtual Olympic Congress and to launch the Olympic Congress debate. As I said in my introduction, many of you sent us your contributions on the subject, providing us with your comments and recommendations.

Many contributors welcomed the resolutions of the Second Seminar on the Autonomy of the Olympic and Sports Movement. Some also pointed out that the European Commission, while drawing up its White Paper on Sport, also recommended certain guidelines aimed at guaranteeing the autonomy of sport.

Numerous issues were therefore raised concerning:

- the degree of autonomy of the Olympic Movement at the political level;
- the degree of autonomy of the Olympic Movement at the economic and financial level; and
- the degree of autonomy of the Olympic Movement at the legal level.

On the basis of the contributions received, it seems clear today that the Congress should be the start of a detailed analysis of the different levels of autonomy of the Olympic Movement, which I have just described.

This analysis is particularly necessary in view of the complexity of the political, environmental and legal environments in which the Olympic Movement exists.



But let us consider some practical examples.

From time to time, economic partners, media or television companies that hold certain rights, try to impose on the sports movement certain obligations that serve their own interests, without necessarily taking into account those of the athletes or the sports movement.

Many think that, if they pay enormous sums of money to use a brand or to broadcast images of an event, this gives them the power or the right to impose their views. It is important that everyone respects the rights and duties of others and vice-versa. The sports movement can accept compromises without its autonomy being damaged by the demands of certain economic partners.

Too often, a government which subsidises one or more National Federations (NFs) or an NOC ends up trying to take control of that Federation or NOC by appointing government representatives under the pretext that it is subsidising the sports bodies concerned.

In such cases, it is vital that, if a government interferes in sports affairs, all the IFs and the IOC should demonstrate an exemplary level of unwavering solidarity, so that the sports bodies can “resist” the pressure exerted by the political authorities. It is indispensable that the most influential IFs stand by the smaller Federations, and that joint concerted efforts are carried out with the IOC to fight all forms of interference. Creating an Olympic and sports network makes sense only if all the sports authorities work together.

Therefore, alongside the resolutions drafted at the Second Seminar on the Autonomy of the Olympic and Sports Movement, several contributors have suggested that working groups be set up to study different ways of strengthening the autonomy of sports organisations from the political, economic and legal points of view, paying particularly close attention to legal autonomy.

The other proposals put forward are all extremely pertinent.

As some suggest, for example:

- it is necessary to ensure that all organisations that are part or wish to be part of the Olympic Movement have done everything possible to guarantee their independence;
- it is also necessary to ensure that NOCs systematically seek recognition from their respective governments;
- all forms of interference in sports affairs should systematically be punished in a tough, concerted way; and
- the creation of a permanent, autonomous structure with all the necessary powers to intervene as quickly as possible in cases of interference in sport should be studied.

In the proposals received during the Virtual Olympic Congress, many contributors recommend a series of short-term actions, including amendments to the Olympic Charter designed to guarantee the implementation of the resolutions of the Second Seminar on the Autonomy of the Olympic and Sports Movement.

In the long term, it is suggested that consideration should be given to the creation of working groups to study the different ways of strengthening the autonomy of sports organisations from the political, economic and legal points of view, paying particularly close attention to legal autonomy.

I now have the pleasure of giving the floor to the various representatives of the panel here today to express the views of the NOCs and IFs. Through their contributions to the Virtual Olympic Congress, they have submitted very detailed proposals concerning their respective bodies.

SHEIKH AHMAD AL-FAHAD AL-SABAH

IOC representative • International Olympic Committee



NO WRITTEN TEXT AVAILABLE. A DIRECT INTERNET LINK TO THE VIDEO OF THE SPEECH DELIVERED BY SHEIKH AHMAD AL-FAHAD AL-SABAH CAN BE FOUND ON THE ATTACHED DVD.



LORD COLIN MOYNIHAN

NOC representative • British Olympic Association



ORIGINAL TEXT IN ENGLISH

As all of us at the Congress are well aware, the early years of the 21st century have witnessed the rapid growth of government involvement in sport and recreation. Fifty years ago, 25 years ago even, such state involvement in sport would have been unthinkable, but now it is part of the everyday landscape.

It is a trend that will not be reversed. We in the Olympic family will need to work with the grain of this trend, not against it. We must be realistic yet firm, adaptable yet principled, pragmatic yet determined. We must accept that in this networked, interconnected age, the boundaries between sport, politics and commerce increasingly overlap.

Sport touches on every area of government activity, from health and education policies to poverty and conflict prevention. This is why it is essential for the Olympic Movement to draw up and implement programmes and policies to preserve and secure its autonomy.

Often, government involvement is welcome and we must acknowledge this fact. In some cases, however, it constitutes interference. Why does this happen? One reason is because sport's universal power, its passion and its ability to captivate engages the public in ways which politicians can only dream of. Hence the desire for governments to associate themselves with sporting success and to bask in its reflected glory. Yet it can prove a heady and dangerous cocktail. A tight grip on the purse strings by a government in the hope of sprinkling Olympic gold dust on its electoral fortunes provides welcome funding for sport, but it also risks damaging intrusion through regulatory controls and detrimental policy formulation; risking interference in the running of sport.

Prevention is always better than cure and it is incumbent on the Olympic family to build strong and effective relations with governments based on mutual respect for their roles and the autonomy of the sporting bodies concerned. This will enable us to put our case as forcefully as we can and to prevent infringements on our autonomy wherever possible.

Here at this Congress, convened by our President, we have a golden opportunity to press ahead with the significant work already undertaken on this issue. I would suggest that any approach to autonomy needs to be constructed on two key pillars: firstly, that the autonomy of sport is an essential pre-requisite for its development and the promotion of its values, for the benefit of all athletes. Secondly, the right to autonomy does not imply absolute freedom with no rules. With rights come obligations – we cannot preserve our autonomy unless we deserve to do so. Our own good governance is a critical factor in ensuring our autonomy is recognised and respected by all our stakeholders and partners.

All members of the Olympic family, and especially each and every National Olympic Committee (NOC) must strive to ensure that they are truly state-of-the-art, autonomous membership organisations, able to bring together public and private sector partners and to fulfil the following objectives:

- to champion the Olympic values and brand in their territories;
- to enhance Olympic success for high performance athletes, both now and in the future; and
- to add value to their membership by enhancing their strengths and capabilities.

We in the Olympic family must be aware that the construction of long-term relationships with key stakeholders on a national and international basis can quickly become imbalanced, particularly if the power of the state is brought to bear on a small NOC without the financial means or the manpower capability to respond. Furthermore, we must recognise that many NOCs have become dependent on government and lottery funding to supplement their income. But there are a number of ways in which we can address these issues:

Firstly, we must ourselves understand what we mean by autonomy before we can expect our stakeholders and partners to respect it. We need a comprehensive, clear and acceptable definition.

Secondly, we must put our own house in order. We know that the successful preservation of autonomy depends significantly on good governance within the International Olympic Committee (IOC), NOCs and International Federations (IFs). The IOC document, "Basic Principles of Good Governance of the Olympic and Sports Movement", is essential to this process. We need to complete the task of translating the principles



contained therein into practical terms and actions; and to ensure that all members of the Olympic family can act upon it.

Thirdly, we know that better communication and cooperation within the Olympic Movement will help us to resolve our internal disputes and will prevent “divide and rule policies” by governments. The establishment of the Olympic and Sports Network was a key first step. Here at the Congress we have a key opportunity to signal the need to build on this initiative.

Fourthly, the need for better communication and cooperation extends to our relations with governments, not least through the creation of an IOC mechanism designed to initiate a comprehensive campaign to brief governments about the Olympic Movement. NOCs need to engage directly with governments and public bodies. Often, the potential for disagreement and misunderstanding lies in vague, uncertain terminology in the political lexicon. For instance, should the Lisbon Treaty be adopted, references to “the specificity of sport” could herald months of protracted negotiations centring around government interference rather than the potential delivery of wide-ranging benefits for sport based on full recognition of the autonomy of the Olympic Movement.

Fifthly, all members of the Olympic family and especially the NOCs that have a direct interface with their governments need to ensure that their own autonomy is enshrined in relevant memoranda of understanding (MOUs) and legislation affecting the running of sport in their country.

Finally, the IOC and the IFs have the opportunity to work closely together to develop a permanent information exchange system between members of the Olympic Movement in conflict situations and to support the autonomy of NOCs. The watchwords should be analysis, prevention and joint action. A united approach is far more effective than leaving NOCs to defend themselves against the might of hostile governmental institutions.

These challenges will define the relationship between governmental institutions and the Olympic family in the years ahead. The first two IOC Seminars on the autonomy of the Olympic Movement have set us on this journey. But there is far more work to be done to safeguard our autonomy, and only by concerted action will we achieve the right dynamic between a strong and growing Olympic Movement and the increasing influence of government in the world of Olympic sport. Let us today pledge to use this Congress to work together to secure an autonomous and harmonious future for the whole of the Olympic family; and begin the detailed work so necessary to achieve this objective.

JÉRÔME CHAMPAGNE

IF representative • FIFA – Fédération Internationale de Football Association



ORIGINAL TEXT IN FRENCH

A fundamental principle explained in the Olympic Charter and the Statutes of the Fédération Internationale de Football Association (FIFA), the autonomy of the sports movement is a key issue for sport at the beginning of the 21st century.

It is such an important issue because sport has become extremely popular: an element of national pride, but also a major economic sector which can no longer be ignored by governments, politicians, commercial companies, etc., which are tempted to make use of it for their own purposes.

1. THE TYPES OF THREAT TO THE AUTONOMY OF SPORT HAVE BECOME MORE DIVERSE AND COMPLEX.

Early forms of interference in sport were brutal, even simplistic.

Government interference mainly concerned the structures of the National Federations:

- Ministers appointed as presidents and leaders of these Federations;
- Electoral pressure;
- Approval of national legislation limiting Federations’ autonomy;
- Interruption and/or shortening of terms of office of senior Federation officials:

They sometimes affect sports results:

- Interference with competition results;
- Pressure on Federations’ legal bodies.



But they have also become more diverse:

- Orchestrated smear campaigns against senior officials;
- Blackmail linked to subsidies and fiscal investigations;
- Bans on leaving the country.

Threats have also become more complex because they emanate from other stakeholders in sport:

- Private companies trying to control competitions directly for their own interests;
- Even members of the sport in question wishing to protect their position within the sport: closed competitions, competition format that gives them an advantage;
- Finally, the increasingly litigious nature of sport as more and more appeals are lodged with ordinary courts against sanctions imposed by sports authorities (disciplinary sanctions, relegation, deduction of points due to racism, individual suspensions for doping or other offences).

Finally, how can infringements linked to this principle within the European Union be ignored?

For several reasons (one being absence of the word “sport” in the European treaties, the European Commission’s desire to treat sport as simply an economic activity). Community law has seriously interfered with sport, with widely known consequences:

- Legal uncertainty;
- Court judgements, such as the Bosman ruling, with severe consequences for the organisation of sport;
- Non-recognition of sports justice.

Of course, the situation has improved (e.g. centralised sale of rights, 2001 agreement with FIFA on transfers and training, protection of minors, etc.), but imagine the consequences for sport and its universality if all regional and sub-regional political and economic organisations started drawing up rules similar to those of the European Union!

2. THESE THREATS MUST BE COUNTERED WITH DETERMINATION.

A) EACH SPORT HAS ITS OWN WAYS OF COUNTERING THESE THREATS.

For FIFA and for football, the most important thing is to defend our federations during crisis periods through a policy of dialogue with the interfering parties. If this dialogue fails, the country’s football federation may be suspended.

But it is also important to do everything possible in advance to prevent these situations from arising, or at least to avoid the excuses that are often given to justify such interference:

- Improve federation structures in order to reduce weaknesses (training of senior officials, strengthening of structures (compulsory standard statutes), improvement of democratic and electoral practices, financial support for federations and construction of their own infrastructures in order to give them the means to achieve such autonomy).
- Better regulate economic activities, promote good governance and, without “demonising” money, re-regulate economic excesses (transfers, betting, subordination of professional leagues, resolute fight against corruption).
- Bring together and reintegrate the stakeholders in sport. This is fundamental for strengthening the internal unity of sport, improving decision-making processes through consultation, trying to find internal solutions to conflicts and, finally, fighting external attempts to “divide and rule”.

B) BUT THIS MUST ALSO BE DONE COLLECTIVELY.

Under the aegis of the International Olympic Committee (IOC) and on the basis of the two seminars in Lausanne in 2006 and 2008, several avenues must continue to be explored:

- Close consultation, exchanges of information between the IOC, International Federations (IFs) and National Olympic Committees (NOCs), and joint measures in cases of interference;
- A common vision to continuously improve our structures on a “best practice” basis (standard statutes, for example);
- Continuous lobbying of the European Union for full recognition of the specificity and autonomy of sport in accordance with Article 165 of the Lisbon Treaty;
- Discussions within the Olympic and Sports Movement on important themes such as sports justice and ordinary justice, international sports rules and national or regional law, and why not aim for worldwide codification of sports law?

Three comments to conclude:

Sport has the right to autonomy, but this also brings obligations with it.

Obligation of good governance, efficiency and responsibility as well as dialogue and cooperation with those who can and must help sport, such as governments (sport in schools, infrastructure, fight against sports-related crime).



The autonomy of sport preserves the values of sport.

This is clear for the integrity of our competitions and the uncertainty of sports results, which cannot be determined by non-athletes or economic factors.

It also protects the time frame of sport which, in the long term, consists of phases of athlete training and improvement, a time frame that is different to that of the media, politics or economic demands.

Autonomy protects the universality of sport.

The IFs are responsible for keeping things in balance:

- amateur versus professional;
- a continent that dominates a particular sport versus the rest of the world;
- clubs versus national teams;
- short term versus medium and long term.

Moreover, sport nowadays is a rare – if not the only – genuinely universal tool for bringing together different peoples and their cultures.

Interference – national and/or continental – divides sport, disrupts the universal application of rules on the basis of so-called idiosyncrasies and undermines the functioning of International Federations by subjecting them to structures outside sport.

Therefore, the autonomy of sport is a guarantee of our universality and, consequently, of equality among everyone.

AÏCHA GARAD ALI

Stakeholder representative • Comité National Olympique et Sportif Djiboutien



ORIGINAL TEXT IN FRENCH

I have the great pleasure and honour to present, in this august auditorium, a highly sensitive subject, which nobody is immune to, and which is still making headlines.

Although one of the fundamental principles of Olympism states that the organisation, administration and management of sport must be controlled by independent sports organisations, it is still true that exercising this autonomy is often a great challenge.

Drawing on our experience of our first quadrennium, 2005-2008, we will try to describe the various stages, which led us from conflict to resolution of the differences that, unfortunately, opposed us to the Minister of Sport – a “crisis situation” indeed. We will then present our vision of how best to seek solutions and strengthen the autonomy of a National Olympic Committee (NOC).

The aim of our presentation is to allow you to understand the difficulties, which all the main protagonists (IOC, NOCs, Ministry, media, etc.) face when considering the notion of autonomy.

It must be understood from the outset that our then-management committee had been constituted after the reform of the Djibouti NOC, at the time of the General Assembly elections on 19 January 2005.

The events surrounding our unfortunate involvement in the Athens Games, which were in fact the tip of the iceberg, had accelerated the process of reform of our NOC.



Then, in 2006, came the decree instituting the fusion of the NOC of Djibouti and the national sports committee. From the outset, we showed our willingness to make peace, favouring dialogue and cooperation, in line with the spirit of the Olympic Charter.

Letters from the Association of National Olympic Committees of Africa (ANOCA), the Association of National Olympic Committees (ANOC) and some NOCs encouraged us to continue our quest for a peaceful outcome, with mutual respect and in conformity with the Olympic Charter.

Unfortunately, despite our efforts, we came up against a brick wall. A new management committee had been set up following elections, which was totally at odds with the Olympic Charter.

For several months, we experienced extremely tense moments, stress, allegations, pressure, wrangling, etc., which undeniably prejudiced the correct functioning of the NOC of Djibouti.

Finally, a letter from IOC President Jacques Rogge was sent to the highest authorities, underlining his deep attachment to the autonomy of the Olympic Movement, as indicated in the Olympic Charter, and inviting the leaders to take every measure necessary to guarantee respect for the autonomy of the Djiboutian Olympic and Sports Movement, subject to the imposition of sanctions.

This indeed moved things along! There was an immediate reaction, with a delegation of IOC and ANOCA members being sent to Djibouti for a final mediation. This mediation, under the leadership of ANOCA Vice-President Mustapha Baraf, had a happy outcome.

All this goes to show that a little bit of anger and a courageous gesture managed to end the deadlock.

Nevertheless, we continue to ask ourselves the following question: Why did the IOC wait so long to react in a decisive and effective manner?

Certainly the Olympic Movement encourages harmonious collaboration with the competent government authorities in order to produce, together and in an intelligent way, sports development programmes for young people in general and athletes in particular.

For all that, must the IOC take the risk of seeing some of its structures, in particular NOCs, suffer long crisis situations during which contempt is shown for their prerogatives and competences, sometimes threatening to inexorably damage their credibility? Because, paradoxical though it may seem, in this type of situation it is often the victims who are judged.

The first lesson we have learnt is to take account of the time factor. Time is a determining factor in resolving crises or conflicts.

The second thing we need to consider is the absence of a clear legal framework, protecting not only the structure, but also its members, especially the President and the Secretary General.

The third point is the need to implement a real strategy to make the public authorities aware of the importance of close collaboration between the structures of the Olympic Movement, with the common objective of the promotion of mankind and peace.

We are convinced that the IOC, the public authorities and the press are also subject to the pitfalls of a conflict situation.

The most perfect illustration is that of the press, which no longer knows who to believe and for how long.

But, it must be reiterated that the reinforcement of autonomy is also linked to transparent, democratic and direct management. Indeed, though we have rights, we must not forget that we also have duties.

To this end, we must:

- Promote regular communication with our collaborators (IOC, ANOCA, ANOC, public authorities, the press, partners, athletes, etc.) concerning all our actions;
- Implement a democratic decision-making process including all the members of the Committee, and ensure it is respected at all times, with the aim of avoiding possible internal conflicts;
- Raise awareness through the annual presentation of reports (administrative, technical and financial) through the media;
- Develop effective four-year action plans, in collaboration with the various partners (public authorities, partners, sponsors and athletes).

Concerning the development of a four-year action plan, it is important to associate the public authorities concerned and the sports federations, in order to harmonise the work and avoid misunderstandings, thereby establishing a working climate that is peaceful, serene, objective and based on mutual respect between all partners.

It is then necessary to recognise the primordial and fundamental role of the public authorities in the promotion and development of sport in each country. Combined with the efforts of the Olympic Movement, this lays a basis for collaboration, characterised by concrete, generous and effective ideas to help the athletes – collaboration based on mutual respect, which is open to dialogue and faithful to the human and universal values of Olympism.

The NOC of Djibouti will do everything possible to scrupulously endorse and promote this collaboration, which, if managed as described above, must allow us to fully preserve our autonomy. This is synonymous with



cooperation with our main partners, through the execution of pertinent programme for the athletes.

We think it is clear that, if from the outset we can define the respective roles of all parties, promote a management method based on transparency and democracy which respects the rights and duties of all parties, implement a permanent, close communications strategy, and protect ourselves with a clear, persuasive legal system, not only will the Olympic Movement find the right balance with governmental authorities, but the degree of autonomy of the Olympic Movement and its structures will also be strengthened and improved.

This is our vision concerning the autonomy of the Olympic Movement on the occasion of the XIII Olympic Congress in Copenhagen. Input, no matter how modest, will make a contribution to the promotion, development and well-being of mankind.

In conclusion, I would like to express my sincere gratitude to the IOC President for having invited me to speak on the occasion of this XIII Olympic Congress in Copenhagen.



GOOD GOVERNANCE AND ETHICS

YOUSSOUPHA NDIAYE

Moderator • IOC Ethics Commission



ORIGINAL TEXT IN FRENCH

Before discussing the definition of the key words of the “Good governance and ethics” sub-theme, listing the means currently available to the Movement and what has been achieved, and thinking about the various avenues for future debate, I would like to present a brief historical introduction.

HISTORY

Although the fundamental principles of the Olympic Charter have always reflected the philosophy of Pierre de Coubertin, based on the moral virtues of sport, it was in the 1991 edition of the Charter that the reference to respect for universal fundamental ethical principles appeared for the first time.

At the Centennial Olympic Congress in Paris in August 1994, the theme of “The Olympic Movement’s contribution to modern society” included the sub-theme “Olympism and its ethic; the structures of the Olympic Movement”. The ethical ideal of Olympism was strongly reaffirmed, with particular emphasis on the need to prevent doping-related abuses in sport.

The Movement then suffered the painful moments of Salt Lake City, which resulted in the need for the International Olympic Committee (IOC) to intervene more strongly in both the standardisation of Olympic ethics and their practical application, firstly to IOC members and then to the different pillars of Olympism.

Since 1999, the IOC has followed the recommendations of the Ethics Commission in order to punish all violations of Olympic ethics, whether committed by IOC members or by other stakeholders, such as International Federations (IFs) or National Olympic Committees (NOCs). It has done so with absolute transparency, with all its decisions available on the website. Moreover, the IOC did not hesitate to suspend its funding of the boxing federation following the Olympic Games in Athens after serious doubts were cast on the quality of judging in this sport. The IOC has therefore applied its policy of zero tolerance towards all forms of corruption and cheating.

Since the Olympic Games in Athens, the IOC has become aware of a new phenomenon that is likely to damage the integrity of sport: betting on Olympic competitions via the internet. The Code of Ethics was amended in 2006, with the introduction of a ban on all forms of participation in or promotion of betting related to the Olympic Games, applicable to all Olympic Games participants and designed to enable the IOC to punish any attitude contrary to sports ethics that might favour punters.

Since the Olympic Games in Beijing, the IOC has monitored betting activity related to the Olympic Games, and it will continue to do so for future editions. The Ethics Commission will continue to pay close attention to the various forms of attacks on the ethics and good governance of the Olympic Movement, and will remain available to support the different members of the Olympic family in their efforts to do the same.

This very brief historical summary is essential if all the participants here in this room and those who consult the Congress documents in the future are to be fully aware of the importance of this issue in the life of Olympism.

DEFINITION OF THE SUBJECT “GOOD GOVERNANCE AND ETHICS”

Each one of us may have his or her own personal definition of ethics; like any philosophical ideal, people’s perception of ethics is subject to cultural influences. That is why there is no absolute definition; in the various contributions submitted by members of the Olympic Movement and the general public, this word covers different situations. But speaking very generally, ethics can be described as general principles of life that guide individuals. Since this cultural diversity had to be taken into account, the authors of the first version of the IOC Code of Ethics deliberately drafted a document that served as a reminder of universal fundamental principles, in keeping with the preamble of the Olympic Charter.

In French, the notion of “good governance” originates from a nautical metaphor and represents the act of guiding and directing the smooth running of an institution. It is therefore the practical implementation of certain principles. Since there is no standard definition, the concept of



good governance (particularly for the organs of the United Nations, the World Bank, the Millennium Declaration and the European Union) refers to a process of making decisions, which may or may not be respected, aimed at minimising the risk of corruption and ensuring that the views of minorities are taken into account. The following words are often used to describe good governance: transparency, access to information, responsibility, participation, democracy, anti-corruption, efficiency, conformity of expenditure imputation, etc.

CURRENT SITUATION REGARDING INSTRUMENTS AVAILABLE TO THE OLYMPIC MOVEMENT

The Olympic Charter is mandatory for all members of the Olympic Movement. Even though Rule 26 states that each IF maintains its independence and autonomy in the administration of its sport, each must comply with the Olympic Charter. Similarly, the NOCs must promote the fundamental principles and values of Olympism in their countries, in accordance with the Olympic Charter (Rule 28). Finally, any person or organisation recognised as belonging to the Olympic Movement is bound by the Olympic Charter (Rule 1).

The Code of Ethics is mandatory at all times and in all circumstances, not only for IOC members and staff, but also for all NOCs, Organising Committees for the Olympic Games (OCOGs) and cities wishing to organise the Olympic Games. It also applies during the Olympic Games to all Olympic Games participants, particularly the Olympic sport IFs.

The Seminar on the Autonomy of the Olympic and Sports Movement demonstrated the desire of the IFs and NOCs present to see the whole Olympic Movement respect basic rules of ethics and good governance. To this end, the seminar participants recognised the need for minimum rules, and approved a working document entitled “Basic universal principles of good governance of the Olympic and Sports Movement”.

QUESTIONS TO PONDER AND DISCUSSION POINTS FOR THE FUTURE

This morning's four speeches, made on behalf of the IOC, NOCs, IFs and partners of the Olympic Movement, will give us a variety of points of view on this subject and enable us to begin answering the questions that are on all our minds today:

- Does the Olympic Congress wish to strengthen the need for all the members of the Olympic family to respect the principles of Olympic ethics and good governance?
- Should the IOC play a more active general role in encouraging the different stakeholders to raise the level of respect for ethical principles, and in identifying and defining the tools available to the members of the Movement?

- Should the IOC act as a model and/or source of support for members of the Olympic family?
- Which characteristics would the NOCs and IFs like to see mentioned? How should account be taken of the cultural differences between organisations and of the differences of capacity in terms of the size of the structures and means available to them?
- Faced with these new challenges in terms of training, how can new technologies be used to spread awareness of the principles and the tools for their implementation most effectively, and to share best experiences?

Many other issues may be raised in the forthcoming discussion, including the question of increasing women's participation in sports organisations and how to change the current situation properly and quickly, and the question of doping, which remains a real challenge despite everything that has already been done; as well as how to maintain and even increase pressure without harming clean athletes.

Sport is a human right, but neither sport nor ethics protects human rights. How can our approach to this issue nevertheless be improved?

FRANCISCO J. ELIZALDE

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

As noted in the introduction by Mr Ndiaye, ethics are part of the Olympic Principles; thus ethics and good governance must be considered as a foundation of the whole Olympic Movement.



THE IOC AS A ROLE MODEL

In the Olympic Charter, the International Olympic Committee (IOC) appears as the Olympic Movement's supreme authority (Rule 1.1), and its missions (Rule 2) are to: encourage and support the promotion of ethics in sport; ensure that the spirit of fair play prevails; ensure that violence and discrimination are banned; lead the fight against doping; pursue all measures protecting the health of athletes; and support all ways of implementing the principle of equality of men and women in sport. That is to say that the IOC's role model function is clearly expressed in the Charter.

However, it seems from the various contributions that things may not be that clear in practice, particularly regarding ethics and good governance. This is probably a question of communication, because on a day-to-day basis, the IOC, through its Ethics Commission, is doing a lot at the request of the members of the Olympic family. However, this mission must be strengthened to respond to the demands of the stakeholders as well as the public.

TRANSPARENCY – ACCESS TO INFORMATION – RIGHT OF MINORITIES TO BE HEARD – DEMOCRACY

The question of transparency could be a good case study. Following the recommendations by the IOC 2000 Commission, a lot of progress regarding transparency has already been made. The discussions and decisions of the Session are public; all documents are made public; the process for selecting the host city for the Olympic Games is clear and transparent; and the web site provides a lot of information. In particular, the Ethics Commission's recommendations are made public immediately after the Executive Board's decision.

However, the public's first remark is the issue of lack of transparency. This is not only a question of communication, but this issue also arises because, for the general public, the IOC is the leader of the whole Olympic Movement, and consequently must be considered as responsible for any lack of good governance and, particularly, transparency. This must be tackled by this Congress, and the IOC must be able to implement the recommendations, which will be made.

IDENTIFY COMMON GROUND FOR OLYMPIC MOVEMENT GOOD GOVERNANCE

As noted by Mr Ndiaye, the multicultural aspect of the Olympic Movement has an impact on the definition and perception of ethics and good governance. However, there should be common ground for a common definition of good governance. During the second seminar organised by the IOC (in February 2008), the preliminary document entitled "Basic Universal Principles of Good Governance of the Olympic and Sports

Movement" was approved. The IOC Ethics Commission recommends that this document be approved as a basic common ground for good governance by the Congress. This is a starting point which should be supported.

IOC STRUCTURE: IOC ETHICS AND GOOD GOVERNANCE COMMISSION

After the Salt Lake City scandal, the IOC decided to create a permanent Ethics Commission to establish, update and apply, via recommendations, ethical principles. There is no doubt about the value of the work done by this Commission since 2000 and its efficiency. It is probably the time now for this Commission to take care, on a more concrete basis, of good governance in sport, particularly in supporting the members of the Olympic and Sports Movement in their efforts. This should start with a change in the name and mission of the Commission in order to make them clearer and more accessible to the whole Movement.

MICHAEL A. CHAMBERS

NOC representative • Canadian Olympic Committee



ORIGINAL TEXT IN ENGLISH

Good governance makes good sense. In his submission on this topic, Richard Peterkin, President of the St Lucia Olympic Committee, puts it this way: "... It stands to reason that good governance is more likely to achieve the aims and objectives of an organisation than bad governance or no governance at all."

In the absence of good governance, anarchy and arbitrariness are sure to reign supreme. No one is well served if it is absent, and certainly not the Olympic Movement. We all owe it to the Olympic Movement to walk the talk and to ensure that good governance, encased in a



protective layer of ethical behaviour, is a standing order throughout the Movement.

Good governance is good for you. Thomas Bach, an International Olympic Committee (IOC) Vice-President and Executive Board member, and President of the German Olympic Sports Confederation, had this to say in his submission on this topic:

“Once a sporting organisation is known for its strictly practised democratic structures and the highest possible transparency, it enjoys the trust of all potential partners.”

Indeed, at the IOC’s Second Seminar on the Autonomy of the Olympic and Sports Movement in February 2008, it was clearly recognised by the delegates attending the Seminar that good governance is essential to ensuring autonomy and non-interference from forces outside the Movement. One of the seven resolutions of the Seminar reads that it is necessary to “emphasise good governance as a fundamental basis to secure the autonomy of Olympic sports organisations and to ensure that this autonomy is respected by our stakeholders.”

What do we speak of when we speak of “governance”? Governance is the process we use in decision-making in the entire myriad of organisations that make up the Olympic Movement, coupled with the process we use in implementing the decisions made. The people involved, and the means through which they are made accountable, are fundamental elements of these processes. Governance without accountability is a sham unworthy of the “good governance” title.

“Ethics” in this context is the sense of right and wrong we bring to these two processes – decision-making and the implementation of decisions once made.

The United Nations Economic and Social Commission for Asia and the Pacific describes good governance as having eight characteristics. Good governance is:

1. Participatory – everyone is permitted to be heard some way, somehow. Engagement is an active ingredient.
2. Consensus-seeking – decisions are not dictated but are arrived at through thorough discussion and fair debate.
3. Accountability – those who are responsible for decisions made are answerable in some real way to those interested in and affected by them.
4. Transparency – the manner of decision-making is known to those affected by and interested in the outcomes of decisions made, that

is, the process is made known and apparent to all, before decisions are made.

5. Responsive – decisions are made in a timely manner, well before the horses are all out of the barn, so to speak. No playing games with time.
6. Effective and efficient – recognise that everyone cannot be directly involved in every decision made which, if it were the case, would surely have any such governance structure collapse under its own weight. Representative democracy has evolved in recognition of this.
7. Equitable and inclusive – at the end of the day, all those affected by or interested in the decision-making process must feel that they were included in the journey, particularly those whose view is in the minority and not the course ultimately decided upon. Hear them out.
8. Adherence to the Rule of Law – in the end, decision-makers cannot and must not countenance any decision that is in breach of the laws and regulations of the land and of the organisation itself. Here it is important that those in positions of authority avoid what I call fair-weather good governance, that is, the temptation to ignore laws and regulations in order to block a decision with which those in the position to do so disagree.

Following on from the last-mentioned point, in recognition of the necessity to apply the principles of good governance in a responsible and impartial manner, that is, respecting a resulting decision even if we, as persons of authority, may disagree with it, it serves us all well to recall the Iron Law of Responsibility which I like to state as follows: “Those who do not use power responsibly will lose it.”

The wise prince does himself well to act accordingly, to play on the words of Machiavelli in his centuries-old, world-famous book, “The Prince”, which, although it does not intend to, sets forth everything that good governance is not.

If we should find ourselves in positions of power, the power to change things for the better, we must not squander the opportunity to do so by engaging in the exercise of such power irresponsibly. If we should do so, often for short-sighted expediency purposes, we will, sooner rather than later, find ourselves removed from our position of power, and rightly so.

We must keep our eye on the ball, doing what is right, the right way.

In this regard, those in positions of power and authority, the decision-makers, must, at all times, conduct themselves in an ethical manner. It is right to apply the principles of good governance in all circumstances;



it is wrong to manipulate the principles of good governance to suit our own circumstances or personal purposes.

In this regard, there is nothing that will bring rot to the garden of good governance any more surely than actual or perceived conflict of interests. It must be avoided.

It is as true today as it was in ancient Rome, in the proverbial words of Julius Caesar attributed to him by the historian Plutarch: "Caesar's wife must be above suspicion." It is not so much whether conflicts of interests arise in situations of governance – they inevitably do arise; it is rather how we handle them that determines whether they lead to corruption of the system of good governance.

A simple rule to apply: always, always err on the side of disclosure, and absolutely stay out of decisions that we have a personal and private interest in. Be ethical, that is all that is required to avoid this tar pit.

Before I conclude, I would like to say a few words about accountability. Accountability is the backstop of good governance. In the absence of accountability, all else is lost in our efforts to bring good governance to what we do. Those in positions of authority and power must be willing to render their accounts for what they have done on a regular and not infrequent basis to those to whom they owe their positions of authority and power.

The process of accountability must itself adhere to the principles of good governance, perhaps, most importantly, those of transparency and participation by those from whom the position of power and authority flows in the first place, and those directly affected by the decisions that are being taken into account.

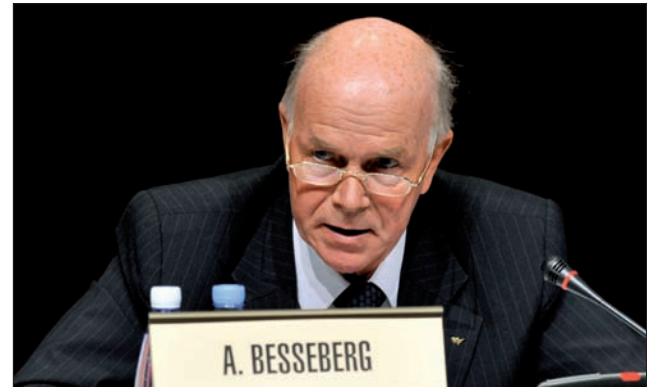
Ladies and gentlemen, this brief talk has but scratched the surface of the good governance topic. I hope you have found it somewhat helpful in understanding this topic and take something of it back to apply in your circumstances of participation in the Olympic Movement, whatever those circumstances may be.

We all serve ourselves well to bring to bear in all that we do, two concepts drawn from the IOC's Code of Ethics: dignity and integrity. To those I would add respect and responsibility. If we bring these four ethical behaviours to the decisions we make and the decisions we implement, good governance is sure to follow.

May we indeed all follow the direction suggested by the IOC member in Australia, John Coates, in his submission on this topic and in all respects "... actively promote ethical and responsible decision-making" in all of our various engagements within the Olympic Movement.

ANDERS BESSEBERG

IF representative • IBU – International Biathlon Union



ORIGINAL TEXT IN ENGLISH

GOOD GOVERNANCE AND ETHICS

Traditionally, the members of the Olympic family have lived their own lives between editions of the Olympic Games. Each one of the family members has tried, on their own, to live up to the ideals of sport, and has probably had their focus on "equal conditions and fair play among all athletes".

Today, we have to broaden our horizons. It is no longer enough that we have good and fair competition rules and disciplinary rules for the athletes in our own sport. We, the International Sports Federations, have to work together more closely and harmonise our rules as far as possible so that the disciplinary sanctions of athletes are the same for the same offence, be they biathletes, swimmers, football players, etc..

The founding of the World Anti-Doping Agency (WADA) 10 years ago was a first important step towards equal treatment of all athletes who violate anti-doping rules. With the introduction of the new World Anti-Doping Code on 1 January 2009, we are on the right path, but still have to keep working hard to improve further. Is it fair, for example, that if an athlete on a 4x100m relay team tests positive, the whole team is disqualified, while in other team sports, such as hockey or football, a positive test may not lead to the disqualification of the team?

Further, it is important that the rules and our Code of Ethics in sport be in compliance with the standards of the society and community around us. In this area, we took a big step forward with the new 2009 WADA Code. We can now judge anti-doping violations more on a case-by-case



basis. This is much more compliant with the general laws where a judge can decide on the penalty within a certain range.

Another ethical problem in sport and sports administration is increasing commercialisation. It is threatening the principle of fair play among all athletes. A victory does not only bring fame and honour, but also monetary freedom or even wealth. Therefore, athletes and even their coaches are tempted by the money, and the principle of fair play is overshadowed by greed.

Commercialisation does not only bring about the danger of athletes using forbidden substances in order to improve their performance. Because of the financial resources at the disposal of the best athletes and the interest of the sports industry, these athletes can compete with advanced technical equipment, which is out of the reach of other athletes.

Such developments are discussed at length, for example by the Fédération Internationale de Natation (FINA), in whose sport the choice of swimsuit, and no longer athletic achievement, determines the best athlete. Is this not a violation of the principle of equal conditions for all athletes? Can we even regulate this without blocking new technical developments for all athletes?

The decision about which swimsuits are allowed for competition is made by the leaders and administrators who try to secure fair conditions for all athletes. The process of commercialisation threatens their fair decisions as well. People, producers, sponsors, different rights-holders and organisers of events are willing to pay a lot of money in order to get what they want, and the danger of corruption is increasing.

Even without doing anything illegal, commercial interests are threatening the transparent and fair election procedures of the host cities and organisers of major events. The applicants offer to pay for the flights, accommodation costs or training camps of the national federations (NFs). Especially during this period of global financial crisis, many federations do not have a lot of money and are willing to support the city or organising committee that offers the cheapest package.

This form of buying votes is not illegal, but I think it is not ethical behaviour. It is harmful to sport because the events often cannot live up to the expectations. Furthermore, bringing athletes to a place that might not offer the best conditions for them is not good governance.

At the moment, sport is very important in society, and most of the time we can enjoy a very good reputation. It is, however, very easy to lose this good reputation. We have seen this in the society around us. Even if there is a Code of Ethics in place, there have been firms and branches of companies, which have got into serious trouble because the Code of Ethics had not been observed.

As society expects ethical behaviour also from us in sport, it will be important to be in compliance with the society and community around us. I think it is necessary for all organisations within the sports community and the International Olympic Committee (IOC) to put in place a code of good governance and ethics, which should, as far as possible, be commonly used for all different sports, as has been achieved with the common World Anti-Doping Code. And that code should, as far as possible, be in harmony with similar codes in the rest of the world around us.

JAMES L. EASTON

Stakeholder representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

Mr Ndiaye, Chairman of the International Olympic Committee (IOC) Ethics Commission, mentioned in his introduction that ethics and good governance are the foundation of the entire Olympic Movement. The Olympic Charter sets the governance for the IOC; and in 1999, the IOC Ethics Commission set the standards of a desired Code of Ethics for the whole Olympic family. The IOC is responsible for dissemination and support, and emphasising the importance of good governance and a code of ethics to the stakeholders. Stakeholders include everyone involved in and affected by sport from the IOC down to club level athletes and volunteers.

ARE THE STAKEHOLDERS KNOWLEDGEABLE ENOUGH?

From the comments and contributions to this Congress from the Olympic family and public, there seems to be a lack of understanding of good governance and a universally accepted code of ethics in sports. Some National Olympic Committees (NOCs) and National Federations (NFs) feel that sports administrators may not be knowledgeable enough



regarding governance and ethics in the Olympic Movement. Worldwide diverse languages and cultures add to the complexity of the problem.

WHAT ACTIONS COULD BE TAKEN BY THE IOC?

Utilisation of a universal code of ethics would be ideal, but ensuring it conforms to every culture could be difficult. The IOC could start with the existing Code of Ethics and ask all countries to review it and amend it to fit their own culture-based ethical principles. Analysis and compilation of these various amendments to the proposed universal code could result in an IOC Code of Ethics that would satisfy most countries.

- Establish an easy-to-access website and handbook that clearly describes a universal code of ethics – the ethical standards and requirements of the Olympic family members – along with practical examples of proper and improper actions for each ethical requirement.
- Include on the IOC website and handbook, good governance information – a condensed version of the Olympic Charter – emphasising those areas that could be most misunderstood, misinterpreted or ignored.
- Prepare the information and website in multiple languages, in addition to French and English, to make it easier for more countries to understand the nuances of good governance and the Code of Ethics.
- Utilise the IOC website and the internet as a platform for the exchange of ideas and practices for all stakeholders. Concepts, principles, implementation and execution can easily be shared online with stakeholders around the world enabling dissemination and giving them the opportunity to support and encourage a higher level of governance and ethical standards among themselves.
- Develop and focus on better ethics and good governance programmes and raise standards of training for the various stakeholders through IOC Olympic Solidarity. It is true that the Olympic Solidarity Programme does try to educate the participating NOC officials in good governance and ethical behaviour, but possibly not enough time is allocated to that subject, or that portion of the Programme is not presented clearly or thoroughly enough.
- Determine a way of measuring ethics and good governance performance and compliance, taking into consideration the cultural and organisational differences among the stakeholders.

ATHLETES

Make a special effort to contact and communicate with the athletes. Being a part of the Olympic family carries with it responsibilities, and

utilisation of the internet should make the difficult job of education easier by reaching participating athletes, coaches and sports officials who face decisions involving drugs, gambling and other forms of cheating.

NOCS

The NOCs should be the first to follow the best practices of good governance. Not too long ago, the IOC tried to have all NOCs bring their laws and bye-laws into compliance with the Olympic Charter, and had difficulty obtaining compliance from many countries. This project could be resurrected and used to determine which NOCs need to revise their statutes and to work with them to effect the changes needed.

Once there is NOC compliance, they can help the IOC by delivering good governance and ethics practices to their staff and NFs. The International Federations (IFs) could also do this for their member federations; however, I believe the NOCs are better suited because of similar language and culture.

OTHER CONSIDERATIONS

Since good governance and a code of ethics are so closely linked in the Olympic Movement, the combined programmes make great sense. However, once they are established practices for most stakeholders, how does the IOC audit or measure compliance while allowing these stakeholders to be independent and autonomous organisations? Is this a job the IOC can or should do? Can the IOC enforce the best practice of the stakeholders' governance and ethical behaviour?

These questions, along with the other recommendations on good governance and ethics presented here, could be addressed by one of the working groups that will follow up after the IOC Congress.



THE RELATIONSHIPS BETWEEN THE OLYMPIC MOVEMENT AND ITS STAKEHOLDERS

GERHARD HEIBERG

Moderator • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

I would like to begin by stating that over the years, there has been a steady increase in the number and diversity of stakeholders in the Olympic Movement. We see today that it is not only a question of sporting organisations and their relevant bodies, such as the International Olympic Committee (IOC), National Olympic Committees (NOCs), International Federations (IFs), National Federations (NFs) and Organising Committees for the Olympic Games (OCOGs). In these organisations, I also include the athletes, coaches, administrators and volunteers. Today the Olympic Movement has to interact with governments, Non-Governmental Organisations (NGOs), other international organisations, sponsors, schools and universities, and, to a larger extent, media and others. Examples of challenges from NGOs are questions on human rights and environmental concerns.

I see this broadening of stakeholders as an advantage and as a positive understanding of the role of sports and the Olympic Movement in today's society. The values and ideals of the Olympic Charter have become more important to countries and peoples around the world.

However, this development gives the Olympic Movement, and especially the IOC, many new challenges. We want to maintain the Olympic Movement as the cornerstone of sports in today's society, but it is getting more difficult and complex to satisfy all the different needs and wishes from the various stakeholders.

One can ask: has this development led to a weakening of the relationships and a weakening of the Olympic Movement? If so, do we have the right structure to manage the future challenges?

Let me mention some issues that could be discussed in this connection:

- The distribution of financial resources;
- Direct/indirect relationships with the different stakeholders;
- The Programme of the Olympic Games;
- The question of an international sports law;
- IOC membership: the number, election criteria, terms of office, geographical distribution etc.;
- The role of the IOC in the Olympic Movement;
- Governance and ethics.

Because of the interest of new stakeholders, we need to re-examine these and other aspects including the flow of information and the way to communicate. There have also been some completely new thoughts like organising, for instance, a sort of a World Sport Parliament. One can ask the question: should we start from scratch, zero base, and try to see everything with new eyes?

ANITA L. DEFRANTZ

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

The primary goal of the Olympic Movement is to spread its Fundamental Principles throughout the world using the Olympic Games as the quadrennial expression of those principles. The Olympic Charter sets out the Fundamental Principles of the Olympic Movement. Those principles can be summed up as fair play and mutual respect. Adherence to the



Olympic Principles is necessary for membership in, partnership with or being a stakeholder of the Olympic Movement.

It is clear that for the Olympic Movement to continue and thrive, the relationship between the International Olympic Committee (IOC) and its stakeholders must be based on mutual respect and commitment to the Fundamental Principles of the Olympic Movement.

The athletes comprise the most important group of stakeholders in the Olympic Movement. Athletes are the heart and soul of the Olympic Movement. The Olympic Ideals are a necessary element in the athlete's preparation for and competition in the Olympic Games. It is the story of the athletes' determination to become an Olympic champion that inspires the world.

In order for the athletes to become members of the Olympic Movement, the International Federations (IFs) have joined with the IOC to provide competitions leading up to and during the Olympic Games that challenge the athletes to compete at the highest level. Each IF is an independent organisation that has gained the right to govern the sport on an international basis. An IF can exist without the International Olympic Movement. In fact, two IFs, Rowing and Gymnastics had created international governing bodies for their sport prior to the creation of the modern Olympic Movement. Today, there are 67 IFs that are recognised by the IOC to govern their sport. Thirty-three are sports on the Olympic programme and the rest are sports recognised by the IOC and may or may not become Olympic sports.

The National Olympic Committees (NOCs) exist primarily because the IOC exists. In many aspects, the NOCs are structured as franchises of the IOC. The NOCs must have their governance structures approved by the IOC. An NOC is the only organisation in each of the 205 Olympic countries or territories that has the authority to enter an Olympic team at the Games. NOCs are also supported by the IOC through the Olympic Solidarity fund.

The NOCs and the IFs have a long relationship with the IOC. It is these two organisations that operate the programmes that develop the athletes as well as the structures that lead to an athlete becoming an Olympian and an Olympic medallist. These stakeholders are partners with the IOC in presenting the Olympic Games and the Olympic Ideals to the world. Along with the Olympic Games organisers and the thousands of volunteers who work tirelessly on behalf of Olympic sport, they are members of the Olympic family. The contributions made by the members of the Olympic family make it possible for the continuation of the Olympic Movement.

The other major group of stakeholders is the general public. Every athlete, coach, sports administrator or sports planner is first a member of

the public. Through one of the many pathways, individuals come to be a supporter of the Olympic Ideals and the Olympic Games. Although there are no means to address all of the public on a matter before the IOC, it is the general public that concurs that the Olympic Games and the Olympic Ideals are important for the world.

The IOC has the responsibility of ensuring that the fundamental principles are respected by all of our stakeholders. Given the intersection of the athletes with the NOCs and the IFs, it is essential that those two organisations be committed to serving the Olympic Ideals.

The athletes are stakeholders with both the IFs and the NOCs and comprise the prime elements in the one property we hold, the Olympic Games.

The world media is a stakeholder in the Olympic Movement because its function is to inform the general public. The media has the responsibility for reporting and the power to portray our efforts. The media is interested in all aspects of our relationship with our stakeholders. The IOC may develop many strategies for working with the media. The key to a successful relationship is to remain transparent with all stakeholders, including the media.

Finally, we have the increasing interest of the Olympic sponsors, licensees and other financial partners. In many ways, this group also represents the public in the assessment of our leadership. The sponsors join with us in our mission because it is wholesome and involves the world in a celebration of human excellence. It is very difficult to buy inspiration. By sponsoring the Olympic Games, the association with the celebration of human excellence is thought to increase sales for their products and other positive outcomes. To keep the sponsors engaged in supporting the Olympic Movement, it is essential that we maintain our fundamental principles.

The health of our relationships with our shareholders is clearly dependant on our ability to stay grounded with the Olympic Ideals. If we fail to do that, the world will lose interest in the conduct of the Olympic Games, which is central to mission of the Olympic Movement.



MUHTAR KENT

Stakeholder representative • The Coca-Cola Company



ORIGINAL TEXT IN ENGLISH

It is an honour to be here representing the Coca-Cola Company and system at the XIII Olympic Congress. And it is a pleasure to join my esteemed colleagues for this important panel discussion.

Coca-Cola has a very special and vested interest in ensuring that the noble ideals and values of Olympism live on and grow. We have been associated with the Olympic Movement since the 1928 Amsterdam Olympic Games – longer than any corporate sponsor.

During the last 81 years, we have worked hand-in-hand with the Olympic family to reach new audiences, support athletes, promote the ideals of global peace and friendship, and provide economic support to the communities served through the Olympic Movement.

At the same time, our coveted Olympic partnership has provided us with a powerful and complementary platform to advance our mission to refresh the world through our 500-plus beverage brands...

... to inspire moments of optimism and happiness...
... and to create value and make a difference.

The strength of our Olympic partnership is directly related to the relationships we have cultivated over the years with the International Olympic Committee (IOC) and with all the stakeholders touched by the Games.

For the Olympic Movement to stay fresh, relevant and viable in the years to come, all of us, as stakeholders, need to be thinking about a much bigger picture that is unfolding in the world today.

If you dig below the surface of this economic crisis that has consumed us all for the past year, you will see a world undergoing dramatic transformation.

A world of massive economic shifts, political shifts, demographic shifts and social shifts. A world where media, marketing and technologies are changing by the day. A world where consumers are increasingly concerned about the environment and the sustainability of the planet.

These are just some of the issues in front of us.

And with all of this, we see a proliferation of stakeholders that we need to engage. These relationships will grow and become more complex in the years ahead.

Coming from the business partner perspective, we at Coca-Cola see at least four areas where we can work closer together with the Olympic Movement to benefit all stakeholders.

THE FIRST IS “RECONNECTING WITH YOUNG PEOPLE”.

The IOC and its Olympic partners need to do a better job at inspiring young people to be active.

I read a report the other day that was put out in America by the Sporting Goods Manufacturers Association. The report said that overall participation in team sports in the United States is not as strong as it once was. The culprits were not just video games and television, either.

The economy and the decline in local neighbourhood and park sporting programmes are also playing a role. Similar trends are playing out in Europe and other markets around the world.

The good news is there is a lot of runway ahead of us.

While the world is getting older, the population boom will continue to produce a surging youth market. By the year 2020, one third of the world will be under 18 – and 90 percent of this market will reside in Africa, Asia and Latin America.

We will need to think creatively and collaboratively to introduce a new generation to the Olympic Movement.

THE SECOND AREA WE CAN WORK CLOSER TOGETHER ON IS CLOSELY RELATED TO THE YOUTH MARKET, AND THAT IS “THE DIGITAL REVOLUTION”.

Indeed, I was glad to see Youth and the Digital Revolution among the five themes being explored at this Congress. The digital and social



media revolution is here, it is real and it is changing the way we interact with not just our consumers but all of our stakeholders.

The explosion we have seen in social media in just the last three years is incredible. You have heard some of the statistics: While it took television 13 years to reach 50 million users and the internet four years to reach 50 million users – Facebook achieved twice that number... 100 million users... in just nine months.

By the way, Coca-Cola, with nearly four million fans, is the No. 3 page on Facebook behind only President Obama and Michael Jackson.

We are laser focused on digital and social media of all sorts, and we think there is enormous opportunity ahead in this space to reach consumers and stakeholders in meaningful, relevant and compelling ways.

There is so much we can do together to share digital insights and innovations for the benefit of the Olympic Movement.

THE THIRD AREA I WILL MENTION IS COLLABORATING FURTHER IN THE AREA OF SUSTAINABILITY.

Environmentalism, of course, was added as an essential component of Olympism the last time this Congress convened in 1994. Since then, concern for the environment has broadened to include all aspects of what we refer to now as sustainability.

We have seen great execution so far – most notably the Green Games of Beijing as well as the new innovations we will be seeing with the Vancouver Olympic Games this winter.

FOURTH AND FINALLY, WE NEED TO WORK TOGETHER TO PROMOTE A HEALTHIER WORLD.

Everyone plays a role here. Business, government, and civil society must join hands to better educate the public on nutrition and healthy diets, and to encourage more exercise.

We need to create an atmosphere where people move more. You have heard the statistics: We are supposed to take 10,000 steps a day (the equivalent of five miles of walking) to maintain a healthy lifestyle. The average person today takes less than 3,000 steps a day. As the world continues to become more urban and industrialised, this challenge will only increase.

The Olympic Movement can – and should – play an important role in promoting a healthier world.

I believe if we bring stakeholders together around these four themes, in particular, we will make great progress ensuring the Olympic Movement remains a positive force for many, many years to come.

Thank you for this opportunity to say a few words. I look forward to a great dialogue today.

JULIO CÉSAR MAGLIONE

NOC representative • Comité Olímpico Uruguayo



ORIGINAL TEXT IN SPANISH

Sport, by its origin and essence, its value for humanity and its recognised prestige, is the result of an ample and complex framework of relations between the people and institutions that organise, practise, promote, manage and finance it.

But, in addition, it has links and alliances, and collaborates, through the International Olympic Committee (IOC), with 21 programmes of the United Nations and non-governmental organisations, as well as with other philanthropic foundations linked to justice and social welfare.

Sport and Olympism have proven their great value as agents of social transformation and as recognised authoritative actors in promoting peace, development, care as well as in protecting the environment, and promoting the values of sport for health, education and human rights. To do this it is necessary for National Olympic Committees (NOCs), and all members of our Movement, to take actions that help expand, strengthen and consolidate common efforts to achieve a better and fairer world, train our young people and cultivate and promote these values to make irreversible the principles that support the Olympic Ideal.



The Olympic Ideal reaches its highest expression in the practice of sport, which is based on relations of collaboration, solidarity, fair play, friendship and the moral and ethical standards clearly set out in the Olympic Charter.

The results of our Olympic Congress should go in the direction of unity and integration set forth in its guidelines, and present in one form or another, with their own identity, in the five issues included on the agenda of this Congress.

The XIII Olympic Congress is a consequence of that broad concept of integration put into practice by the IOC, which has enabled the participation of broader social sectors, the general public, individuals, sport-related entities and, of course, the members of the Olympic family and its partners.

Sport as a social activity is a source, result and reflection of personal and institutional relationships taking place throughout society, so it is essential to have a clear and precise definition, with shared values among all the actors of sport, locally, nationally and internationally. Coaches, athletes, directors, governments, sponsors and partners have their own specific areas of work, which must be accomplished and respected; only coordinated action can achieve the objectives of sport.

Conflicts or crisis periods in the lateral or multilateral relations among Olympic sports organisations and their environment occur fairly frequently, motivated by personal interests, political or economic reasons, unrelated to the principles and values that sport promotes and develops.

This phenomenon creates a question: Who benefits from this type of problem and who is harmed? Unfortunately, the answer is clear: it does not benefit anyone and harms sport and its main protagonist, the athlete.

Let me share with you some brief reflections from a viewpoint that may be useful in addressing such situations in the future.

- Undoubtedly, the framework of juridical, legal and inter-institutional relations in which the activities of sport are developed must be well defined and well accepted by all, at all levels. And this on the basis of mutual respect and recognition of the jurisdiction of the parties involved.
- Absolute purity and transparency in the development of any kind of sports relations, in which, of course, I include the management of financial resources, is an essential requirement.

- Moral and ethical principles that have always accompanied, and will permanently have to accompany, sport should prevail over any political, economic and financial consideration.
- Sport, and athletes in particular, must constitute a permanent example to be imitated by children and young people. Its motivational strength is incalculable and therefore any act, behaviour or statement, which harm or attack such high objectives are unacceptable and self-defeating.
- National federation-club relationships are the foundation on which relationships are built in each country. The strength and vitality of such entities will depend, to a large extent, on the consistency or fragility of the relationships that we are able to build. To strengthen and expand this type of relationship is an obligation which those of us who are involved in sport cannot avoid.
- We should not look for problems and difficulties in others; we must submit our conduct to permanent, rigorous analysis, which allows us to identify the difficulties in order to face them and stress the virtues to be cultivated.
- Perhaps the most controversial issue today is the relationship between NOCs and governments. Much has been said about it, and we have advanced only little. The Pan American Sports Organisation (PASO) and Latin America have recently commenced an important new stage in this area, the essence of which is expressed in a conceptual and practical way in the “Acapulco Declaration” adopted in October last year.
- We must burn in our minds and our hearts that the heritage of sport is unique, not exclusive to certain members of society, and with no boundaries of individuals and institutions. There should be no room for sectarian and individualistic attitudes.
- If we have the strong determination to promote sport nationally and internationally, and I am sure that we do, we are forced – I repeat – we are forced to work together with governments, to collaborate and develop joint actions that advocate the most broad development of sport as a necessary and urgent social choice, mainly focused towards children and young people without excluding any age or social group.
- Today, in an increasingly interdependent and globalised world, it is impossible to promote sport and achieve effective Olympic education if management of government authorities and the Olympic sport of each country are not integrated in a common and single effort.



- The systematic practice of sport, the organisation of competitions, the conduct of sporting events, the fight against doping, the creation of infrastructures, training of human resources, and the application of science and technology, are, among others, issues which require the assistance of all to develop them with efficiency and quality, always recognising and respecting each other.

Let us make every effort and use all our intelligence, so that relations with governments can be a factor of change and the core around which all the positive forces in sport and its development revolve.

The call for the participants in this XIII Olympic Congress is for unity, integration, collaboration and joint efforts among all persons and institutions related to the promotion and development of sport, with the fostering of human values that lead to a better, fairer and more peaceful world.

Let us be consistent with this major commitment we have made to sport and to the youth of the world.

HASSAN MOUSTAFA

IF representative • IHF – International Handball Federation



ORIGINAL TEXT IN ENGLISH

From my past experience as a player, coach and referee, as well as an international sports leader, I noticed that organisations tend to work more or less independently within the Olympic Movement despite their sporting bond. This, of course, weakens the Olympic Movement and therefore sport development worldwide.

Before starting to analyse the relationship between the Olympic Movement stakeholders, trying to review their negative aspects and

suggesting ways to enhance these relationships, we have to identify first the main components of the Olympic Movement.

The three constituents of the Olympic Movement are the International Olympic Committee (IOC), the National Olympic Committees (NOCs) and the International Federations (IFs). A lack of communication between them will affect the fan base, spectator, popularity, income and, above all, the athlete – “our main asset”. These three stakeholders should be more integrated and collaborate more in working towards the same goal. In order to lead sport properly, first we must strengthen the relationship between the IOC, the NOCs, the IFs, and subsequently the wider sports community.

IFs, for whom I speak today, are some of the most important stakeholders, having a major role in the development of the Olympic Movement. IFs should work even more closely together, strengthen their bond, exchange experiences and attend each others’ events, etc. IFs formulate the rules of the games on the field of play, prepare and organise major events (including world championships and the Olympic Games) and preserve the rights of the athletes and the autonomy of National Federations (NFs). So IFs have huge responsibilities to fulfil. Harmony, understanding, collaboration, close communication and appreciation of each others’ roles will certainly strengthen the relationship among IFs, which, in turn, will contribute to the development and promotion of the Olympic Movement.

In order for IFs to fulfil their missions, they must build better communication between themselves and with the two other stakeholders through several means: discussion, negotiation, involvement in decision-making, regular and up-to-date communication, consultation etc. IFs have direct contact with Continental Federations and NFs, the latter having direct contact with their respective NOCs. NOCs, IFs and the IOC have direct contact with each other so we need to “complete the circle”. This may be achieved through unified bye-laws on the establishment of a common position on key issues. In order to preserve the bond between the IFs and NOCs with the IOC, I recommend updating the Olympic Charter to include provisions, which coordinate the relationship between these three stakeholders while preserving their autonomy.

The Olympic Charter must incorporate unified bye-laws, which govern some important issues such as autonomy, doping, ethics, fair play, etc.

SOLIDARITY AMONG OLYMPIC MOVEMENT STAKEHOLDERS WILL CONTRIBUTE TO THE AUTONOMY OF SPORT

I would like to give an example which requires attention:

In the case of imposing a sanction on a country because it is judged to have disrespected the Olympic Charter provisions (for example, the



interference of a government in NOC or NF affairs contrary to the provisions of the Olympic Charter), there is no mechanism for the IFs to automatically follow to apply their own sanctions, such as blocking participation of this country in their world championships. So the message of the IOC will not reach the people concerned in this country... but if we have a unified and common position for such issues, IFs will follow the IOC and vice versa, then the message will convey a united front.

MORE AND BETTER COMMUNICATION WILL LEAD TO BETTER COOPERATION BETWEEN THE OLYMPIC MOVEMENT STAKEHOLDERS

I would like to give more examples, which create tension within the IFs and their relations with the IOC:

1. IOC membership criteria should be re-evaluated. Some IF Presidents are IOC members, while others are not.
2. IF Presidents are required to inspect and organise their events in the Olympic Games, but are, at the same time, deprived of voting to select the host city.
3. In addition, they are treated differently during the IOC Sessions, which insults the image of the IF Presidents.
4. IF Presidents who are not IOC members do not have any explanation to offer for being excluded from IOC membership in front of their Congress members.

Additionally, the IOC has different-sized IFs on the Olympic Programme, and in order to promote the less developed or smaller Federations and appropriately reward all IFs for their contribution to the Games, the criteria for the distribution of Olympic Games revenue among the stakeholders should be re-evaluated.

Minimum respectable amounts should be offered to the small Federations in order to help them promote their sport, as the current system helps rich Federations to be richer and to effortlessly develop their sport, whereas the small Federations are helpless to develop their sport.

RECOMMENDATIONS

- Create a working group to study the Olympic Charter provisions. A questionnaire should be distributed to all stakeholders to gather their proposals so that they may all contribute to formulating the provisions of the Olympic Charter.
- Better define the roles and responsibilities of the key stakeholders within the Olympic Movement.
- The IOC, together with the IFs, should advise NFs and NOCs on how to develop and adapt legal sports constitutions in order to support compliance with the Olympic Charter.

- Enforce the rule provided that any sport dispute should be settled by the Court of Arbitration for Sport (CAS).
- Create an Olympic network which will combine all Olympic Movement stakeholders and facilitate communication.
- Formulate fairer criteria for distributing Olympic Games revenue.
- Organise a meeting between the Association of Summer Olympic International Federations (ASOIF) and IFs once a year specifically to handle IF challenges and obstacles to progress.
- Organise a meeting between the IOC Executive Board and ASOIF every two years to handle the recommendations of the ASOIF/IF meeting.
- Form a parliament composed of one representative from all Olympic Movement stakeholders to handle all matters related to the Olympic Movement, which may hinder the development of sport worldwide.

MANUELA DI CENTA

Stakeholder representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

As a former Olympic athlete, winner of several Olympic medals in cross-country skiing, and as a member of the IOC and the Italian National Olympic Committee (NOC), I have had the opportunity to live and observe many aspects of the world of sport.

This subtheme, which discusses the relationships between the Olympic Movement and its stakeholders, has generated a lot of contributions



concerning the present IOC internal structure and the whole organisation. Most of them have been suggested due to the necessity to adapt the Movement to new social changes.

Because of the short time at my disposal, I can mention only some of them:

- The number of members elected as representatives of International Federations (IFs) and NOCs should be reduced and there should be only two members from each country, to increase the universality of the Movement.
- Currently, IOC members are co-opted, which means they are selected by other members, so there is no geographical distribution in the current composition.
- Each IOC founding country should be recognised by having a permanent member on the IOC.
- The NOCs and IFs have no real institutional link with the IOC and are simply recognised by the IOC. Consequently, they do not participate directly in decision-making within the IOC.
- From its inception, the IOC was deliberately established on the philosophical basis that its members would be individual and independent. The initial terms of co-optation were for life. This was to guarantee the independence of IOC members. Now, things have changed. Representative IOC members remain only as long as they maintain their IF or NOC positions. Whenever they act in their IOC capacity, they must now look over their shoulders to be sure they do not offend the constituencies which appointed them. This compromises their independence. However, representatives in the athletes' category are not affected. This is because athletes, once elected, serve for only eight years, after which they are no longer eligible for re-election in that category.
- The Olympic Charter has to be recognised by the United Nations Organisation (UNO).
- The environment is one of the three main pillars of the Olympic Movement, together with sport and culture. We believe that the sporting world has a special duty to conserve the environment, and that we have better and much more effective ways of doing so, such as promoting sports and an ecological lifestyle in society, and by utilising the influential power of Olympians and top athletes on mature and younger generations alike.
- There is a significant divide between sports that are on the programme of the Olympic Games and those that are not.
- Today, sport faces numerous problems (doping, corruption, violence, etc.), which cannot be addressed without the help of public authorities, as they have constraining powers that sports organisations do not possess. The IOC, the guardian of the Olympic Ideal, does not have any mechanism for institutional collaboration with states. The current structure of the International Red Cross and Red Crescent (IRCRC) Movement could serve as inspiration for a new legal framework for the Olympic system.
- Now, we have many types of memberships with various terms of service. Members can be Olympians elected by their peers, or the presidents of an IF or NOC. The term for Olympians is set at eight years, while presidents of outside organisations come and go based on whether their organisation is looking for new leadership.
- It is, however, important to recognise the Olympians who serve an eight-year term and then leave the organisation, as well as the presidents of IFs or NOCs who no longer serve because their presidencies have ended. As it takes a minimum of 10 years of membership to become an honorary member, none of the athletes can qualify for that distinction. It seems that we should find ways to keep those who have served as IOC members involved in the organisation's work. The athletes have given substantial time in training to become Olympians; other members come and go because a Federation or NOC decides it wants new leadership or the person has reached the age limit. Should they be treated as never having been part of the organisation because they do not stay for 10 years?
- It is true that much progress has been made in balancing the programme of the Games, and a 50-50 balance is certainly achievable (in Beijing it approached 55-45).
- The other goals, however, of including sufficient women in the IOC and in the IFs and NOCs have not been achieved. Targets and date limits have been established and not met, even within the IOC.
- Sport benefits from the work of volunteers, perhaps more than any other human activity. The challenge is to keep volunteers motivated to continue their work. They need to feel that their efforts are recognised and appreciated. They need to identify with the goals of the organisation and to have faith in them. They have to remain convinced that they are doing something that is good and worthwhile.
- Revenue from the Olympic Games is generated through earnings from sponsorship and the sale of TV broadcast rights. After all Games costs have been paid, the surplus revenues or profit are divided among the stakeholders of the Olympic Movement. The IOC should review the existing model for distributing Games revenue among stakeholders.



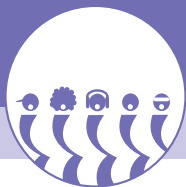
As you can see, the problems faced are numerous, but the real purpose of the Olympic Congress is to collect all the suggestions and requests coming from the world of sport and ensure that each of them is studied with the best possible care.

We are confident that the maximum will be done to let the Olympic Movement grow and improve, respecting the principles on which it is based.



Exhibition organised by The Olympic Museum at Copenhagen's City Hall, held from 12 September to 4 October 2009.



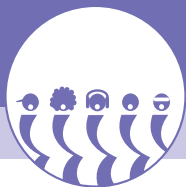


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HE JOSÉ MANUEL RAMOS-HORTA

Keynote speaker • President of Democratic Republic of Timor-Leste



ORIGINAL TEXT IN ENGLISH

It is a real privilege to be here in Copenhagen, a city that has already written history through your choice of Rio for the 2016 Olympic Games, and to address the Olympic Movement at your Congress.

I could not begin my speech without telling you that witnessing the intense process of selecting the city for the 2016 Games was indeed a most interesting learning experience, illustrative of the magic of the Olympic Movement. The emotions that filled the auditorium throughout the proceedings are testament to the power of sport, and the magic that you, the guardians and keepers of the Olympic flame, continue to inspire through the work of your organisation.

May I commend you all, but especially allow me to pay tribute to President Rogge.

You, President Rogge, in your choice of the central themes for the first Congress in 15 years, have focused on universality and developing countries. Olympic history will bear testament to you, President Rogge, as the first International Olympic Committee (IOC) President in history to lead the Games in Beijing, China's great coming-out party, and London, where the Games will, for the first time in history, regenerate one of the most impoverished communities in Europe. And now, in 2016, the Olympic spirit will reach the hearts and minds of the favelas of Rio, when the Games take place in South America for the first time. This is truly a gigantic achievement.

President Rogge, the road that you have walked thus far has institutionalised the Presidency of the IOC as a role of statesmanship. You have

shaken the dust off the memory of Pierre de Coubertin by bringing the symbols of his Movement into modern society and modern institutions.

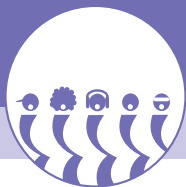
You have returned the Olympic Truce to centre stage at the United Nations (UN), and it has been unanimously supported thanks to your tireless efforts. You are also achieving observer status for the IOC at the UN, thus putting your Movement at the heart of the decision-making corridors of the world.

And already, midway through your presidency, you have achieved a solid legacy for your Movement, a legacy that not only embraces the hope the Olympic flame can inspire, but also demonstrates the generosity of the Olympic family to the world. It is an honour for me to stand among you today.

When I look out from the shores of Timor-Leste and reflect that we are the youngest nation in the world, I stand in front of you totally committed to the view that it is the young people whose vision we have a duty to inspire; it is the young people who, through the ideals of the Olympic Movement, can one day guide, support and motivate the world in which we live. Here we have a common concern and a common challenge, to which your Movement has responded by creating the Youth Olympic Games (YOG).

My country, Timor-Leste, is the world's youngest democracy, and joined the UN in 2002. Fifty percent of our population of 1.2 million are below the age of 20, which gives us hope for the future but also presents us with enormous challenges in providing them with educational opportunities and enabling them to develop healthy minds and healthy bodies. The struggle to achieve the independence and freedom of my country has forged everything I stand for. It stems from a belief that we need to put the interests of young people first; that unless we provide a better, more stable future for them, we will have failed our generation. And so, there is nowhere in the world more capable of inspiring that generation than here, today, in Copenhagen, where the future of the Olympic Movement is to be determined and where decisions must be taken to map the future of the world's young people through sport, peace and the ideals which bind us together through the values of Olympism.

In that context, the key factor determining the successful future of your Movement is the balance between "Olympism and Youth". I firmly believe that young people are the personification of the unique impact that sport can deliver. Humility in winning, team work, empathy and sympathy for those who lose, and strength through solidarity are far more important than the commercial rewards reaped by the individual winner. Youth is the vehicle, the vehicle which must guide our actions. Whether in the work of teams of young people who help me to clean the beaches of my homeland or here in the cities of Western Europe,



it is the mosaic of universality, which must guide us and drive forward the Olympic Movement.

For while I am here to talk to you on this issue as the leader of my country and people, I am also here as a father, a community member a concerned citizen, and someone who is passionate about the world of sport and the values with which the Olympic Movement can provide young people; a beacon of hope in the darkness that too often surrounds their impoverished lives. I hope that what I have to say today will give you some food for thought and some ideas to steer the Movement into the future.

When we consider sport and physical activity more generally, it is easy to see its benefits to the health and well-being of our young people worldwide. We do not need to be reminded that regular physical activity promotes a “healthy mind in a healthy body”. Aside from the obvious health benefits of physical activity, sport, particularly competitive sport, holds a tremendous amount of social potential and can – if we tap into this potential – serve a much broader purpose.

Sport helps to mobilise entire communities and nations like no other human activity. Sporting personalities are idolised by young fans all over the world. As many countries, my own included, will attest, sport is an effective “bottom-up” approach to peace and community building, as it emphasises social integration, confidence building and team work. For many young athletes, competitive sport is about overcoming personal difficulties and achieving defined goals. At the international level, we can come up with many examples, many of them from recent editions of the Olympic Games, where sport has transcended political and national rivalries. But there is a risk that the virtues of sport may become a cliché in a world plagued by war, famine, poverty, disease and the nefarious impact of climate change. Indeed the words “sport” and “physical activity” jostle for attention at a time when “economy”, “recession”, “inflation”, “depression”, “terrorism” and “global warming” have taken centre stage.

We cannot diminish the importance of battling global warming. As we meet here today, thousands of people have lost their lives and livelihoods from American Samoa and Samoa to Indonesia. While earthquakes are a natural phenomenon of the movement of tectonic plates, these natural disasters nevertheless remind us of the fragility of our lives on this planet.

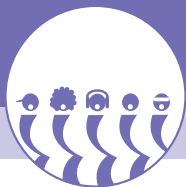
In this very city, in December, world leaders and thousands of members of civil society will gather to celebrate, let us hope, a credible and effective protocol that will be a first step in repairing the damage that we have all done to our planet. Otherwise, we shall leave Copenhagen even more divided between the old industrialised countries, which have contributed more to climate change, the newly industrialised countries

like India, China and Brazil, which are trying to catch up, and the rest of us, small island states, least developed countries, which have not seen much benefit from industrialisation and modernisation and yet are becoming the main victims of climate change.

It is not helpful to point fingers at each other; the poor blaming the rich for the nefarious effects of climate change. The poor must do small things, or even big things, in their own countries, as I do in my country: planting trees, stopping the deforestation caused by slash-and-burn agriculture or unscrupulous logging, cleaning our rivers, lakes and seas. If all the nations were to do this, we would already be able to reduce global emissions by up to 25%. When mother earth is plagued with a cancer of this magnitude, it is not surprising that sport becomes less prevalent in the vocabulary of our young people. Sport is little used as a policy tool to help solve some of the pressing issues of the moment. To my mind, this is an oversight on the part of the international community, as sport, with its cross-cutting influence, could be an extremely effective tool in helping to achieve many of the UN Millennium Development Goals. That is exactly the reason, President Rogge, that your achievements in bringing the Olympic Truce back to the UN, and bringing the IOC to UN observer status as stated by the UN Secretary-General, are such monumental achievements, not only for your Movement, but as a step towards harnessing the power of sport to help heal the world.

According to research by the World Health Organisation (WHO), physical inactivity is a key modifiable risk factor for non-communicable disease. Yet estimates indicate that nearly 17% of the world population is physically inactive and that an additional 41% is insufficiently active to benefit their health. And the news gets worse. In 2004, non-communicable diseases accounted for 60% (i.e. 35 million) of the total deaths in the world (58.8 million).

An estimated 45% (i.e. 15.8 million) of people who died from non-communicable diseases died prematurely (before the age of 70) from preventable heart attacks, strokes, diabetes and asthma. Seventy-nine percent (i.e. 27.5 million) of deaths from non-communicable diseases occurred in the world's 144 low and middle-income countries. An estimated 50% (i.e. 13.7 million people) who died from non-communicable diseases in these countries died prematurely from preventable heart disease, strokes, diabetes, cancers and asthma as a result of 1) increased levels of exposure to tobacco use, unhealthy diets, physical inactivity and the harmful use of alcohol; and 2) ineffective and inequitable health care services for people with non-communicable diseases. I think that you will agree with me that these are worrying trends, more so because they are a realistic indicator of where our current generation is headed. This is not the world I want for the young people of my country, and I do not think it is what anyone wishes for their children. It is important to ask why we are seeing these declining trends in physical activity. In many countries today, sedentary behaviour among young



people is on the rise, primarily due to the increase in urbanisation. In 2007, the proportion of the world's population living in cities surpassed 50% for the first time in history, and this proportion is growing. By 2030, 60% of people will be city dwellers, rising to 70% by 2050. At a time when all forms of sport have the opportunity to really become a force for change, many young people are turning to sedentary activities for entertainment due to a lack of green spaces and recreational centres at their disposal.

I personally believe that the decline in physical activity and participation in sport has to do with cuts in education budgets and policies at the highest levels that do not give enough emphasis to sport in education, particularly in poor communities in the rich countries. No doubt this aspect will be debated at length in the breakout sessions to follow.

But we now need to see the wood for the trees and focus on getting our young people more physically active. Faced with many of today's challenges and problems, we must use sport to provide them with a more constructive way to deal with the challenges they face in their daily lives. We must take action and we must take it now.

If we are to prevent sport from falling off the social agenda altogether, it is important that we take determined steps to reverse this trend. I argue this point as a parent. We set the example, and it is up to us to give our children the tools to deal with life's challenges. Choosing the healthy option does not have to be difficult. But it has to become part of our everyday lives, and we have a responsibility to help our children make that choice. At the national level, sport must be made compulsory in schools. With urbanisation on the rise, national governments must make every effort to include recreational facilities in the development and planning of their cities. As the WHO argues: "Urbanisation is here to stay. It is an irreversible trend that is now part of the world in which we live."

At the global level, countries must unite – as they have on issues concerning the climate and, more recently, nuclear disarmament – to find ways of effectively promoting physical activity. The WHO recently launched an initiative entitled "1000 Cities, 1000 Lives" that will begin in April 2010. Not only will it bring awareness of the need for people to get up and get active, but it is an important step forward in putting the issue high on the national agendas of countries the world over. It is a strong signal that we need to make a concerted effort to do something about a problem that threatens to become as urgent and critical as that of global warming or poverty.

If we want to get our children healthy and get them moving, it is time to meet them on their own terms. Technology is ubiquitous in the lives of our young people today, and our children are becoming more

technologically savvy by the day. But, all too often, we shun these technologies, believing that they are at the root of today's problem among our young people. However, I believe that today's gaming industry holds a tremendous amount of potential and could be the key to encouraging our children to adopt a healthy lifestyle. We must not be afraid of embracing what technology has to offer.

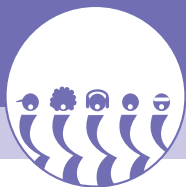
I applaud the IOC for developing the YOG. Here is an excellent example of how to use sport, not only to promote healthy competition among the young people of the world, but also to use sport to promote culture, education and peace. We have to start thinking in a more holistic manner. The IOC has provided an excellent model of integration and collaboration through the YOG, and collaborative efforts with other International Organisations will no doubt reap great benefits in the future.

But we have to remember that the YOG, like sport itself, are not a panacea. The aim should be for the value and spirit of these sports events to live in our young people long after the Olympic flame has burned out. Sport and physical activity must be made a more integral part of our everyday lives. Similarly, the information and work that we have shared over the course of the Congress must not be left in Copenhagen once this beautiful city closes its doors to the Olympic Movement after the event. My challenge to each and every one of you today is to take back what you have learnt over the three days of the Congress and apply it in your own communities. If we want the Olympic Movement to really live in our society, it is time to take bolder steps, and what better time than now?

Throughout history, young men and women have been sent by political leaders to fight in foreign lands, landing on shores they had never been to before, killing and being killed without having met the people they were sent to subjugate (some say to liberate), without knowing their language, culture and beliefs.

Such has been the history of humanity – a humanity, endowed with intelligence and feelings, that has nevertheless perpetrated abominable violence on itself and on the planet that God gave us as our common home. Sometimes we act like lesser beings, the bigger devouring the smaller. Big countries invade small countries. Nations often go to war out of fear, ignorance, prejudice or greed about the other side and what the other side might possess.

But if we were to talk, communicate, learn more about each other; if we were to share resources, the richer helping the less fortunate, the stronger helping the weaker, we might have less violence in our own communities, and there would be fewer wars between countries. There would be a future for our children, who currently face a war to save their planet against climate change, against violence, and poverty.



So, we who are here today can empower them by giving them the tools, the vehicles, the means they need, through sport, that will equip them to in turn pass on the baton to the generation that will succeed them.

This Movement is one that I have long admired, as it embraces values that are akin to my own: peace through understanding, hope through example, strength through adversity, the creation of a future not through the goals of individual ambition but through team work, respect and responsiveness for those who win and those, in life, who face the pain of losing.

I stand before you as a proud citizen of Timor-Leste, who has led my people to fight for the values of friendship, respect and solidarity. Your Olympic principles, through the power of the Olympic torch, radiate across the world and must never be taken for granted. They shine a light deep into the recesses of nations across the globe. They are the fragile torch which history has handed us down from Olympia. They require tending, nurturing and supporting. While the bedrock principles of the Olympic Movement stand firm, you reach into the hearts and minds of the world's people.

It is clear to me that President Rogge has, in his leadership, truly achieved the values that you embrace – friendship, respect and excellence. He has taken those values off the field of play, and has harnessed their essence to propel your Movement forward in the world. Through him, the Olympic family has opened its arms and embraced nations and peoples that, in return for the gift you have given them, will light a beacon of hope and faith for a better world, through the medium of sport.

Daily in my country, my people mourn those who are no longer with us, who lost their lives in an epic struggle for freedom. We celebrate by honouring the many heroes who fortunately are still with us today. We celebrate by building a future for our young. We celebrate also by making a renewed commitment to building a peaceful, democratic and prosperous nation, to root out violence and extreme poverty in one generation! The poor who have been poor for centuries must not remain poor! It is the energy of my young nation which I give to you all here today as an example of the ideals embodied in your own Olympic Charter. It is my hope that we can have a real impact on the lives of our peoples, by shining the light of your Olympic torch on the youth of our world.

RITA SUBOWO

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

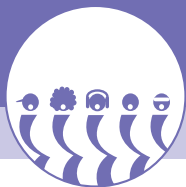
INTRODUCTION

I would first like to thank the International Olympic Committee (IOC) President, Jacques Rogge, and the IOC Congress Organising Committee for inviting me to give the plenary address on behalf of the IOC at this historic conference on the topic of “Olympism and Youth”, a topic of great importance to the future of the Olympic Movement. An IOC Congress is a rare event, being held every 15 or 20 years, and is an important opportunity for the Olympic Movement to assess its strengths and weaknesses and forge ahead with purpose and unity.

I have been an IOC member and President of the Indonesian Olympic Committee for only the past two years, but have a great commitment to furthering the Olympic Movement and the principles of Olympism throughout the world. As one of the few women members of the IOC, it is important to recognise the important role that women play both in the administration of sport and as participants. It should also be acknowledged that, on occasions, there have been limitations placed on the participation of women in sport.

We must all recognise and unite behind the ideal expressed in the Olympic Charter that:

“The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.”



The title of this Congress is “The Olympic Movement in Society” and the topic to which this session is directed is “Olympism and Youth”, which contains three main themes:

- Moving towards an active society
- Is competitive sport still appealing?
- Youth sport events

I will briefly address each of these three main themes and present some ideas and points which can be further discussed in the breakout sessions that will follow.

THEME 1: MOVING TOWARDS AN ACTIVE SOCIETY

The reality of our ever-advancing technological society is that all of us, including our children, are becoming less active, increasingly spending education and leisure time sitting in classrooms or in front of the television or computer. This fact is causing great problems for our health systems and for the enjoyment and happiness of our people. Human activity, sport and exercise are natural requirements for a full and healthy life, for both physical and mental health.

There are many causes for this problem, including:

1. Lack of sporting facilities;
2. Poor resourcing of sports within the school system;
3. Difficulties in communication and access to individuals living in remote areas;
4. An ever-increasing demand on children’s time for study purposes;
5. Parents and the community in general being poor role models; and
6. General misunderstanding of the important role of sport and exercise on the body’s health and well-being.

All governments throughout the world spend increasing amounts of money each year on health care. However, comparatively few resources are directed towards preventative health measures, such as providing quality sporting infrastructure and qualified coaches. Such measures can enable young people to develop healthy lifestyle habits, which will serve to sustain and enhance their physical and mental health throughout their lives, for a fraction of the cost of the traditional medical approach.

The key message to our young people must be that of achieving a well-balanced life – well-balanced between education, work, sport, leisure, family and culture. Achieving such a balance is the principal message of the philosophy of Olympism, and our mission is to convince parents, teachers, young people and governments of all persuasions in all countries that the achievement of such a well-balanced life is absolutely essential for the full and proper development of all people. This simple message of balance needs to be taken seriously and not

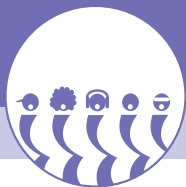
treated as if it was some minor issue to be largely ignored. The IOC, National Olympic Committees (NOCs) and International Federations (IFs) should take a leading role in this mission and promote the Olympic values and Olympic principles in all their events, including World Championships, Regional and Olympic Games. Regular participation in sport and exercise should be seen as an absolutely essential component of a well-balanced, healthy, happy and sustainable life for all individuals throughout the world.

Recently, the Indonesian First Lady initiated an innovative programme of education and interaction with Indonesian children in many regions throughout the vast territory of Indonesia. The aim of the “Smart House” programme is that every house in Indonesia should have adequate learning and play facilities for children. The programme seeks to embrace all children throughout Indonesia, and innovative technologies such as “smart cars” and “smart boats” are used to interact, educate and bring much-needed resources to children in the most remote islands and villages. This programme can serve as an example to the Olympic Movement in spreading the message of Olympism throughout the world using innovative and diverse approaches, which have a natural appeal to young people.

THEME 2: IS COMPETITIVE SPORT STILL APPEALING?

Many of our Olympic sports are losing their appeal to the young. At the Asian Youth Games held earlier this year in Singapore, several of the throwing events had only two competitors. From the 45 countries in Asia, only two girls competed in the javelin and shot put events, a very disappointing result indeed. Furthermore, in many events the number of spectators was limited to close family and friends. The Olympic Movement needs to respond to this reduced interest, if it is to remain relevant to society. Youth Games need to be more like sporting festivals, encompassing sports and activities which are fun to participate in and watch, together with arts, music, dance, culture and entertainment. Children naturally gravitate towards team sports which they can play with their friends, such as football, basketball, volleyball and water polo, and these sports need to be promoted and included at regional and Olympic Games. It is a pity that the number of team events has been limited to only four team sports at next year’s first Youth Olympic Games (YOG), and that only six teams in each of these four sports will be fortunate enough to play at the YOG. There are over 200 NOCs, and yet only six football teams will be playing at the YOG! We need to improve on this participation rate. The Olympic Movement needs to closely examine the popularity of competitive sports and respond to the changing interests of our current younger generation, if it is to maintain its relevance in society.

Last year, Indonesia hosted the first Asian Beach Games on the beautiful shores of Bali and included many popular fun sports enjoyed by young



people, such as beach football and beach volleyball, as well as surfing and dragon boat racing. The Bali Beach Games included an interesting mix of culture, dance and sport on the lovely beaches of Bali and were truly a sporting/cultural festival for all to enjoy. Such an approach needs to be considered in the future hosting of sporting events, especially for young people.

The Olympic Movement needs to position itself more towards Sport for All, and away from being seen only through the prism of “competitive sports”. The population at large sees the Olympic Movement principally as a four-yearly event called the Olympic Games, where approximately 11,000 of the world’s best athletes compete over a two-week period. Soon this magnificent event will be joined by the YOG, which will see 3,600 of the world’s best junior athletes competing on the world stage. However, the Olympic Movement is much more than this and we need to be placing far greater emphasis on a Sport for All approach for the nearly seven billion inhabitants of planet Earth.

A quick glance through the Olympic Charter readily conveys the fact that Sport for All is one of the main goals of the Olympic Movement. However, there needs to be much more emphasis on this objective. Of the USD 134 million budget available to Olympic Solidarity World Programmes for the 2009 to 2012 period, some USD 61 million (approximately 46%) is devoted to the preparation of the relatively small number of competitive athletes who will be competing in international competitions such as the Olympic Games. The budget for Sport for All programmes, developing activities for the earth’s other seven billion inhabitants, is only USD 2.2 million (approximately 1.6%). My feeling is that these proportions should be far more equal, if the Olympic Movement is to contribute to a greater extent to society as a whole.

This year, Indonesia was fortunate enough to receive a USD 20,000 grant from Olympic Solidarity for a Sport for All programme to develop exercise videos and associated written materials to be used by Indonesian primary school children. It is our hope that this one programme will aid the physical development of millions of Indonesian school children over many years. The exercise programmes and videos that were produced are available from the Indonesian Olympic Committee web site, www.olympic.or.id. The exercise programmes were developed to be performed with minimal equipment, so as to maximise the number of children who can benefit. The “Mass Volley” programme conducted by the International Volleyball Federation is another example of a programme designed to greatly increase youth sport participation at little cost.

Many more community and society-based programmes and initiatives of this kind need to be developed if the Olympic Movement is to touch the lives of many of the billions of people in the world in a meaningful way. Too many of us spend our scarce resources trying to identify the

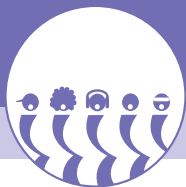
one-in-a-million athlete who will win a gold medal at the next Olympic Games, whereas the focus should be on enhancing the physical standards and activity levels of all our citizens, and from this universal elevation champions will naturally emerge.

THEME 3: YOUTH SPORTS EVENTS

The recent development of youth sports events, such as Continental Youth Games and the upcoming YOG, is an innovative and exciting development for the Olympic Movement. The IOC has been concerned about the ever-increasing cost of hosting such Games and, in an effort to reduce the costs and thereby increase the number of countries that can host the Games, has moved to limit the size of these Games. As a result, the YOG will involve approximately 3,600 athletes, well down on the 11,000 competing in Beijing. The number of events is greatly reduced and a quota system limits the number of athletes per country. Four “universality places” have been offered to each NOC which does not have four qualifying athletes, so that all NOCs can participate in these Games and, given the very competitive nature of qualifying events, most of the 205 NOCs from around the world, including Indonesia, will probably field teams of fewer than 10 athletes.

It is difficult to generate much enthusiasm for an event when so few participants are involved. The Olympic Movement should therefore examine ways of reducing the costs of hosting the Games, without reducing athlete numbers to such an extent that for many countries it becomes an event of little relevance. The Olympic Movement must find ways of hosting major multi-sport events so that large numbers of athletes from different countries can meet, compete, enjoy, share and learn from their interaction.

On a more positive note, the IOC should be congratulated for innovative modifications to sports events such as mixed-sex events, and events involving a mix of different NOCs competing on the same team. This will be a feature of the first YOG and should foster cooperation and interaction between athletes from various countries. However, we have only just made a beginning in this area of youth sports events. It is absolutely vital that there be more multi-event regional games at the elementary school level, and that these events have a sports festival appeal. Many young children aged 10 to 14 should be playing sports, interacting and learning from each other at sports festivals held throughout the various regions of the world. The United Nations Global Sports Fund Camps, which involve groups of young children playing a variety of sports and educational activities in various countries throughout the world, provide a good model that should be extended. At these sports camps, the children and officials are taught how to develop similar sports camp programmes in their own countries, so from one such camp many programmes can be developed and touch the lives of many children throughout the world.



CONCLUSIONS

As this Congress considers the important question of “The Olympic Movement in Society”, there is no greater consideration than “Olympism and Youth”. Young people are our future! In recent years, the IOC has made bold moves in developing Youth Games throughout the world, and this initiative is indeed a step in the right direction. Much work needs to be done, and efforts to promote understanding of a balanced life for all participants should be a central aspect of the policy adopted by the Olympic Movement. This means greater emphasis on Sport for All activities, and an effort to enhance participation in those events and activities that young people find appealing. As all participants in this XIII IOC Congress move on to the breakout sessions, I would encourage them to use all of their collective abilities and intelligence to further the Olympic Movement in society and promote the spread of Olympism to all our young people, wherever they are located throughout the world.

PATRICK JOSEPH HICKEY

NOC representative • Olympic Council of Ireland



ORIGINAL TEXT IN ENGLISH

There has never been a more important time for children to discover the gift of sport, nor has there ever been a more important mission for the Olympic Movement than to provide real and meaningful leadership in bringing this gift to them.

Positive signs of “green shoots” indicate that the global economy may already be on the road to recovery; a more responsible approach to recycling and energy production bodes well for addressing the environmental challenges of global warming; and it is surely only a matter of

time before our most eminent scientists discover a cure for the swine flu virus.

But the many challenges of the obesity epidemic, which predominantly affects young people and is now the scourge of over 1,000 million lives around the globe, continues to grow.

Obesity can result in a higher risk of heart disease, type-2 diabetes and other diseases, including cancer. Despite numerous initiatives and high levels of funding from governments, world bodies and brand-owners, there has still been no significant progress in arresting its spread. Let me give you some examples:

In my country, the average 14-year-old is nearly 4 stone (24kgs) heavier than his or her grandparents were at the same age. (*University College Cork, February 2009*)

This is the first generation in the history of mankind with a declining life expectancy, being expected to live two years less than their parents by 2050. (*New England Journal of Medicine*)

Being even moderately obese cuts two to four years off a person’s life, while more severe obesity can remove over 10 years from their life expectancy. (*Oxford University Report, March 2009*)

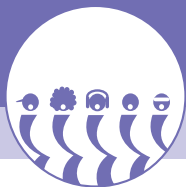
The corresponding economic consequences are equally startling:

- “Obesity is already creating a major economic burden for governments, overtaking tobacco-related illnesses and consuming up to 8% of overall health care budgets.” (World Health Organization)
- “Obesity could affect economic output as severely as malnutrition, slicing up to 3% off gross domestic product in the hardest-hit countries.” (World Bank)

Only the Olympic Movement has the unique expertise, brand, role models and infrastructure to provide meaningful leadership in this challenge. Our Olympic Charter proudly declares our goals to be “teaching youth through sports” and “encouraging people to follow a way of life based on the joy found in effort”.

Furthermore, at the 11th World Sport for All Congress, we released the Havana Declaration that stated: “Particularly for the sake of the youth of the world, it is time for urgent, real, targeted multi-sectoral action – in health, education and sports sectors – at all levels of society and government in regard to physical activity.”

A list of recommendations to promote personal physical activity was prepared, including suggestions on the provision of community sport



and recreation facilities, as well as increased sports and physical education in schools.

Our President, Jacques Rogge, has already begun to deliver on these commitments. When he was President of the European Olympic Committees (EOC), he created the European Youth Olympic Festival as the supreme celebration of education through sport in Europe. He has now expanded this vision by laying the foundations for an even greater event, the Youth Olympic Games (YOG), a similar concept, but on a world scale. And this is an event that has the true potential to inspire children, to capture the hearts and minds of young people and to get communities active everywhere.

In 2007, the European Parliament added to its “Resolution on the Role of Sport in Education”, saying that physical education was “the only school subject that seeks to prepare children for a healthy lifestyle and focuses on their overall physical and mental development, as well as imparting important social values such as fairness, self-discipline, solidarity, team spirit, tolerance and fair play”.

With the kind support of our friends in Samsung, our own EOCs have also introduced a Schools and After Schools Programme that uses a train-the-trainer model to assist in bringing tens of thousands of children into an active lifestyle. Funding for such projects can often be a challenge, but good initiatives that service our communities will find a way!

So what more can we do, and where have we been going wrong?

As proven by its ever-growing TV audiences, sport still occupies an esteemed position in people’s “repertoire of interests” but, most importantly for children in our digital age, there has been significantly reduced active participation. This is most likely due to time pressures, academic obligations and limited infrastructure, but at a time when a privately owned social network like Facebook can recruit over 200 million young users in a little over two years, it is clear that computer games and online communities now increasingly command the bulk of young people’s leisure time.

We therefore need to challenge our own thinking on alternative approaches to recruiting young people into a more active lifestyle, fundamentally re-evaluating approaches to exercise and sports and creating more readily accessible solutions that address behavioural patterns of participation, while offering “everyday active fun” with significant corresponding health benefits for everyone.

For me, sport will always be about getting young people onto playing pitches, into gyms, halls and clubs. Social networking for me was the local dojo, where I could meet friends and enjoy the spirit of friendly

competition, and I sincerely wish that every child could share this experience, enjoy the camaraderie, and learn the true meaning of Olympic values like peace, friendship and harmony, rejecting prejudice and violence, and enjoying a healthy environment and lifestyle.

And be clear that this should extend beyond those children who can compete “higher, faster or stronger” into a system that gives everybody the chance to discover the delights of sports participation for themselves. Let our potential champions emerge from a culture that gives every boy and girl their chance to play!

But, for the future of our children and in fulfilling the vision of our founder Pierre De Coubertin’s dream, I believe that each and every one of us must be more diligent in responding to the challenges of our times in finding new ways to engage young people in sport.

As one of the other themes of this Congress is “The Digital Revolution”, I will tell you of another initiative currently being developed by the EOC. Working with some academic and commercial partners, we are developing an “active network” online, where we will replace “social” networking with challenge-based motion control games that require a high level of physical participation to play.

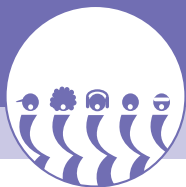
The Mayo Clinic has said that one of the best ways to re-engage young people in sport is using computer games. These games have the potential to educate children on the rules of the sport and build their confidence in that discipline. The system not only builds key-stage skills and gives them an aerobic workout, but ultimately helps children to find the sport that is of particular interest to them, with the website ultimately acting as the conduit to the local club.

This is just one of many things that can be done, but as we move forward from this Congress, my message to you will be first and foremost to capitalise on the benefits that the YOG can bring to your home territories. Then work with your National Olympic Committees (NOCs), Sports Federations and athletes to find new and innovative ways of building sports participation among children.

Success will deliver a significant dividend both at home and abroad, while presenting a contemporary vision of the Olympic brand for sponsors and increasing the perceived relevance of the Olympic Games in the years between Games.

The goal of Olympism is to place sport at the service of the harmonious development of man, with a view to promoting a peaceful society concerned with the preservation of human dignity.

It is, however, generally accepted that “lessons learnt young, stay with you for a lifetime”, so perhaps we might better achieve our goals by



focusing on the role of sport in the harmonious development of children, blending sport with culture and education to create a way of life based on the joy of effort, the educational value of good example, and respect for universal fundamental ethical principles. So let us increasingly prioritise sports participation among children, coming up with 21st century solutions that re-engage young people in our sports.

Thank you for your attention.

BOB ELPHINSTON

IF representative • FIBA – International Basketball Federation



ORIGINAL TEXT IN ENGLISH

Thank you for this opportunity to speak on behalf of the International Federations (IFs) on the topic “Olympism and Youth” – a theme fundamental to the activities of the IFs.

We are very encouraged by the large number of contributors from diverse backgrounds who have participated in the formulation of papers on the three sub-themes, and I am honoured to draw on many of these contributions in presenting this subject.

Olympism and its values are primarily a philosophy of life.

You will recall that the Olympic Charter states: “Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example and respect for universal fundamental ethical principles.”

Sub-theme 4.1 – “Moving towards an active society” – poses many challenges to the Olympic Movement.

The Olympic Games, the principle activity promoting the concept of Olympism, is universally recognised as the highest profile, most watched event today, featuring the extraordinary efforts of the talented young athletes drawn from the 205 National Olympic Committees (NOCs).

Yet, we are now being told:

- firstly, that interest in the Olympic Games is declining in the youth age group;
- secondly, that there is a decline in physical activity among young people today, which is causing an increase in health problems such as obesity;
- thirdly, that sport and physical education are being reduced in schools at all age levels in an alarmingly high number of developed countries, and is non-existent in many less developed countries; and
- fourthly, that young people are spending a disproportionate amount of their leisure time indoors watching television, playing computer games or using internet-based social networking facilities such as Facebook, Twitter and YouTube.

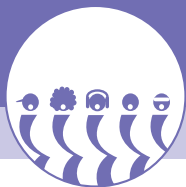
Association of Summer Olympic International Federation (ASOIF) Director Andrew Ryan argues in his paper an interesting proposal: “The challenge is now for the Olympic and sports movement, as well as government agencies (particularly those involved in sports, health and education) to work together with the computer industry. Together, they could introduce young people to the virtual sports experience, with the aim of encouraging a natural progression into active sports participation.”

“It is time that governments and sports authorities reassess computer games and stop viewing them as a threat to health and sports participation.” He says, further, “They must explore and research ways of using this popular and growing aspect of youth culture to introduce more youngsters to sport in order to increase physical activity and sports participation.”

Sport is regarded by most people as a leisure activity, one that is often a secondary choice among many young children, who are faced with a variety of activities from which to choose.

Parents exert a major influence in this regard, often placing more emphasis on academic achievement, given the knowledge-based society we now experience. A lack of interest and involvement by parents in physical activity will mostly create a negative influence on their children.

Many contributors submit that young children need to be encouraged to participate in sport and physical activity right from the time they first commence school.



There is strong evidence to support the use of Olympians and active elite athletes as role models in encouraging young children to take up physical activity.

The support of the education authorities (both government and schools) in close cooperation with the sports organisations, and in particular national and regional bodies and clubs, is essential to ensure adequate provision of appropriate resources, including facilities, equipment, qualified coaches and administrators.

The integration with the sports community is essential to ensure the transition from school-based programmes to sports clubs/federations, so that potential sports participants are not lost. In turn, sports structures must include “sport for all” level activities and not only focus on the elite.

Herb Elliott, the great Australian Olympian, led an initiative of the Australian Olympic Committee as a post-Sydney-2000 Olympic Games legacy, called “Olympians for Youth”. The proposal was based on Olympians and elite athletes visiting primary and elementary schools across Australia, promoting the Olympic values and participating in local sports induction programmes. Regrettably, the Australian Government declined to support the proposal, but soon after launched a government-led “After School Sports Participation Programme”, costing many millions of dollars and involving the 12 most popular sports in Australia.

While an excellent initiative, the lack of coordination and particularly integration with sports clubs and National Federations (NFs) is placing at risk any longer term benefits of regular participation in organised physical activity, including organised sport.

Many of the IFs have implemented a variety of initiatives to educate and assist their NFs so that they can increase their efforts to encourage young children to participate in and aspire to higher levels of participation in sport, and to educate parents as to the positive benefits of active sports participation.

As Sir Phillip Craven, International Paralympic Committee (IPC) President, says: “Sports development must be placed at the top of each sports organisation’s agenda.”

And Erica Terpstra, from the Netherlands, argues: “For sports clubs to remain the first choice for sports enthusiasts, they will have to adjust to the changing times, show more flexibility and tailor their activities to the different requirements of groups and individuals.”

For the establishment of grassroots sports training and competition, strong support from the International Olympic Committee (IOC), both financially and as the catalyst, in cooperation with IFs, National

Federations (NFs) and governments, is essential in providing facilities, qualified coaches and officials in developing countries. The IOC led Zambia Olympic Youth Development Project “Sport for Hope”, run in cooperation with six IFs, will be watched closely and hopefully will serve as a successful sports development model, which can be adapted to developing countries globally.

“Our IFs, with all their NFs, can certainly play an effective role in promoting the development of their sports at the grassroots level,” says Ron Froelich of the International Gymnastics Federation (FIG) and the International World Games Association (IWGA). Drawing on FIG experience, he notes: “For the youth, it should be educational and above all, fun. Sport for all should be a platform for youth programmes.”

Bruno Grandi, FIG President, draws attention to the great success of the FIG Gymnaestrada, an international mass-participation event held every two years by FIG and similarly promoted by its 128 NFs.

Sub theme 4.2 poses the question: “Is competitive sport still appealing?”

Competitive sport has existed in every society for hundreds of years.

Whether the motivation for competition is fun, personal achievement, financial gain, or even national honour, the basic framework for sport is built around competition.

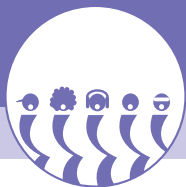
Athletes commit thousands of hours to training, often at great sacrifice to their education, employment, family or financial success, in order to compete successfully at club, state, national and, ultimately, international level. It is the joy, the challenge and the environment of competition that is the stimulus for athletes to devote so much time to training and the pursuit of excellence.

Many contributors contend that competitive sport has not lost its appeal because competition is an essential part of an athlete’s development as it helps to promote discipline, teamwork, respect, tolerance and inclusion, and of course it certainly improves the physical fitness of all participants.

The challenge for sport is to keep pace with popular trends and interests.

All IFs organise, promote and conduct an increasing number of competitions driven by the interests of the athletes, the commercial opportunities these extra events create and the need to cater for both men and women, from very young athletes to those of mature age.

This year, the Olympic Programme Commission (OPC) received requests from most IFs regarding the inclusion of additional events in the 2012 Olympic Games.



These requests mirror the expanded competition programme each IF is conducting at national, continental and world level.

The International Cycling Union (UCI), which experienced great success at the Beijing Olympic Games, contends that competitive sports are most definitely still appealing to young people.

Martin Gibbs writes that the UCI was extremely pleased with the introduction of BMX, and the reception the event received. The UCI had worked hard to adapt the sports format to satisfy its young participants and followers, as well as the wider Olympic Games audience, and especially television viewers.

Sports competitions around the world have received a boost from the expanded television coverage available through cable and satellite channels and, more recently, the advent of the digital revolution.

Olafur Rafnsson, the Icelandic sports leader, says: "Competitive sport also has an appeal to participants, audiences and society. Importantly, competitive sport can help grow and nurture young administrators, volunteers, referees, officials and coaches."

"Youth sports events" is the third sub-theme.

The introduction of the Youth Olympic Games (YOG), a key initiative of IOC President Jacques Rogge, has significantly raised the profile of youth sports events. The majority of Congress contributors have applauded this exciting new IOC initiative, which will be staged for the first time in Singapore, in August 2010.

All IFs have applauded the YOG initiative, given the very few multisport events available for young people and the general lack of public interest (particularly on the part of television) that each IF experiences with its own continental and world youth events.

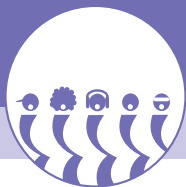
The challenge for IFs is to tailor a competition programme within the quota numbers agreed with the IOC, and at the same time to present a programme attractive to the youth of the world, but not just duplicating existing IFs' competition programmes. Several sports will use the YOG to experiment with different, and indeed alternative, competition formats, which hopefully will lead to more youth-orientated sports competitions.

One such example is in basketball, in which the International Basketball Federation (FIBA) has won IOC support to introduce the concept of FIBA 33, a three-against-three, half-court competition. This concept provides for 38 NOCs to be represented in basketball, as opposed to 10 if the traditional basketball competition format were used, as initially proposed by the IOC.

While the YOG are expected to give a significant boost to the image and profile of youth sport, the IFs are very mindful of their obligations to work with their member NFs in ensuring that development programmes provide for carefully staged, cost-effective national and international youth competitions, respecting ethical conduct and principles.

In closing, ASOIF and the IFs are unanimous in their view that organised and competitive sport plays an important and fundamental role in society, with particular emphasis needing to be devoted to the participation of children in physical activity from the earliest age.

The IFs stand ready to work closely with governments and the Olympic Movement to realise these objectives, in the interests of a healthy mind in a healthy body.



MOVING TOWARDS AN ACTIVE SOCIETY

WALTHER TRÖGER

Moderator • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

There is no longer any doubt that the International Olympic Committee (IOC) has a duty to apply the Olympic values to all areas of human society, and take measures to achieve this without consideration of differences in race or religion, sex or age. The fact that this Congress has chosen to address the theme we have before us today, under the heading of “Olympism and Youth”, in no way contradicts this. For good reasons the Congress is restricting itself to key areas, but this does not mean that in the daily work of the IOC many other subjects are neglected. Motivating and mobilising young people is and continues to be one of our organisation’s most important tasks.

If we recognise physical activity as a precondition for the comprehensive mobility of our society, and regard it in particular as a necessary basis for a healthy lifestyle, we must recognise that the most important conditions for achieving this are established precisely when we are young. Young people are preparing for a healthy, fulfilled and demanding life, and must be prepared to ensure the means to achieve this at an early age. Physical activity and the practice of sport, plus the proven values of our competition systems, are especially helpful in this regard.

Sport is vital as a catalyst for an all-round education, as a part of that education, as a means of achieving the holistic development of children and as a condition for a healthy lifestyle, and needs all social organisations at the local, national and global level to cooperate to this end. The result of the successful achievement of this social mission is the ability

of young athletes to perform important tasks in all areas in later life, and to actively mould society to respond to the increasing demands it faces.

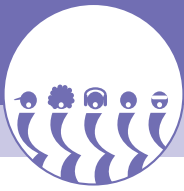
If the Olympic Movement is to be true to the demands it has established and its constituents have defined, it must in particular accept this task. In doing so, it must ensure the cooperation and readiness of all those involved to work with it on this task: parents and educators, sports organisations at all levels, governments and socially responsible companies, as well as other social organisations.

But this task also involves combating resistance and impediments. These include increasing obesity in all age groups, and especially among children; an unbridled hedonistic attitude; and above all the temptation of a plethora of other attractions in modern life. Modern methods of communication must be used to motivate young people, but also to warn about these dangers and about having just one form of activity to the detriment of physical exercise. This subject is being addressed in depth elsewhere at the Congress.

The IOC’s Rules provide all the fundamental indications as to how these tasks should be defined and performed, but even these Rules need modernising and rewording from time to time in a detailed review process. This, too, is one of the tasks of this Congress. Like its predecessors, the previous Congress, held in Paris in 1994 as the centennial “Congress of Unity”, gave indications regarding our subject. Its approach was understandably cautious, as other aspects connected with the main theme had priority. But the message about “sport for all” as a human right, and physical performance as an educational tool and the foundation for a successful life, was clear. It is generally recognised that, as a result of labour-saving machines, modern means of transport and an increasingly sedentary lifestyle, people today no longer automatically and naturally perform the physical activity that nature intended. For this reason, they need to compensate by engaging in sport and physical activity, especially when they are young. Only rarely is it possible to catch up in later life with what one has missed during one’s youth. Sport in the broadest sense has shown itself to be the best way of making good omissions of this kind.

It has become increasingly clear that sport and physical activity need to be linked to other areas of human development and a successful and satisfying way of life. This means that education and development must be treated holistically, taking into consideration all aspects of the growth and development of young people.

Sport can and should encourage solidarity, teach peaceful co-existence and conflict resolution, reduce aggression, and facilitate fair play. As such, it represents an important factor for combating violence in society. Anyone who has learnt early on from sport to respect his opponent will benefit from this later in other areas of life.



The IOC's Sport for All Commission, which at its two-yearly congresses studies the effects of lack of exercise, promotes the right of all people to sporting activity and provides opportunities for doing so, and has therefore reached an agreement with the members of the IOC Commission for Culture and Olympic Education to look at bridging aspects and developing a common strategy.

Both Commissions have worked on their suggestions in the run-up to this Congress, and await its results with interest, before jointly developing and presenting their proposals.

HRH PRINCESS HAYA AL HUSSEIN

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

LAYING OUT WHY WE NEED A MORE ACTIVE SOCIETY: HEALTH

The contributions demonstrated that all age groups are becoming more sedentary due to a wide range of factors, from increasing emphasis on “screen time” for the youth sector, to urbanisation and office-based working for adults and the effects of “Western standards” on developing nations.

There are increasing indications that elite sport is inaccessible and unachievable for those lacking resources.

Physical activity in terms of both sport and leisure is not perceived as a social activity.

These factors are damaging to the role and importance of sport and to the health of all age groups around the world.

Action:

- The Olympic Movement should work more closely with governments and parents to develop educational and sport programmes implemented at the national level that are accessible to all.
- Harness active participation to increase physical fitness and awareness of individual sports.
- Refocus sport as a social activity for those not looking for a competitive activity.

THE INTERNATIONAL CONNECTION

The lack of continuous worldwide monitoring of physical activity levels means that strategies cannot be founded on fact-based understanding of the present situation, nor can the success of strategies be monitored and adapted.

Sport is a force for good and a vehicle for change. This change can be implemented at a social level and on a political level in conflict resolution and in community cohesion and development.

Action:

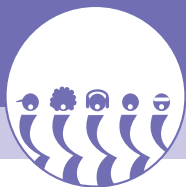
- Establish a United Nations (UN) / International Olympic Committee (IOC) link to monitor global physical activity.
- The IOC should require National Olympic Committees (NOCs) to include development and monitoring of programmes for inactive parts of their societies in their mandate.
- The IOC and International Federations (IFs) should more actively harness the power of sport as a force for good and a vehicle for change by working with humanitarian organisations, giving them access to their international and national networks and using their sports to increase the reach and success of humanitarian organisations

A SHIFT IN PERCEPTION – FROM PASTIME TO CAREER

There is a view that sport is not a career. This view leads parents and families to discourage their children from serious and planned participation in sport.

Action:

- The IOC / IFs need to work with parents, schools and governments to create clear career paths for athletes, placing a career as an athlete on the same level as a profession.



RAJA RANDHIR SINGH

NOC representative • Indian Olympic Association



ORIGINAL TEXT IN ENGLISH

Thank you very much, President Rogge and President Vázquez Raña, for giving me this opportunity to speak at the breakout session on the theme “Olympism and Youth – Moving towards an active society”. I believe that this theme is not only important, but also very relevant as sport is the best instrument for influencing the behaviour of the youth of any country and projecting an aura of nationalism during competition, at the highest level.

Today, society exerts significant pressure on those who are growing up. The educational process must follow the rapidly evolving situation, take cognisance of some of its tendencies, and promote performance. This can only be achieved if young people have the necessary performance capability. In general, knowledge is accumulated through the traditional means of education and with parents at home. Attitudes towards sport are influenced by family, religion and culture. But what can give the motivation to enhance a person’s performance capability? To me there is no better answer than sport. We need to spread this message far and wide through such forums, especially in the developing countries, where the global competitive environment limits the participation of youth in sport because they are in quest of better job opportunities and hence focus more on their studies. In fact, sport and study can be managed side by side.

After a very long time, Indian athletes at last did well at the Beijing Olympic Games in August 2008. India gained her first ever individual gold medal, when Abhinav Bindra won the 10m air-rifle event, and there were two bronze medallists: 75kg boxer Vljender Kumar and 66kg wrestler Sushil Kumar. These athletes made the country feel proud. In

addition to shooting and boxing, India also did well in archery, badminton and rowing. This has generated appreciation and awareness of sport across the country as never before.

Nonetheless, India has a long way to go in the field of sport. Our mission now and in future is to revitalise sport and build a strong foundation for Indian youth, which can inspire and lead them towards greater achievement. In pursuit of our mission, we aim to provide our athletes with competitive opportunities in all sports at rural, urban, regional and national level, so that India becomes a nation where sports are an abiding national passion.

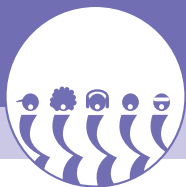
Besides providing physical training at its highest level, we believe that sport is an arena of moral values. These values are of the greatest importance for the forming of individual personalities in terms of physical, moral and social development, which in turn contributes to building a morally strong and sports-loving nation.

The National Olympic Committee (NOC) of India has come a long way since its inception in 1927. Every two years, National Games are organised, in which all the individual States participate. To date, we have successfully held 33 national events of this kind. Through this endeavour, sports infrastructure has been created around the country. The 34th National Games are due to be held in Ranchi from 21 November to 5 December 2009, with approximately 14,000 athletes expected to participate.

India hosted the multi-disciplinary South Asian Games (SAG) in Kolkatta in 1987, and in Chennai in 1995, as a result of which sports infrastructure of international standards was created in both of the States concerned.

In addition to this, India has hosted the I and IX Asian Games, in 1951 and 1982 respectively, the I Afro-Asian Games, in Hyderabad in 2003, the Commonwealth Youth Games, in Pune in 2008, and we are confident that the XIX Commonwealth Games, due to be held in New Delhi in 2010, will further strengthen the sports movement in India.

I would like to inform the esteemed members about a new initiative of the International Olympic Committee (IOC), the Olympic Values Education Programme (OVEP), which was officially launched by our President, Dr Jacques Rogge, on 16 October 2008 in Pune, India, during the Commonwealth Youth Games. This programme is part of the Olympic Movement’s Education Through Sport Programme, which aims at mentoring young people, using sport to instil human values and get them interested in physical activity at an early age. The programme aims to apply the discipline of sports to young people’s daily activities, teaching them the spirit of togetherness and fair play, appreciating one another, and promoting friendship, sharing and peace. The NOC of India



is committed to seeing that this programme works well and achieves its goals in India.

As well as the OVEP, the IOC President inaugurated the National Club Games, a very promising NOC of India project, about which we are very enthusiastic. As the majority of India's population lives in villages, the Club Games concept is well suited to them. The Club Games will begin at the village/ward level and cover all the States of India. It will be a multi-tiered event and will move upward through many stages. Effective implementation of the National Club Games at all levels in India is extremely important for the success of the project. We are confident that, through the National Club Games, the NOC of India will be able to successfully carry the Olympic message right down to grassroots level. It is perhaps pertinent to mention that India has the world's largest youth population, with 40% of Indians under the age of 35.

It is, therefore, very important how young people perceive the Olympic ideals and how they can translate them into practice, how they live out Olympism, and how they are able, in the future, to help form the Olympic Movement in their home areas.

The school community should be encouraged to view sport as a vital tool and become an inspirational force, with much to contribute to the development of young people in the world today.

Schools should demonstrate the significance of Olympic ideals in a clearly identifiable way, including sport as a compulsory part of the school curriculum.

I put all my hopes in our young people. They are the vital force for promoting Olympism and making it an essential part of life.

BRUNO GRANDI

IF representative • FIG – International Gymnastics Federation



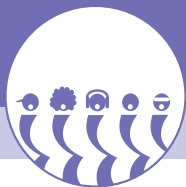
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It is imperative for Olympism to move from the stage of messages and declarations to that of concrete actions. This process is, in fact, taking shape through the Youth Olympic Games (YOG). Declarations about the ethical values of sport and the role of fair play are too often compromised by the serious incidents that occur during competitions. These dismal acts end up becoming the enemies of sport. Our hollow rhetoric consequently provokes negative reactions among young people.

The new generations need to hear the voice of the major sports events and, primarily, that of the Olympic Games. That said, they also want to play an active part in these global events and, to do so, they must know the true and profound history of the Olympic Games, their meaning in human and moral terms, and how far they have contributed to the progress of civilisation.

If we continue to convey messages without vigour, if we do not succeed in giving substance to the social and cultural values of the Games, all our communications efforts will be in vain and remain ineffective.

We need to provide powerful stimuli, which result in concrete involvement, to give convincing reasons which will push people into practising a sporting activity as a philosophy or practical life-choice, and to raise awareness in the community of the problems of the environment in which we live. In the absence of more consistent behaviour, young people will still not be challenged to think more deeply and in more concrete terms about sport as a phenomenon and, above all, about the place of the Olympic Ideal in building a more mature and aware civilisation.



Beyond the purely technical and entertainment aspects that we attribute to and recognise in sport, it is these absolute values that give us the opportunity to share an extraordinary experience with young people – values that justify all our efforts to win victory, or at least to take part in competition, the Olympic Games, and now the YOG. The value of sport lies not only in winning, but in experiencing these anthropological values, rich in ethical teachings, which make participation in sport an act of civilisation.

Young people must grasp the historical meaning of the Olympiads. They must know that their first celebration marked the end of humankind's "primitive" stage and the dawn of civilisation. This was a key historical moment, as the simple anthropological meeting of individuals was transformed into a civilised confrontation, because it was governed by rules, the very first of which was respect for one's opponent. In addition, we must continue to remind people of the deep meaning of the Olympic Truce, which accompanies the Olympic Games and illustrates their message of peace among peoples.

The YOG, responding to an urgent need to promote a healthy lifestyle, mark a new stage in Olympism. They reinforce the conviction that sport offers:

- psycho-physical well-being, if it is practised within the limits of each person's physical capabilities;
- moral well-being, insofar as it enhances the value of life, developed through respect for the rules governing sport, which pits competitors against one another in the quest for an ideal; and
- social well-being, achieved through the spirit of solidarity and willingness to collaborate which lives in us all.

The objective of the YOG is to exalt these values, so that young people can enjoy this experience not in its traditional nationalist spirit, which is too often exacerbated during sporting events, but rather in a spirit of fraternity, friendship and benevolent competition.

Personally, I lay great stress on the fact that young people must realise that Olympism is a philosophy of life, a path that never comes to an end, an existential philosophy that aspires to its full realisation, as well as to securing the support of our contemporaries, and has not yet been wholly assimilated in its universal finality by public and private institutions.

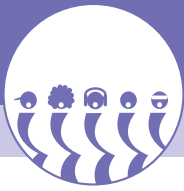
LORD SEBASTIAN COE

Stakeholder representative • LOCOG – The London Organising Committee of the Olympic Games and Paralympic Games Ltd

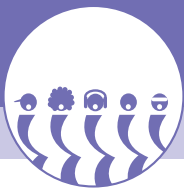


ORIGINAL TEXT IN ENGLISH

- The Olympic Movement can lead and inspire young people through the Olympic ideals and values, which can be a source of hope, direction and action for youth in modern society, and in times of difficulty and uncertainty.
- The Copenhagen Congress, the first of the new century and new millennium, provides a special opportunity for the Olympic Movement to plan and develop its future relationship with young people, and to involve and engage young people through the Olympic values.
- It is important to reflect on the uncertainties facing today's youth, including a loss of trust in institutions, especially financial institutions, and young people's reevaluation of their beliefs and future directions and priorities, and the role that the Olympic Movement and values can play in this.
- There has never been a better – or more necessary – time for the Movement to promote the timeless Olympic values, because they are the very antithesis of what contributed to the world's current financial crisis, and associated economic, environmental and social pressures.
- This is the moment for the Olympic Movement to throw its support behind the Olympic brand and to reaffirm the Olympic values and ideals, which can help to address concerns and issues important to young people.



- It is also important to discuss the practical application of the Olympic values, and reflect on how the Olympic spirit and ideals have already taken hold in London and the UK, and are driving the London 2012 vision for positive community change.
- The Olympic ideals challenge us as individuals and as members of the Olympic family to help address the concerns of young people, and now is the time for the Olympic Movement to drive, disseminate and promote the Olympic values and ideals, particularly in a climate receptive to young people.



IS COMPETITIVE SPORT STILL APPEALING?

GUDRUN DOLL-TEPPER

Moderator • ICSSPE – International Council of Sport Science and Physical Education



ORIGINAL TEXT IN ENGLISH

1. INTRODUCTION

Certain societal developments that can be tracked on a global scale suggest the need to examine the attractiveness of competitive sport for young people. Reports from different parts of the world address issues related to the changing lifestyles of young people and emphasise growing gaps between interest in sport, participation in sporting activities of various kinds and involvement in competitive sports. Analysing the current situation and trends allows us to identify new opportunities and to make recommendations for the sports movement and, in particular, the Olympic Movement.

Although sport is a very popular leisure-time activity among young people all over the world, their interests and lifestyles may differ a lot, so they cannot be seen as a homogenous group. Cultural, gender, religious, access, ability and other issues result in differences between levels of sporting participation.

Scientific research has continuously contributed to an improved knowledge base. Among the issues and topics that have been addressed to date in youth research from different scientific perspectives are:

- violence prevention through sport;
- intercultural learning and sport;
- integration through sport;

- disadvantaged young people and sport;
- young people with a disability and sport;
- sports participation and modern technology;
- informal practice of sport; and
- “trend” sports.

The International Olympic Committee (IOC) has recently initiated a study to analyse the physical activity behaviour of adolescents in several countries. The analysis of participation in competitive sports is an ongoing task as it is closely linked to developments in other areas of society.

2. CURRENT DEVELOPMENTS

2.1 Dynamic developments in life planning and leisure behaviour

In the current debate, concerns are being expressed that young people are facing numerous challenges in their development and education, with a strong need to pursue a competitive and economically fulfilling career. Many options and choices exist, resulting in sport being just one of the elements competing for the time and commitment of young people. In many cases, interest in sport is twofold: an interest in practising sport or watching sport in the arena or – even more often – on TV and on the internet.

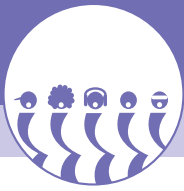
2.2 Global health problems

An ever-growing percentage of young people is already experiencing health problems due to lack of physical activity and consumption of unhealthy food. Levels of overweightedness and obesity continue to rise, and the prevalence of Type 2 diabetes also continues to grow. These are just a few of the resultant health concerns. Relevant governmental institutions and sport organisations are developing and implementing strategies to fight these problems, such as the World Health Organisation’s Global Strategy on Diet, Physical Activity and Health.

Experts have identified an enormous disconnection between the sports system and the physically inactive. For example, even intensive watching of sports events does not lead to a change in individual behaviour, as is sometimes assumed. Studies have shown that there are several barriers to participation, including time, cost, coaching, gender differences, ethnicity and study. These trends need to be analysed and new approaches need to be found to establish or re-establish this connection.

2.3 Public awareness and media

The role of the media cannot be underestimated, not only in raising public awareness of positive aspects of sport and highlighting particular sports to increase their popularity, but also in portraying sport’s negative aspects. This, too, may influence not only participation in sport, but



also perceptions of particular athletes. There have been recent examples of athletes behaving in ways that have affected not only the sport, but the individuals themselves. Could the pressure of being a role model be a reason why young people avoid competitive sport?

In addition, sports policy in many countries concentrates strongly on competitive and elite sport. Public funding is being made available for high-performance sport, while commercial relationships between athletes and companies in the private sector are currently growing. There is a need for continual monitoring of these developments to ensure that inappropriate exploitation is avoided. This is also another area in which pressure to act as an appropriate role model – not just as a champion athlete – can be brought to bear. Sponsorship agreements can be impacted by the off-field behaviour of athletes.

Whether elite sport, sport for all or any other form of sport is concerned, sporting activities are closely connected to the availability of facilities and a healthy environment.

The collaboration of sports organisations and governmental institutions at national and international level is of crucial importance to ensure that people have opportunities to participate in competitive sport, as well as to practise physical activities with an emphasis on quality of life and well-being. In order to achieve these goals, more investment in grass-roots level sport is required.

2.4 Lack of quality physical education

The school system can play a crucial role in developing interest, attitudes and behaviour. Introduction to sport in the school system can generate a healthy interest in participation, whether at the informal level of play or at a more competitive level.

International surveys have shown that physical education and sport in schools are lacking time allocation, qualified staff, facilities and, more generally, recognition and appreciation.

Physical education and sport in schools – both as lessons and as extra-curricular activities – need to be understood as essential and indispensable elements of education, contributing to the holistic development of each individual.

Quality physical education is the most effective and inclusive means of providing all children, whatever their ability/disability, sex, age, and cultural, ethnic, religious or social background, with the skills, attitudes, values, knowledge and understanding for lifelong participation in physical activity and sport. This can be a vitally important strategy in the reduction of the health problems previously mentioned.

Once engaged in sport, those young people who have chosen to participate at competitive levels – in school and in the sports system – need to be encouraged, empowered and trained by highly qualified teachers and coaches, and supported by their personal entourage, families and friends.

2.5 Globalisation, universality and individualisation

For many young people, choosing a sport in which to participate, from an array of different sports, is not easy.

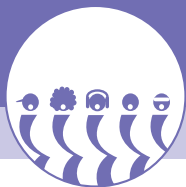
Very often, new sporting elements are developed within the youth culture that have strong elements of individualism, e.g. BMX, snowboarding and beach volleyball. Some people prefer to take part in these individual competitions, while others practise their sport “just for fun” and as a way of socialising with their peers. Though we agree that competition is an essential element of high-performance sport, competitive sport can also be practised without reaching the performance levels of elite athletes, whether in structured forms or informal settings.

In this context, it is important to emphasise the specific role of sports organisations at local, national and international levels. The sports system needs to adapt sensitively to the culture of young people and address the needs of the social and competitive athlete alike. Remaining flexible and adapting to ever-changing trends can keep a sport “in the spotlight” for both potential participants and potential supporters and spectators. An example of a sport that has adapted to generate and attract different audiences is rugby union. The game has reduced the number of players on the field (from 15) to competitions for 10 or seven players, both formats creating a faster-paced game. The sport requires the same skill set as the original game, but the tactics and style of play mean that a different set of participants (players and spectators) can be attracted.

2.6 Young people and competition

Competition is an essential part of an athlete’s development, but it should not be the only focus. As role models, athletes can deliver a message to young people of how sport and competition are connected to teamwork, and to respectful, inclusive and tolerant behaviour. They can demonstrate qualities like perseverance, dedication, ethical behaviour and fair play, as well as the pleasure that is derived from winning, and the self-confidence that often stems from success.

These positive aspects of the role of champions are, however, contrasted with other perceptions of athletes’ lives: restricted social involvement due to strict training regimes, economic sacrifices, physical sacrifices, the limited duration of a sporting career, and so on.



Within youth sport, there is a tendency for programmes to become more serious and less playful, sometimes led by coaches and instructors who give victory the first priority. This may not be what attracts young people to participate in the first place, so their experience can be a negative one, resulting in a departure from the sport.

And there are other threats that might influence young people to keep away from or drop out of competitive sport. The use of dietary supplements and performance-enhancing drugs, and the negative impact of doping and sexual harassment, may influence parents not to enrol their child in sport. It is therefore crucial to disseminate basic educational material to ensure that the use of supplements and doping is reduced or preferably eradicated, and to promote clean sport! The main focus is placed here on prevention and on a positive perception of sport. This is closely linked with the work of the media in raising public awareness.

3. NEW OPPORTUNITIES AND RECOMMENDATIONS

In the past, strong tendencies have been developed that link high performance and Olympic sport, as well as the Olympic Movement, to other areas of society, e.g. the cultural and educational sectors. The education programmes planned as part of the upcoming Olympic and Paralympic Winter Games in Vancouver and the Summer Games in London are intended to address the interests of young people and contribute to intergenerational demands.

From the various papers that were prepared for this section, a clear consensus can be identified: the Youth Olympic Games (YOG), initiated by the IOC, are seen as a tremendous new platform to inspire today's young people. The sports competition, in conjunction with an educational and cultural programme, offers new opportunities to attract young people. Understandably, there are no data available yet on what impact the YOG may have on participation. This should be added to the research agenda of the future, as it would be helpful to know how the Games will influence:

- the beginning of training;
- sporting careers;
- athletes' health;
- physical, psychological and educational development;
- social and cultural awareness;
- retirement from high-performance sport;
- the out-of-sport careers of athletes;
- athlete education and training (non-sport); and
- the impact of role models on children and adolescents.

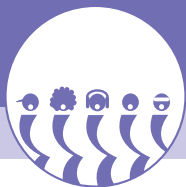
There is a need for scientific research in this field from different disciplinary perspectives.

Recommendations include:

- Ensure quality physical education and sport for all in schools.
- Intensify collaboration between the school and the sports system.
- Establish connections between the physically inactive and the sports system.
- Closely link education and a sporting career, and provide social, medical and psychological care for young athletes.
- Develop talent identification programmes based on a holistic approach.
- Create new and innovative opportunities for competition and take youth culture and sporting interests into consideration.
- Promote clean sport and disseminate awareness and education programmes via different communication channels and the media, with a focus on prevention and the fight against doping.
- Cooperate with athletes who are champions and role models, showing perseverance and dedication and setting good moral standards.
- Invest in scientific research and use the findings to develop sports structures, programmes and initiatives and as a basis for critical reflection.

All members of the Olympic Movement have a key responsibility in encouraging and offering access to sport and to competitive sport for all ages and groups. Coordination with all sports organisations and governments is required to achieve this target.

Finally, it is important for the Olympic Movement and other sporting bodies at the international and national levels to involve and empower young people, and to contribute to intergenerational opportunities.



UGUR ERDENER

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

Is competitive sport still appealing? I think we can answer this question very simply and directly: yes, no or maybe. I do not want to seem unsure of the answer, but before we look at sport and its appeal, we must understand the varied nature of many of the world's sports. And in this regard, I am addressing the competitive appeal of Olympic sports.

For a sport to be viable in today's increasingly difficult economic environment, it must possess several special characteristics that set it apart:

- Does it reach out and grab the imagination of today's young people? In other words, is there something unique about the sport that makes young people wish to take it up on a recreational level?
- Does it touch some of these young people in such a way as to make them want to continue to develop their skills? Will they continue in the sport to what would be considered an internationally competitive level?
- Once we have top-level athletes wanting to participate at an international level, is there something about the nature of the sport that makes it accessible to the general public?
- If it is accessible to the viewing public, does it possess the excitement level necessary to attract the interest of television broadcasters?
- Is the sport sufficiently developed to satisfy the above groups, and can it provide a level of competition that we would define as "Olympic"?

All sports must have an initial entry system that brings young people into the sport. This can be on a recreational basis or on a competitive basis. Without an efficient method of introducing young people to the sport, the chances for competitive appeal are greatly reduced. When

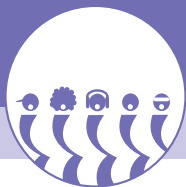
young people, young adults, and adults are not exposed to the sport on a broad-based level, the acceptance of the competitive nature of the sport is limited.

Next, we must look at the jump that it is necessary to have in order to get from an entry/recreational level to a highly developed international level. Are there national organisations that can direct and give support to the development and growth stages of the sport? There are many ways in which children become interested in a sport. However, without a structured national and international development effort, the competitive appeal of a sport will be restricted to a few specialists. In some countries, entry systems are very local yet widespread. In others, there are national efforts to develop sports, which are not a part of the traditional sporting environment of that country. Either way, it is helpful for a sport to have a broad base of participation so that its competitive nature can be understood by the general public.

Ok, now we have got a sport with a broad base of understanding and participation in a significant number of countries around the world. But can the public accept it as a quality sport? Does it have a high degree of competitiveness and is therefore appealing? Is the competition direct, without a lot of twists and turns on the road to victory? Is the competition immediate? In other words, does the competition offer a certain level of excitement and competitiveness from the very beginning that can be seen and appreciated by spectators? Speaking from the perspective of my own sport, in the past our competitive shooting round lasted four days. All competitors shot 144 arrows. It was a marathon. Frankly, by the end of the first day's shooting, we could mentally eliminate nearly 75 to 80 percent of the athletes on the field from a medal position. At the end of the second day, we knew the medallists would emerge from a small handful of athletes. Spectator appeal was virtually non-existent. This was especially true when there was a runaway winner, or two leading contenders, in a gender or competition category. It was nice to see someone shoot so well. However, the aspect of competitive appeal was completely lost in such an environment.

Archery's answer to this was to change the nature of our competitive rounds. We went from a shooting marathon to match play and elimination. From the outset, there was to be a match winner based upon a very limited number of shots. This created instant drama for both the athletes and the spectators. It was easy to follow the flow of our event. There were no tricky rules or insider knowledge to master. An archer won a match or he lost a match. Simple. Direct. Immediate. And then he advanced to the next stage. The viewing public was able to see and experience competitive drama from the first day of the competition. No waiting.

The next aspect of competitive appeal is telling people that we have a great sport and that it is worth taking time to watch it. This means



aggressively taking the sport to the world. We cannot wait for the viewing public to come to see us. There are too many sports out there for us to sit and wait for the people to come. We all have great sports, and we should feel proud of their competitive nature. But we have to sell them. And this generally means having a format that television likes. If we have a great sport, well distributed around the world, with an immediate competitive impact and easy-to-understand rules, how do we emphasise its competitive nature? How do we use the available means of communication to enhance its competitive appeal?

We must have a competition format that is suited to and ready for television presentation. When one looks at two of the most successful international sports in the world today, we see that they have a concise presentation window. Formula One has a time frame of less than two hours. Football is the same. This is a convenient and successful time frame within which to run an event. The viewing public can maintain its level of concentration throughout the programme and be satisfied with the experience. My sport has arranged its finals events to fall within this time frame. It gives television a convenient time block. It lets us highlight our best athletes. It allows for an intense focus of concentration upon the best athletes, who are performing incredibly difficult feats under strict competitive conditions.

Thinking along the same lines, are we using the capabilities of 21st century technology to spread the appeal of our sport? Live internet feeds? YouTube productions? Have we taken our sport to the several billion people on this planet by all means available?

We cannot just allow our sport to “happen” without guidance. We must focus on its essential nature. We determine its basic characteristics and then develop and highlight its best parts. This must be done in such a way that the public sees a serious athletic effort with competitive appeal. It requires us to ask ourselves whether we are doing the right things or whether we are doing things because we have always done them this way.

To find the level of competitive appeal we need, we have to consider all levels of our sporting operation. First of all, the focus must be on the athletes. Obviously, without them there is no game. Our sport must be so interesting that young people will want to try it at an early age, so that later some of them will become our champions.

Does our sport make a significant contribution to the Olympic Games? Do we have broad appeal around the world? Do we have a good distribution of athletes when we look at our Olympic participation lists?

Does our sport fit well into the structure of the Olympic Movement? Are we aggressively pursuing the Olympic ideals of fair play, equality, and open access?

Does our sport support the ideals of Olympism and Youth? Are we involving young people around the world in trying our sport? Even though all young people cannot be successful at the Olympic level, does their participation encourage the growth and principles of Olympism?

Have we found the best means of using the “digital revolution” in taking our sport to the public? Have we aggressively taken the opportunities that exist to present our sport in the best possible light and with the greatest chance of reaching our public?

Many decisions need to be made by all sports as we develop the means to reach out to our athletes and everyone else involved. We all have many stakeholders. If we do not satisfy them, they will find other sports that give greater satisfaction.

Finally, some of the most important things to consider in developing a strategy to satisfy our public: do we have a sport that is interesting, direct, immediate, exciting, and dramatic? This will make the sport competitively appealing.

HENRI SÉRANDOUR

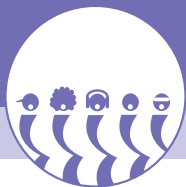
NOC Representative • Comité National Olympique et Sportif Français



ORIGINAL TEXT IN FRENCH

Mr Sérandour was scheduled to speak at the Congress, but unfortunately was unable to attend. His speech, made available to the Congress Secretariat, can be found [here](#).

Having closely followed the behaviour of young people through my personal experience as a teacher then as a leader, and also through various observations and opinion polls, I have noticed that the practice of sport



among young people is always driven by a desire for entertainment, to acquire and develop new skills, feel healthy and in good physical shape, and enjoy the experience of competition.

Young people continue to enjoy expressing themselves in the company of their friends, and still set great store by the team spirit and human values associated with sport.

Of course, behaviour patterns have changed with new developments in social life, globalisation, media coverage, mass access to competitive sport and, above all, the rise of new forms of physical activity, in both the countryside and the urban environment.

Many of these new activities, at first virtually uncodified, seemed likely to compete with or even replace more traditional sports among young people. The aim was to discover new physical skills in harmony with the environment, with or without equipment, in the best spirit of sport, which encourages creativity and the quest for and mastery of new situations.

These new activities have enriched the world of sport. They have helped us to think about how we organise and present events, and sometimes adjust the rules to make them easier for the public to understand and facilitate access.

Some disciplines have quickly succeeded in winning a large audience among young people (and adults), and have offered attractive forms of competition by organising themselves along federal lines based on activity centres in the form of social hubs, before becoming actual clubs.

“Recreational” activities, which seemed different from traditional sports activities, have thus helped to diversify the range of sports available. They have gradually developed standardised rules and criteria, in terms of the skills involved and playing conditions. The idea is therefore to assess performance either by comparison with objective criteria (time, distance, etc.) or in relative terms through an appreciation or judgement, as in all competitions.

When they practise their particular activity, the young and the not-so-young alike are looking for an “evaluation”, which affirms their self-esteem and self-respect and, as they engage in competition, their esteem and respect for their opponents.

Competition mobilises “egos”, which paradoxically promotes altruism, as the quality of what you win in an event is worth only that of the competition or of benchmarks such as records or successes.

Competitive sport remains attractive to young people because it offers the chance to experience and share, through the skills demonstrated or

aspired to, human values like friendship, solidarity and respect. Young people want values, and in this regard, competitive sport continues to be attractive.

What is changing far more is expectations in terms of access, education and sharing of sports practice. I feel that young people want to be heard more, understood in terms of what drives their particular taste for an activity and their commitment to improve their skills.

I believe that one of sport’s current successes is more responsible participation on the part of young people, who are committing themselves for the long term, not on the basis of a pleasing vision or the financial prospects of playing a sport professionally, even if this attracts them initially.

The “zapping” characteristic of some of their activities seems to me to reflect more the difficulty of finding good reasons to commit, and hence remain loyal, to a particular sport than a lack of interest or inability to choose.

Choices are not made because of advice or guidance, or because they convey a particular status, but are based rather on a complex combination of qualities and skills, which shape the performance in which they want to be fully involved.

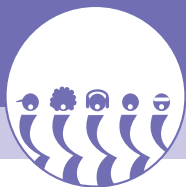
Young people around the world are not, by definition, a homogeneous unit. They are not all growing up in the same way, at the same age, in all places and in all cultures.

It is important that we offer them sound arguments on which they can base their commitment. We have a duty to understand the things which all young people, as they develop with the benefits of human history, tend to call into question. They are at least seeking to take them on board and enrich them.

The development of sport has itself called into question a number of certainties about the separation of body and mind, and we are pleased to see this. I believe that competition sport is still attractive to young people, as it is for us. But as it develops, new questions are being asked about its meaning, in response to excesses and aberrations, and about access to it.

These questions are positive. I cannot claim to answer them in just a few sentences but, like many young people, I remain convinced that competitive sport is still a fantastic setting in which to express human values.

It is up to us to steer a consistent course between these values and the quest for personal excellence.



MUSTAPHA LARFAOUI

IF representative • FINA – Fédération Internationale de Natation



ORIGINAL TEXT IN FRENCH

As an activity which teaches citizenship, sport must always be linked to youth. Sport may produce champions or simply people keen on physical activity, but in both cases, it produces citizens better prepared for life, regardless of the social and economic constraints linked to the job market, family life and the development of every nation.

It is this which constitutes sport's main attraction, its ability to prepare our children for the essential values, which should govern human relations: friendship; solidarity; fair play; respect for others; the celebration of victory and acceptance of defeat; the refusal to cheat; protection of the environment; the pursuit of a goal and definition of a timetable to achieve it; team spirit and many others.

Coaches, educators and parents need to understand this, and encourage their protégés to practise sport. They must help them understand that all physical activity is part of their socialisation and apprenticeship for life.

For our part, those of us who govern sport at the highest level must create the conditions to show our sport in the most entertaining way possible. To do this, we must hold competitions capable of attracting the top stars in our sports, in carefully chosen venues and with a programme that is both simple to understand but also attractive for television and other media.

While it is still essential for our young people to identify with these great stars and great moments, we also need to create competitions aimed specifically at these youngsters. For several years now, the Fédération

Internationale de Natation (FINA) has held junior championships in diving, water polo and synchronised swimming, and in 2006 decided to organise junior swimming championships.

These events are of crucial importance in the planning of our 201 National Federations (NFs) worldwide. They encourage training, offer an opportunity to participate to those not yet old enough to face the "seniors", and constitute a superb "observatory" for future champions.

Clubs, associations and federations need to join forces in this scheduling effort and adjust their calendars to this new reality.

Many of you will tell me that these grand words do not take into account one hard reality: the lack of infrastructure around the world.

You are right! In most countries, the leaders' priorities do not yet include sports-related investment. At FINA, we know that, without a pool, our athletes cannot do very much.

And a pool is expensive, requires maintenance and must be profitable. Qualified people are also needed to direct the activities which take place there.

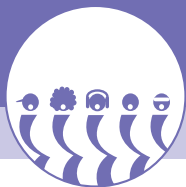
As leaders, it is our responsibility to alert the public authorities to this need and priority. They need to understand that encouraging our young people to practise sport means delivering them from the negative temptations that our societies offer our children.

Furthermore, sport is often linked to education, so a more active population is one with better schooling, more capable of holding the future of a nation in its hands.

For this reason, education, investment and a consistent competition calendar are the three key elements for success.

If all these factors are combined, how can young people not be attracted to our sports? For FINA, what is more beautiful than the elegance of our synchronised swimmers, the acrobatics of our divers, the speed and endurance of our swimmers, or the team spirit of our water polo players? And all that in a fascinating medium: water, the element essential to life!

Let us all fight for this ideal, and the world of tomorrow will certainly be better!



NICOLE HOEVERTSZ

Stakeholder representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

It happens all the time, every day, in every corner of the world.

People of every age, social background, and all walks of life are involved, in one way or another, in sport. They are part of a team themselves, active as an athlete, taking part in sports competitions. They may also be avid supporters, television viewers, parents, sponsors, coaches or administrators.

Sports competitions may take place in impressively modern arenas or tiny and simple neighbourhood fields. Whether the participants wear modern uniforms or modest outfits, the discipline and determination is no different and has one common goal: we strive to be the best that we can be.

No matter how different the circumstances, one thing is certain: sport brings great joy to countless numbers of people, and has the ability to change the lives of so many forever and for the better.

I was asked to speak here today about the relevance of sport, to answer the question whether or not competitive sport is still appealing. At first, I must admit, my reaction was one of surprise. "Of course it is," I thought, "Don't we all agree on that?" But the more I thought about it, the more I realised that we do have reason for concern.

While sport nowadays is probably more accessible than ever before, we actually see the number of young people who actively take part in a sports activity decreasing. In my own country, the Caribbean island of Aruba, studies show that only 13% of the population is involved in

organised sport activities. For the female population the figure is even lower: only 6.9% of women in Aruba practise a sport on a regular basis. Sadly, I do not believe my country to be an exception in this regard.

Why is it that, with all the opportunities we now have to enjoy the many benefits of sport, people in fact seem to be less involved in sports activities? Why is it that our youth, instead of taking part in organised physical activities, so often prefer to spend time in front of a computer, playing video games, or enjoying an endless menu of TV programmes? Is it true that competitive sport has become less appealing? And, if this is indeed the case, what has caused people to be less interested in sport and physical activity?

We tend to emphasise the positive aspects of sport, and in fact there are so many. But we must be careful not to shut our eyes to the negative sides, the stories that often get "swept under the rug". Allow me to give you a few examples of situations that make people choose to stay away from competitive sports.

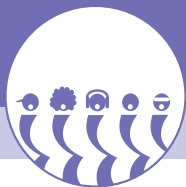
While we encourage people to participate in sport, promoting it as a safe and pleasant environment, the truth is that this is not always the case. Unfortunately, we know of cases where people have become victims of sexual harassment and abuse while they were taking part in sport. Research even shows that sexual harassment and abuse are particularly prevalent in elite sport.

Competitive sport can place incredible pressure on athletes. Teammates, coaches, family members, journalists, sponsors and fans can have very high expectations of the performance of athletes. Expecting to win at all cost may lead athletes into using drugs and prohibited substances, gambling and cheating, in order to live up to what others are expecting of them.

Competitive sport can sometimes alienate, isolate and push athletes beyond their limits. Instead of allowing athletes to enjoy sport, this pressure can affect them physically and psychologically, for the rest of their lives.

For some people, taking part in competitive sport is simply not affordable. The cost of participating in and meeting the needs of today's competitive sports is for many an obstacle, difficult to overcome.

We may expect athletes to be interested in and dedicated to competitive sports, but our contemporary society and modern lifestyle are placing more importance on pleasure, social contact and health than emphasising the benefits of competing in a sport, of being part of a competitive culture. These opposing expectations, of society and of the sporting world, lead to more people choosing not to participate in competitive sports.



Not turning a blind eye to these aspects, we should not be discouraged and continue motivating young people in particular to engage in sport and to enjoy its many positive aspects.

I cannot imagine how different my life would have been, how different a person I would have been, had it not been for my involvement in competitive sport. For me, the sport of synchronised swimming offered me a protective environment in which I was able to develop from a shy girl from a small island into an athlete who had the honour of representing her country, even at the Olympic Games. It gave me the confidence and opportunity to become the person that I am today, standing here in front of such a distinguished audience. I am very grateful for having had this opportunity through sport, and therefore feel compelled to share this message with others, hoping that they too will be encouraged to take up sport.

We often identify sport with competition, victory, results, but sport is not only about winning medals, about breaking records. Sport is about the joy found in effort. Sport is about conquering what did not seem reachable before. Sport is about fostering understanding, friendship, team-work, tolerance and peace. Sport is about educating young people, about creating leaders for the future. Sport, when practised well, as part of a well-organised structure, in a safe environment and under equitable circumstances, can very well be a life-changing experience.

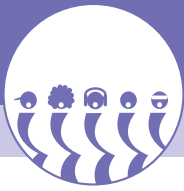
I know that I am “preaching to the choir” here, so to speak. No need to convince this audience of the impact of sport on people and on communities.

I strongly believe this Olympic Congress to be a turning point, an important opportunity for us to reevaluate the relevance of sport, and to seek new and creative ways of appealing in particular to young people.

We should listen carefully to the voice of our youth. Listen to what attracts them to sport. Listen to what sports they find appealing. Listen carefully, yet at the same time safeguard our history and the valuable legacy it has left us. We need to instil in our youth the importance of the Olympic values and Olympic education.

We have a unique chance to reach out and share the enormously powerful message of sport. In order for us to accomplish our goal and to have a lasting impact, however, we must ALL get involved and commit ourselves. It will not be an easy task, but working together under the leadership of the Olympic Movement, I am confident that we will be successful.

We owe it to the Olympic Movement, we owe it to our countries, we owe it to our athletes, and we owe it to the youth of the world.



YOUTH SPORT EVENTS

MICHAEL S. FENNELL

Moderator • Jamaica Olympic Association Ltd



ORIGINAL TEXT IN ENGLISH

I am deeply honoured to have the responsibility of being the moderator for this session dealing with the subject “Youth sport events”. This is an important aspect of the overall Theme 4 of the Congress and I am looking forward to a very vibrant discussion on the subject. We are fortunate to have a most distinguished panel of persons with vast experience in sport and sports administration, and I have no doubt that our session will benefit greatly from this resource pool. They will be introduced separately.

Olympism and Youth is indeed an extremely important consideration, as was evidenced by the presentations at the Plenary Session earlier today. However, it is clear that there are many different approaches to the subject, and this is also true of youth sport events. This is demonstrated clearly in the background papers circulated for this session. In particular, you should note the data contained in the study done on the 24 different youth sport events, showing the different approaches to such events, the vastly different age groups that represent young people, and the mix of sports and events (disciplines).

Obviously, each of the owners/organisers will have determined the ages and events based on their respective goals and objectives, but, if nothing else, the data indicates that there is no common approach. At the same time, we should note the unique concepts that are being applied to the make-up of the first Youth Olympic Games (YOG) in 2010.

Youth sport events are organised for a variety of reasons: as part of a sports development process, for recreational purposes, and as an integral component of physical education.

OBJECTIVES AND METHODOLOGIES

I do not think that we need to debate the importance of sport in development, in the economy, in health, in education, in socialisation and so on in this session. Rather, we need to turn our attention to the benefits to youth, whether sports events are adequately addressing their needs, and what other actions should be considered to further benefit the young people of the world.

Some of the issues that we could think about are:

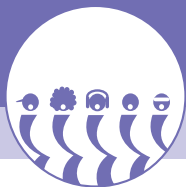
- defining “youth”, because there does not seem to be a universal definition;
- whether existing youth sport events are satisfying needs, and whether there are places in the world that do not have such events;
- whether there is a case for rationalising such events and, if so, by whom;
- whether there is a need for more such events, and whether there should be uniformity in conditions for participation;
- how these international and regional events relate to domestic events and, where financing is a problem, which is more important.

In the Caribbean we have a number of youth sport events. The main ones are:

- the annual Caribbean Free Trade Association (CARIFTA) championships in athletics and swimming for under 17s and under 20s; and
- the annual Jamaican Boys and Girls Athletic Championships for under 19s in three different categories.

Athletics being a particularly strong sport in the region, there is participation in the IAAF World Junior Athletic Championships for under 20s and the World Youth Athletic Championships for under 18s. Complementing these are some regional athletic events such as the Pan-American Juniors and North American, Central American & Caribbean (NACAC) Juniors.

I believe we have more than enough material to occupy us over the next hour, and by the end I hope we shall have a number of recommendations to make to the various authorities for the advancement of youth sport events.



ZAIQING YU

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

It is my great pleasure to be with all of you today, to exchange views on the topic of Youth and Olympism. On this topic, I have the following three points to share with you:

1. THE EDUCATIONAL VALUE OF OLYMPISM

Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example and respect for universal fundamental ethical principles.

The goal of Olympism is to place sport at the service of the harmonious development of man, with a view to promoting a peaceful society concerned with the preservation of human dignity.

Olympism not only takes physical education as a major task, but also attaches great importance to spiritual inspiration. The educational value of Olympism lies in its universality. Young people represent the world's future and as such are the target of Olympic education.

Youth is one's most active, innovative and energetic period; young people are always curious about new things. The Olympic spirit plays an indispensable role in the healthy development of young people, alongside other forms of education. Olympic education is not only helpful and important in building strong muscles and swift minds, but also in cultivating good mental qualities and civic virtue.

For the Olympic Movement, sports stars are the role models of Olympic education. Their images inspire young people all over the world; their legends carry significant educational value. Not only their great achievements and successful careers after retirement, but also their outstanding personalities can be a positive influence on young people.

That is why we believe young people need the Olympic spirit. At the same time, the Olympic Movement cannot develop without young people, because they are the ones who carry the Olympic flame.

2. CHALLENGES FACED BY THE OLYMPIC MOVEMENT

However, we cannot ignore the fact that, for many reasons, the healthy development of young people is facing various challenges, such as drug abuse, violence and unhealthy content on the internet. Furthermore, as young people spend more and more time sitting in front of screens, problems such as weak physique, eye problems and obesity are causing us concern.

3. OLYMPIC EDUCATION IN CHINA

The International Olympic Committee (IOC) attaches great importance to youth participation in the Olympic Movement. By inviting young people from all over the world to Olympic Youth Camps, International Olympic Academy seminars for young participants and other activities, the IOC seeks to inspire them with the Olympic spirit.

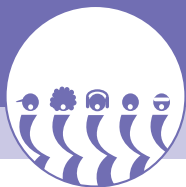
During the 118th IOC Session in Guatemala City, the IOC launched the Youth Olympic Games (YOG). This decision has injected vigour and vitality into the 100-year-old modern Olympic Movement, opening a new chapter in its history.

Now, I am very happy to give you a brief introduction on how China promotes sport for young people and conducts Olympic education:

CHINA YOUTH GAMES

The Chinese Government attaches great importance to the educational function of sport. As responsible authorities, the General Administration of Sport and the Ministry of Education of China have respectively organised several editions of National Inter-City Games and National University and Middle School Games, with the aim of integrating sport into quality education. Taking this opportunity, I would like to talk specifically about the National Inter-City Games in China.

With the aim of encouraging young people to participate in sport, and identifying and training young sports talent, China launched its first National Youth Games in 1985. Thirty-one delegations from different



provinces, cities and industrial unions participated in competitions in 17 sports. In order to provide a better platform for young people's sports competitions, the Chinese authorities combined the National Youth Games and the National City Games into one, making it the National Inter-City Games of China. All the participants are elite young athletes from the cities of China, and an age limit is applied to the athletes.

The new National Inter-City Games not only expanded participation, but also provided a more extensive communication platform for the young people. In 1988, the first National Inter-City Games were held in Jinan, the capital city of Shandong Province. Youngsters from 40 cities competed there in 12 sports.

With the rapid social and economic development in China, the scale of the National Inter-City Games has gradually increased. In 2007, the sixth National Inter-City Games were held in Wuhan, the capital city of Hubei Province. More than 6,300 young athletes from 74 cities participated in 288 events comprising 24 different sports.

As the second-largest national multi-sports games featuring the Olympic disciplines after the China National Games, the National Inter-City Games have the following characteristics:

- **Extensive participation** – According to the rules, the capital cities of all provinces and other large cities are qualified to participate. From the first edition to the seventh, the participating cities increased from 40 to 74, the number of athletes from 2,332 to 6,352.
- **Age limits** – The National City Games are for young people. There are different age limits for different sports. Generally speaking, the athletes' ages range from 13 to 21.
- **No medal tally** – To avoid invidious competition, the organisers of the sixth National City Games in 2007 stopped the tradition of setting up a medal tally, so as to provide a more favourable competitive environment for the young athletes.
- **Introducing Olympic rules** – The management of the National Inter-City Games is basically in line with that of the Olympic Games, to give the athletes precious Olympic experience.

For the future development of the National Inter-City Games, the following points are important:

- **Games for young people** – As our President, Mr Rogge, has said, "The YOG are not just a mini-Olympic Games; there are competitions, but that's not the main purpose. The main purpose is to educate young people in the Olympic values of friendship, fair play and to say NO to doping". The Chinese sports authorities share this view. We are currently working to change the name of the National Inter-City Games to the China Youth Games, making this event a grand celebration of Chinese youth.

- **Emphasis on culture and education** – The purpose of initiating the National City Games was to identify and encourage young sporting talent. With the social and economic growth of China, the role of the National City Games is changing. In future, the Chinese Olympic Committee will play an increasingly important role by presenting Olympic cultural and educational activities, enabling every young participant to enjoy the sports and understand the Olympic values.

OLYMPIC EDUCATION IN CHINA

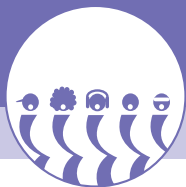
"To disseminate the Olympic values among 400 million youngsters in China. This number is tempting. It reflected the essence of the Olympic spirit, and also proved our choice in Moscow was right." This was IOC President Jacques Rogge's comment on the Olympic education programme in China. When Beijing was bidding for the Olympic Games in 2008, the city promised to extensively promote the Olympic spirit by launching a series of promotional and educational activities among the 400 million youngsters in China. In order to realise such a commitment, the Beijing Organising Committee for the Olympic Games (BOCOG) worked closely with the relevant authorities in China to implement various Olympic education programmes.

Olympic Education Model Schools

In 2005, the BOCOG and the Ministry of Education of China jointly launched the Beijing 2008 Olympic Education Action Plan, naming 556 elementary and secondary schools across the country as "Olympic Education Model Schools". These schools integrated Olympic education into their academic curriculum. During dedicated training sessions, the teachers were educated in the Olympic values of excellence, friendship and respect, and shown how to incorporate Olympism into the classroom setting. In addition, a series of textbooks was created, introducing students to the history of the Olympic Games, the various Olympic sports and the rules of play, the Olympic symbols and the role of the Olympic Movement as a contributor to international peace and friendship. Photography, painting, poetry, calligraphy and foreign-language speech contests are further means used to promote Olympism in Chinese schools.

Olympic "Heart to Heart" project

Another successful project was an initiative entitled "Heart-to-Heart", through which over 210 Beijing schools "adopted" sister schools in countries represented by an NOC, to share ideas and forge international friendships. Before the Olympic Games, the sister schools conducted diversified cultural exchanges. During the Games, the city's Heart-to-Heart schools greeted their partner NOC delegation at the Team Welcome Ceremony in the Olympic Village and supported its athletes at competition sessions. NOC delegations also visited their Beijing partner schools.



As I mentioned, young people are the hope and future of our world. It is the mission of the Olympic Movement and our common responsibility to attract and encourage young people to participate in sports so as to form a healthy lifestyle. We are very glad to see the first YOG will be held in Singapore in 2010. This is going to be a great festival and an opportunity for young people all over the world to experience the Olympic Movement and learn about the Olympic spirit. I am confident that the YOG will write a splendid page in the history of the Olympic Movement.

CHEE HEAN TEO

NOC representative • Singapore National Olympic Council



ORIGINAL TEXT IN ENGLISH

Much has been said about the Olympic Movement and its relevance to young people today. Last year, the International Olympic Committee (IOC) elected Singapore as host city for the inaugural Youth Olympic Games (YOG). As the host of the first YOG, Singapore has the privilege of co-constructing the Games with the IOC, particularly in the Culture and Education Programme (CEP).

The YOG, which place an equal emphasis on sport, culture and education, represent a shift in thinking and have presented us with an opportunity to do things differently. With this in mind, Singapore has envisioned Games that will inspire young people taking part in the sports programme, but even more so in the CEP.

I would like to say more about the CEP in this short presentation. The CEP is something untested, even by the IOC, quite unlike the Sports Programme, which the IOC has experienced from the Summer Olympic Games and has taken as the template for the YOG.

THE YOG SINGAPORE 2010 APPROACH

The Singapore 2010 YOG are about taking bold steps for young people. Through the Singapore 2010 YOG, we hope to change the way in which we engage with and view them. Instead of telling young people what they can or cannot do, we hope to create an environment where they receive support and are nurtured to fulfil their potential.

Young people today have diverse expectations and interests, as those of you who have teenage children can attest. Give them too much space, and they will say that they do not receive enough attention. And yet when we shower them with attention, it is sometimes misinterpreted as being too controlling and restrictive.

I believe that young people are like saplings – bursting with energy and passion, but also fragile and tender at the same time. In order to thrive, it is important that they receive just the right amount of sunlight, water and oxygen.

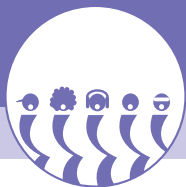
It may be difficult, but we need to strike a fine balance between giving our young people sufficient space to explore and make their own mistakes, and providing them with an adequate amount of guidance. With the right balance of support and faith, young people will be encouraged to contribute and develop their ideas, and learn to take responsibility for the decisions (and mistakes) that they make. Over time, our young people will develop the confidence and courage to champion their beliefs and values and make a positive impact in their communities.

It is for these reasons that the Singapore Youth Olympic Games Organising Committee (SYOGOC) has designed a holistic and integrated CEP that allows young people to express themselves and take ownership of their initiatives. The CEP is a new feature, altogether unlike the Sports Programme, which is basically the 26 sports from the Summer Games with some modifications in some events to suit our young athletes.

INVOLVING YOUNG PEOPLE

Even in the various pre-YOG activities, for example, we have engaged and involved young people in the planning and implementation process, as in the case of Create Action Now! (CAN!), a series of themed festivals. CAN! was born when a team of passionate young people came together to organise an event in celebration of the launch of the Singapore 2010 YOG logo in January this year.

Through CAN!, young people in Singapore are invited to be active citizens in the community and be a part of the Singapore 2010 YOG spirit, be it as a volunteer, organiser or participant in the many events that celebrate the Singapore 2010 YOG.



The Million Deeds Challenge (MDC) is another pre-YOG initiative where we took what began as a simple idea by a group of students and transformed it into a call to action for everyone to be a part of the Olympic Movement. The MDC invites everyone to make a positive impact on the community by performing deeds of excellence, friendship and respect in their daily lives. The message here is that no act is too small and that, by taking the initiative and playing one's part, one can kick-start an entire movement and eventually effect a change in the community.

What really struck me, though, was the heartfelt thank-you letter that one of the students who was involved in the MDC launch sent to the Organising Committee after the event. I quote: "My team and I would love to thank you for your great support. This is the first time that we [have] enjoyed working with adults. You made us feel comfortable working with you guys... Our experiences working with adults (teachers) were bad, whatever they said went, and they didn't give us a chance to speak. But you guys let us have our say and that made us feel important."

It is moments like these that make you fully appreciate the power and significance of what we are trying to accomplish with the Singapore 2010 YOG. Indeed, our vision for the YOG is an ambitious one, especially given the two-year timeframe that we have. Then again, history has shown that it is with ambition that people achieve great things.

THE ASIAN YOUTH GAMES – A TEST EVENT

We hosted the inaugural Asian Youth Games (AYG) in Singapore from 30 June to 7 July 2009, and it served as a test Games. We tested not just seven sports and five venues, but also the processes, from the arrival of the National Olympic Committee (NOC) teams to their departure, including accommodation and feeding, and the competition itself.

Even the CEP for the YOG was tested on the athletes participating in the AYG and, judging from the response we received from the participants, we are confident that we are on the right track. The young athletes were each given a passbook and, on completion of each activity, they received a stamp against the activity in their passbook. Depending on the number of stamps they received, the athletes could redeem collectibles. More than half of the athletes at the AYG redeemed collectibles. This was encouraging, given that the AYG were very short, lasting just seven days, and this was the first time these athletes had been asked to participate in a CEP.

CONCLUSION

What we are doing here is a tall order. By the time the first YOG wrap up next year, we hope to have been successful in inspiring and sowing the

seeds of the Olympic values of excellence, friendship and respect in the young people of the world through the CEP. Through their participation in dialogue with Olympians, and the discovery workshops, community projects, art and culture programmes, island activities, world culture village and learning journeys of the CEP, I am confident that the YOG will make these athletes better athletes for tomorrow.

Singapore NOC is honoured to be a part of this Olympic journey as we embark on the remaining 313 days of preparations before the Games kick off on 14 August 2010. I urge you to join us on this journey as we spearhead a legacy for the future YOG.

NIELS NYGAARD

NOC representative
National Olympic Committee and Sports Confederation of Denmark



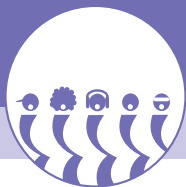
ORIGINAL TEXT IN ENGLISH

Why are youth sport events important for the Olympic Movement?

Taking care of the Olympic Summer and Winter Games, and making sure that they are organised successfully, is the most important task of the International Olympic Committee (IOC) and the Olympic Movement.

The Olympic Games is a fantastic and unique event, where athletes from all over the world come together to stage superb athletic performances.

As side effects of the Olympic Games, we promote a number of very positive things: peace, mutual understanding, equality (gender, race, religion, and political and sexual observance), health, care of the environment, and the possibility of highlighting the importance of young people.



International youth events are important as a way of inspiring talented young athletes to stay in competitive sport. Today, there are so many opportunities for young people outside of sport, and events like the continental Youth Olympic Festivals and the coming Youth Olympic Games (YOG), help to keep young athletes dedicated to their sports.

In addition, there are two main reasons for the Olympic Movement to stage youth events:

1. “Product development” of competitive sports, to inspire and influence the International Federations (IFs) to make the necessary adjustments to their programmes, so that athletes and spectators will still find it attractive to participate in and follow and watch the Olympic Games in the future.
2. To enhance the importance of youth in securing fruitful world development. Youth events should inspire the participants and other young people to understand and promote the importance of peace, equality, health and the environment in order to influence older generations to make the right decisions.

How can youth events achieve the goals of product development and fruitful world development?

The IFs must understand the need for product development of their sports, and must see the benefits of using young people in the process. Youth events must therefore not be mere “duplicates” of traditional world championships and other international and national events, but should always include new elements. To get ideas for these “new elements”, the IFs should involve young people in the process. These young people should not only be recruited among the young elite athletes of their respective sports, since many of these will already have been “brain-washed” to do their sport the traditional way. Instead, the IFs should recruit some young people from other environments and backgrounds to get inspiration for building new elements into their sport.

In connection with youth events, efforts should be made to involve young athletes in discussions and projects concerning peace, mutual understanding, equality, health and the environment. These discussions and projects should involve some practical examples, so that the young people can identify with the discussions and projects.

Alongside the involvement of young participants, an effort should be made to convey a number of case studies and good examples to the outside world. This could be done by people from universities and media, and should include examples of athletes from different countries working peacefully together, the benefits of exercise in improving health, and initiatives to take care of the environment.

Next year, the first edition of the YOG will take place in Singapore. I believe that many of the goals and suggestions that I have mentioned have been taken into consideration for the Games in Singapore. As far as product development is concerned, I think many IFs still have a long way to go in really trying to include new elements in their sports. As far as the cultural elements are concerned, I think the IOC and the organisers are making a great effort. It remains to be seen, though, whether the young athletes will actually involve themselves wholeheartedly in the activities, as most of them will probably devote most of their energies to achieving good results.

It will be very interesting to learn from the YOG in Singapore and to use the experience acquired there to organise good youth events in the future.

GUIDO DE BONDT

Stakeholder representative • Coordination Commission
for the 1st Summer Youth Olympic Games – Singapore 2010

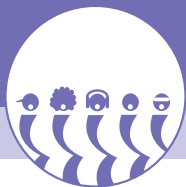


ORIGINAL TEXT IN ENGLISH

Twenty years ago, the beginning of a new Olympic adventure was launched.

Now, the first edition of the Youth Olympic Games (YOG) will be taking place in less than one year in Singapore.

Since the creation of the Association of National Olympic Committees (ANOC) in 1979, and of continental associations, the European Olympic Committees (EOC, founded in 1975), in particular, have been seeking to establish their own identity. In the 1970s and 1980s, this was seen in the development of initiatives linked to preparing the Winter and Summer Games and to participation in these Games.



But the leaders of the EOC wanted to do more. Creating their own sports event was a possibility.

There was, however, no need to set up a continental, multidisciplinary sports event for the sporting elite. From the 1980s onwards, there was a plethora of high-level competitions (Olympic Games, World Championships, European Championships, World Cups, etc.). Having an over-booked schedule, with, as a corollary, the requirement to protect our athletes, was already a concern at that time, and is even more so today.

What was missing, however, was a competition for young hopefuls.

In 1987, on the occasion of the 75th anniversary of the National Olympic Committee (NOC) of the Netherlands, to which the Belgian NOC was invited as a neighbouring country, the idea formed in the minds of the then-President and Vice-President, Raoul Mollet and Jacques Rogge, to hold, in Belgium, a European multidisciplinary competition for young people (aged 14 to 18).

On 17 July 1991, the Opening Ceremony of the first edition of the European Youth Olympic Festival (EYOF) took place in Brussels, in the presence of the 33 NOCs that were members of the Association at that time.

Dr Jacques Rogge, then President of the Belgian NOC and of the EOC, was at the origin of this initiative.

This first organisation was considered a success at the time. Some 2,081 young people and accompanying persons, representing 10 different sports, took part and, two years later, the first winter EYOF was held in Aosta (Italy).

This year, the EOC organised and celebrated the tenth edition of the event in Tampere (Finland).

Today:

- the best young athletes from all 50 of Europe's NOCs participate in the summer and winter editions. Some 4,500 athletes participated in the EYOF in Tampere (Finland) and 1,700 in Slask-Beskidy (Poland);
- the host cities are chosen by the EOC General Assembly;
- the organisers have already been chosen up to 2013, and the host cities for 2015 will be chosen in December 2010;
- the EOC can count on the cooperation of the European and/or National Federations (NFs) concerned, as well as commercial partners, such as Eurosport and Feratel;
- on each occasion, the EOC manage to organise an event that is greatly appreciated by an increasing number of parties, with the enthusiasm of all the parties concerned (such as organisers, NOCs and the federations involved).

It is not surprising that all this leads us to the discovery of new talents at every edition.

Names such as Justine Henin (Belgium – tennis), Pieter Van Den Hoogenband (Netherlands – swimming), Carolina Klüft (Sweden – athletics), Oana Ban (Romania – gymnastics), and Lina Andersson (Sweden – cross country skiing), were all EYOF medallists who, several years later, climbed onto the highest step of the Olympic podium.

It is no surprise that this initiative was taken up 10 years later in Oceania. The first edition of the Australian Youth Olympic Festival (AYOF) took place in 2001.

Both the EYOF and the AYOF also show that looking for Olympic talent can go hand in hand with disseminating the Olympic values.

Twenty years later, IOC President Jacques Rogge thought that the time had come to set up an international event. Less than two years ago, the IOC Session gave the green light to the organisation of a first edition of the YOG. As we all know, this will take place next year, from 14 to 26 August in Singapore. Equal attention will be paid to the sporting aspect and to the education and cultural aspects of these Games. Over the last two years, I have closely followed the preparations for this event as an ANOC representative. For Singapore, there is a great challenge to which we must rise! To bring to life, within such a short deadline, the first edition of such an enormous event is a colossal task. I am, however, convinced that, with the support of his team and thanks to the IOC's wise advice, the President of SYOCOG, Ser Miang Ng, will manage to rise to the challenge, and that this first edition will mark the start of a new Olympic adventure.

An Olympic adventure through which young people from all over the world are encouraged to move, play sport, keep in shape, and participate in sports competitions in a spirit where friendship, solidarity, tolerance and fair play are not just words taken in vain.

A movement like the Olympic Movement must constantly rise to new challenges. The first edition of the YOG, in Singapore in 2010, is a unique opportunity to demonstrate this.

May this Olympic Congress in Copenhagen lead us all to rally behind this new initiative of the IOC President!



On the occasion of the 121st IOC Session and Congress, the Youth Olympic Festival featured a series of sporting activities organised by the National Olympic Committee of Denmark. The objective of the Youth Olympic Festival was also to allow young athletes and sports leaders to debate sport in Denmark.



The Youth Olympic Festival.





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SIR MARTIN SORRELL

Keynote speaker • WPP Group Plc



ORIGINAL TEXT IN ENGLISH

THE IMPACT OF THE DIGITAL REVOLUTION ON THE OLYMPIC MOVEMENT

The topic for today's talk is the impact of the Digital Revolution on the Olympic Movement. I will aim to cover three themes: the impact digital is having on the media landscape; the implications of this revolution for sports rights-holders and brands; and the resultant challenges and opportunities for the Olympic Movement. But first, I would like to introduce you to WPP and highlight some of the major changes that have taken place since the last Olympic Congress in 1994.

WPP is the world's largest media and communications agency. Our companies operate in the fields of advertising and media management, branding, design, and identity, direct and digital marketing, public relations, and research and insights. We have the world's leading digital portfolio, which accounts for roughly 25% of our revenues. Our media management group, GroupM, is the world's largest in terms of billings, with USD 86.2 billion, and our research and insights group, Kantar, is the second largest, right behind Nielsen. In addition, we have extensive experience across all of our divisions and brands in working with Olympic sponsors and both bid and host cities.

Since the last time the Olympic Congress convened, in Paris in 1994, there have been significant changes in the media landscape. Consumers' interaction with traditional forms of media and entertainment are declining, while their use of new media, primarily through the internet and mobile phones, is increasing rapidly. Globally, the internet population has grown at a 33% Compound Annual Growth Rate (CAGR) since

1994, and mobile phone subscriptions at a 31% CAGR. Meanwhile, US newspaper circulation and US evening news viewership, once a staple of the family home, have declined. Consumers now increasingly turn to new-media platforms such as Facebook, the largest social networking site in the world with roughly 250 million active users, and YouTube, the largest online video-streaming site with over 137 million viewers and over five billion video streams in just one month. These new partners, all unheard of in 1994, now have market values to rival global brands. They have exploded from the position of niche and new media to become the central and essential tools of everyday life for millions of people, in both developed and developing markets. This is the essence of the Digital Revolution.

However, one thing that has not changed in a quarter of a century is the power of sport to reach, entertain and often unite national, regional and global audiences. Live premium sports events continue to deliver significant and valuable audiences. In 2008, the top four sporting events in terms of global audience were all related to the Beijing Olympic Games.¹ The Opening Ceremony attracted the largest number of viewers ever on this planet: 593 million. Brands that have sponsored sporting events have benefited from their popularity. Budweiser, for example, through its many sponsorship deals, has created an additional USD 9 billion in brand value. This is because consumers who are sports fans have a much stronger attachment to the brand when compared with consumers who are not sports fans. The power of sport to generate value for brands remains a significant opportunity.

This value has trickled down into the overall economy. Since 1984, there is strong evidence to suggest that the Olympic Games can have a major impact on the GDP of the host country. As can be seen here, the direct impact of the Games has increased in absolute terms by 84%. Seoul added USD 2 billion to South Korea's GDP, with increased spending on construction and tourism. By 2004, Athens had added in the region of USD 10 billion to Greek GDP, and had made it the fastest-growing country in the European Union. One can therefore understand the fierce competition that takes place between cities for the hosting of major quadrennial programmes, like the Olympic Games and the World Cup.

In fact, one of our businesses, Hill & Knowlton, has built up a real specialism in advising cities on their bid strategy, having successfully lobbied for London, Atlanta and Athens. I would encourage you to seek out Viv Lines, if you want to have a chat about their experience. I, for one, was very proud to be involved in the winning of the London 2012 bid and was struck by the enormous importance placed upon winning by political leaders like Tony Blair. When you look at numbers such as these, you can understand why politicians want to be associated with them, and that is before you even consider sport's ability to be a positive force for individual and collective social development.



So, how is the Digital Revolution impacting on the media landscape and the Olympic Movement?

There are 1.6 billion people online today. And four billion mobile phones. Digital media is a global phenomenon that will continue to grow. At the end of 2008, the worldwide broadband penetration average was 24%, but everywhere in the world that number is increasing. In North America, broadband penetration is expected to grow by 3% annually over the next five years, from 73% to 82%. In Europe, growth is being fuelled by the continent's emerging markets. Penetration rates in Russia and Turkey are expected to grow by almost 8% annually. China's online population, already the largest in the world, will rise by 11% each year over the next half decade. Brazil, the fourth-largest market in terms of internet users, is set to grow at an annual rate of 7% but will nevertheless drop to fifth-largest as it is surpassed by India. And finally, Africa and the Middle East, which currently represent only 8% of the global online population, will see some of the highest growth rates in the world, around 13%, primarily from Egypt, Iran and Nigeria.

Mobile technology will push this further. Those four billion mobile phone owners are only at the beginning of a revolution in mobile technology. As well as personal communications with friends and family, these digital devices allow people to follow and interact with their favourite sport, their favourite athletes and, of course, their choice of entertainment: music, films, celebrity news, gaming or gossip. Sport must compete with these categories and be just as instant, dynamic and entertaining. Or people will simply go elsewhere.

The audience with which these digital opportunities resonate most is of course young people. They are a valuable and massive audience, and at their peak their generation will exceed the number of baby boomers in the USA. Globally, they account for over USD 600 billion in consumer spending. They are the most socially active generation, and digital culture is their culture. Their desire to create content and use it as social currency through their networks and communities has profound implications for how media owners and sports rights-owners behave among them.

The Digital Revolution has changed the way we interact with content, creating an environment that is more addressable, interactive and connected. The implications are that media will be different in the future. Media will be more:

1. **addressable.** Messages will be more targeted and granular, down to the household or individual level.
2. **portable** across platform, time, device and place. Brands will need to earn engagement and create a real value exchange.
3. **searchable.** Brands, actions, messages, whether positive or negative, will live on. There will be nowhere to hide.

4. **social.** Our innate human behaviours will be enabled by technology that will produce better communication channels and more collaboration.
5. **interactive.** Think of products like Guitar Hero, Xbox Live and Facebook. These products allow you to connect with and challenge friends or strangers from across the world in a particular game.
6. **transactional.** Media space, such as billboards, will become shelf space. And finally
7. **media will be everywhere.**

So, in the light of this changed media landscape, what are the implications and questions facing sports bodies and brands, if the ultimate aim is to generate revenue for future investment and to maintain and grow the fan base? Firstly, consumers now have multiple touch points to consume content and it is a struggle to grab their attention. The picture shows the transformation in the way people interact with content. It used to be a family ritual to congregate in front of the radio or TV. Now consumers will have the TV on, will be listening to music or surfing the internet, all while talking on the phone. For brand and rights-owners this makes life complicated. You need to consider: How do you reach your targeted consumer through all these distractions?

Second, the Digital Revolution has led to a user revolution through the democratisation of the tools of production, distribution, consumption and personalisation. Consumers are no longer satisfied with consuming content that the television networks create. Consumers are more active and creative than ever. The widespread adoption of blogs, podcasts, YouTube and Wikis enables people to create their own content, while exchanging content with thousands of other "non-professional" sources. However, premium content and live content will continue to attract audiences, stimulate debate and command top advertising dollars. To this point, global sporting events are highly valuable real estate for sponsors and advertisers, because they guarantee a live mass audience of people engaged in their passions.

WPP has invested in a tool which helps our clients understand the equity and fit of sporting properties, called SportZ. If you look at an event like the Beijing Olympic Games, it shares a very similar equity to some of the world's most powerful and valuable brands. You need to consider: How do you balance the power of live events with the desire for access to content beyond the event itself, for instance beyond the 17 days of the Olympics Games?

The third implication is that being tied to traditional broadcasters has increased the average age of viewers and as a result the average age of the Olympic viewership. However, Beijing offers a glimpse of the future. The Beijing Games were the most-watched TV event in history, with 3,600 hours of coverage broadcast, more than all previous Olympic Games combined. At NBCOlympics.com, 70 million video streams and



600 million minutes of video were watched, a staggering number when compared to the Winter Games in Torino, which served 9.1 million video streams, double that served in Athens in 2004.

In research conducted by NBC, the average amount of time internet & TV viewers spent watching the Olympics was roughly double the amount of time TV-only viewers spent with the event. Six hours and 57 minutes of Olympic action was consumed by internet & TV viewers compared to just three hours and 26 minutes by TV-only viewers. For brands, internet viewers absorbed ad messages more effectively than TV-only viewers. Brand recall for internet & TV viewers was 46%, compared to 35% for TV-only viewers.

And London is taking it a step further by connecting and engaging with the younger demographic at an early stage. They are leveraging YouTube, the number one online video website in the world, where ten hours of video content are uploaded every minute. Roughly 32% of the visitors to London 2012's YouTube channel are between the ages of 13 and 17, and over 50% are younger than 35. You need to consider: How can you tailor your communications – from content to messaging to platforms – to this new audience?

Fourth, interaction with the Olympic Games online, and in this case the Beijing Games, was not limited to watching videos. Consumers were also discussing different aspects of the event via social networks. MEC Access conducted an online media audit to see how areas such as social networking, blogging and micro-blogging fit into wider Olympic-related conversations. This work clearly demonstrated a huge volume of Olympic-themed conversations and a deeper association with Olympic events across all forms of online media, surpassing other events such as Wimbledon and Formula 1. With over 250 million people around the world now actively using the Facebook social networking site, this can only increase. (This includes people in every continent, even Antarctica. If Facebook were a country, it would be the eighth most populated in the world, just ahead of Japan, Russia and Nigeria.) You need to think: How can you be a part of the conversation and leverage communities and social networks to your advantage?

Lastly, there is serious value in sport for top brands. Companies are looking for ways to tap into that value to drive revenue and profits. With a distracted consumer who is increasingly hard to reach through traditional media, these brands need innovative tools and technologies to engage and create relationships with their audiences. With an eye on revenue generation, you need to consider: How can you work with sponsors and media partners to leverage your opportunities?

In seeking to answer these questions, I believe that there are some simple steps that can be applied to all sports rights-owners and the Olympic Movement, and I would like to share these with you now:

1. UNDERSTAND YOUR CONSUMERS AND COMPETITION.

- **Firstly, think like your consumers.** Be constantly fascinated as to what your fans are interested in, interacting with and where/on what media. Use consumer insights to understand their behaviour and motivations. If they are going online, you go online. Do not deny it or file it in the “too difficult” folder. Recognise the cultural and contextual differences.
- **Recognise the breadth of your competition** to prevent you from being blind-sided. The late Theodore Levitt in “Marketing Myopia” wrote about the peril of narrowly defining your business. He illustrated this by looking at the decline of the rail industry in the US. You need to judge your brand not against other sporting brands but against other forms of entertainment. Start up an audit of leading players whom you admire, in spaces from sport to film, to music and entertainment. Consider the excitement generated by the most popular TV shows, pop stars, and new films. In each of these sectors, it is worth looking at the elite (the networks, the major labels, the studios), but also how the grass roots can create a groundswell of opinion and following for new talent. See how they use digital media at the core of their communications and consider which lessons you could apply to your own sport.

2. CREATE THE RIGHT FRANCHISE OF CONTENT.

- **Repackage the rich content and imagery** that rights-holders such as the IOC have, and allow consumers to interact and become creative with the content beyond just the 17 days of the Olympic Games. This is exactly how Nike builds and fosters communities online and at events such as Supersonic, the refreshed version of Run London. This will involve rights-holders letting go more than they ever have, shifting from controlling rights to leveraging assets. Be true to yourself by maintaining the fundamental values of friendship, excellence and respect, but allow their expression and form to look very different. Give content to youth in formats they want: short and fast, customisable and easy to share. Extend the franchise through music and cultural partnerships to leverage fresh support and momentum, and learn from franchises such as X Factor and Pop Idol. Make involvement a rewarding and relevant experience, and get them to be your trusted co-conspirators in “what should you do next”.
- **Get personal** by leveraging the power of the athletes as ambassadors for the Games and their individual sports. Recognise the new generation of sports heroes such as Usain Bolt and use them to grow the appeal of the Games. Help and empower athletes to share their personal experiences through blogging and personalised content on sites such as YouTube and Twitter. Lenovo (working with Ogilvy London), for instance, developed the *Voices of the Olympic*



Games campaign for Beijing 2008. It featured 100 Olympians from around the world, blogging about their Olympic experiences using Lenovo “ThinkPad” technology. Their 1,500 blog posts generated more than 8,000 comments from fans, 1.6 million visits to the website, 120,000 Facebook downloads by fans in 120 countries, and 60,000 mobile app downloads, making it one of the most popular applications during the Olympic Games.

3. ENGAGE WITH THE YOUNG IN THE RIGHT ENVIRONMENTS.

- **Allow young people ready access** to the content you create for them. The young take their media habits with them, so if you are not part of their habit now, you most definitely will not be in their future. Even if the young are watching television content, it will tend to be increasingly delayed or on a device other than a television set. Inspire young people to engage through channels and with a tone that is relevant for them. Media partners such as YouTube receive at least as many viewers as broadcast for global marquee moments such as Usain Bolt’s record-breaking 9.58 100m result in Berlin. You need to be present in these environments and have a credible voice, not restricting access through copyright. Let the children play...
- **Get to know the new players** and learn from those brands and people who truly connect. Pop stars do it, some athletes do it... And most sports try their best. But I am afraid young people will tell you that it often comes across as overly corporate and somewhat old-fashioned. You have to let them play – with your content, your assets – in their own way.

4. UNDERSTAND THE TECHNOLOGY OPPORTUNITY.

- **Get social.** Leverage the power of communities and social networks. We have been involved in a number of projects in this area recently and have looked with interest at the way the Major League Baseball (MLB) has developed their new media property. They are now deriving nearly USD 200 million directly from subscription revenues to their website. Similarly, virtual communities have made it easier for brands to create niche networks. Nike is a great example. They have been extremely successful in creating a community of runners and making running a popular sport. The slide shows Nike’s latest community interaction, “The Day the World Runs”, an attempt to unite the world through running. The website allows users to register and discover fellow-runners in their geographical area. Imagine setting up an Olympic pledge and inviting people to sign up online, for instance, marshalling public opinion to get a movement going (as per Obama’s election campaign), and becoming part of their lives.
- **Leverage new screens technology** such as IPTV and YouTube to monetise niche content. Make archive and background content

available to those who are passionate about it, but not able to access it through TV coverage. People who are into sailing or cycling are incredibly passionate about it, for instance, and they have an insatiable appetite for content around their sport. This has made it possible for media partners like Sail.TV and Cycling.TV to create IPTV channels around these communities, and for video content sites such as YouTube to engage audiences, as you have with the Olympic Congress channel. This presents both a threat (of unbundling) for many of us. Yet, the opportunity to monetise content, now in high definition, should not be ignored. It also provides a benchmark to challenge, support and then oblige media partners to deliver, engaging content beyond the single screen in the living room.

- **Recognise the potential for mobile technologies** at events and beyond. This is a growing technology with the potential to add significant value to the user experience. For instance, the IBM Seer for Wimbledon 2009 (by Ogilvy London) is an event mobile application that lists specific locations, facilities and amenities in an easy-to-navigate interface. The great aspect of the application is that if you point your phone’s camera at a court, restaurant, or parking lot, Seer can tell you whatever you could want to know about it. The application uses the phone’s GPS and compass to present information as an overlay instead of in a static map. The US Open 2009 mobile application for the iPhone provided live coverage of certain groups on the first two days and live coverage of the 17th hole on days three and four. It also contained detailed course and player information, live leader-board updates and up-to-the-minute news. Kangaroo TV at Formula One races is a terrific and simple handheld device: live video and live stats, all day.

5. COLLABORATE WITH SPONSORS AND PARTNERS.

- **Offer them relevant and innovative digital inventory and content.** Many large global sporting brands still think in a very analogue manner about their inventory. But many of our clients desire more exclusive digital inventory. You can mark yourselves out from your competitors by bringing real innovation into this space. Chalkbot was a key element in Nike’s Livestrong campaign for the 2009 Tour de France. Supporters in the USA and France could text inspirational messages for cyclists that were printed in yellow chalk by Chalkbot on the roads of the Tour de France. Hundreds of thousands of messages were sent in. In addition, working with media partners to maximise the revenue from new-media rights is key to monetising your content, as in the most recent negotiations for a major country, where nearly 50% of revenue came from new media. Working with media partners and sponsors in this way to create heroes, sell the story and heighten the drama brings passion and personality into sport, as seen in the extraordinary star-led success of the Indian Premier League.



In summary, the digital revolution has already changed the media landscape, and the way in which sport is consumed will never be the same again. The opportunity for sports rights-holders such as the IOC is huge: in terms of broader access to new markets and audiences, deeper fan experiences through leveraging digital technologies, and longer event access through distributing new content in fresh ways. The risk, however, is that we do not harness these new channels and fail to adapt to the new online world of communications. If the Olympic sports themselves, and the way they are promoted online and on mobile, do not appeal to the younger audience, they will lose that audience. Broadcasters will reduce their fees and the Movement will be at risk.

The most important legacy of any from the Olympic Movement is to deliver the next generation of sports fans and athletes. To do this, we must ensure that the iPod, iPhone generation is tuning in, not tuning out.

1. 2008 Average Global Audiences: Beijing Olympics Opening Ceremonies: 592 million; Closing Ceremony: 252 million; 2008 UEFA European Championship Finals: 166 million; 2008 NFL Super Bowl: 104 million; 2008 UEFA Champions League Final: 98 million; 2008 Brazilian Grand Prix: 80 million.

RICHARD L. CARRIÓN

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

First and foremost, I would like to thank our President, Jacques Rogge, for inviting me to make a presentation at the 2009 Olympic Congress. It is an honour of the highest order to be part of the Olympic Movement, and a privilege to speak to you today and share this forum with such distinguished panellists.

The topic under discussion is of great interest to all of us here, and is one I have followed closely since my days as a graduate student majoring in information technology. Yes, a long, long time ago!

Digital technology has indeed revolutionised not only the way we communicate, but the way we work and interact. It has also changed the way we view the world and, not surprisingly, the way we watch sports.

So let me begin with a performance that demonstrated at an early stage what broadcasting technology can do for sport, and what sport can do for broadcasting technology.

When Nadia Comaneci became the first gymnast in Olympic history to be awarded the perfect score of 10 at the 1976 Olympic Games in Montreal, advances in technology enabled ABC to broadcast her performance in slow-motion montages set to an American soap opera theme, renamed Nadia's Theme. Ironically, the scoreboard in Montreal was not able to display a four-digit score. Instead, it showed a three-digit score: the number "one", followed by a decimal point and two zeroes. Despite the scoring constraints, the broadcast captured a historic performance, flawless, perfectly beautiful, and one that is still freely available for anyone with a decent internet connection to watch over and over again.

Comaneci became a global star. Her performance marked an important development in her sport, ensuring that gymnastics would feature prominently in future Olympic broadcasting.

The posting and availability of this video on the web today carries a number of implications, which reflect today's digital world.

When Michael Phelps and Usain Bolt captured the imagination of the world at the 2008 Beijing Olympic Games, audiences everywhere were able to watch repeats of their historic performances at their convenience, set them to their own music theme, and watch them again after work, during work, at home or on the move – an advantage Olympic fans did not have in 1976.

The contrast shows what digital technology can provide: digital... gives us more.

Digital gives more options, tailored to individual preferences, whether people tune in to watch Michael Phelps or Usain Bolt perform live or visit the Beijing Olympics Channel on YouTube, which is averaging some twenty thousand views per day, even a year after the Games Closing Ceremony.

The benefits of digital, which today I will use as a synonym for all post-analogue broadcast technologies, can be summed up in the following points:



- Digital develops broadcast value to help amortise the cost of broadcasting: the value of digital broadcasts on the web will accelerate as we continue to move away from internet productions based on TV-production formulas, as production costs continue to decrease, and as online advertising continues to evolve.
- Digital expands distribution: this proves to be the same for Olympic-Games-type coverage and individual sports, for instance rowing, being able to aggregate their members on the internet for a particular championship.
- Digital fills the gap between other media and builds on this principle. Beijing brought an end to the myth whereby digital media had been considered to have a cannibalising effect on television.

Today, Olympic right-holder broadcasters acquire and can monetise five thousand hours of Olympic Summer Games content and a thousand hours of the Olympic Winter Games in high definition for multi-platform exploitation. The different components of the platform do not compete against each other, but are complementary.

Back in 2004, the only monetisation was through traditional free-to-air broadcasting, with a maximum of 300 hours to be broadcast and sold to interested advertisers.

Athens proved the Olympics could be broadcast on broadband; Beijing that it could be monetised. Beijing showed that the more we watch, the more we want.

NBC discovered that viewers watching the Beijing Olympic Games on both internet and TV consumed more than twice the content consumed by viewers on TV alone. The first truly digital games shattered what were perhaps unduly low expectations for online viewership. During those two weeks, millions of individual visitors flocked to the different Olympic websites.

But who wants more? And where do we find them?

Unfortunately, broadcasting markets do not move at the same pace as broadcasting technologies. The regions that received broadcast signals from the first ever televised Olympic Games, the 1960 Summer Games in Rome, still dominate the international TV market. The United States, Europe and Japan still account for 80% of Olympic broadcast rights fees, even though their populations amount to only about 20% of the world's population.

Nonetheless, the door was opened in Rome, where videotaped performances were put on an airplane and delivered to the rest of Europe, the USA and Japan, to provide the best product that sport can offer: the

human spirit. These tapes contained timeless stories, such as that of 1960 Olympian Abebe Bikila of Ethiopia, who, running barefoot, became the first black African Olympic marathon champion. It is as striking to watch today as it was then.

Forty-eight years later, record-breaking audiences tuned in, searching for performances like Bikila's via an array of broadcast channels that were unthinkable in 1960. Broadband gave the Beijing Games the capacity to overcome the time difference in ways never imagined back then.

In half a century, video broadcasts have gone from antenna, to cable, to satellite, to broadband, and now to mobile.

CCTV's mobile platform for Olympic coverage enjoyed an average of 20 million page views per day during the Beijing Games; NBC saw more than six million people access its Beijing coverage through mobile phones; and the BBC delivered 50 million video streams during those two weeks, compared to just 2.4 million in Athens.

This diversity and this specialisation are perhaps the richest outcomes of the Digital Revolution.

Diversity and specialisation provide advertisers with a sharper focus, and therefore opportunity to target their messages more accurately. Advertising will find its way, if you give it time. On the net, advertising has moved on from the early days of banners, ranging now from simple text ads on search engines to rich media videos that are able to create both brand awareness and promotional value.

Nature will find its way, they say. So does advertising, if you give it time.

Initially feared, the fragmented audience of cable television has pushed the US cable industry beyond the broadcasting industry. Cable now earns more revenue than broadcast television. Its growth attests to the fact that the more options we are offered, the more we will consume. Nine years ago, only six US cable networks had more than 80 million subscribers. By 2014, thirty-five US cable networks are expected to have more than 100 million subscribers.

Besides diversity and specialisation, digital also provides the opportunity to reinvent.

And this applies not only to the Olympic Games.

College basketball is popular in the United States, but when the final, single-elimination, sixty-four-team tournament comes around in spring, its fans turn frenetic; hence the term "March madness". Searching for more ways to increase its production value, rights-holder CBS started



broadcasting games live on the internet in 2003. Three years into the venture, CBS changed strategy to make the content freely available. The results have been remarkable.

The National Collegiate Athletic Association (NCAA) Final Four tournament runs for 19 days. Yet, last year, CBS had surpassed its previous year's total of visitors to its website by the fourth day.

The Digital Revolution is not just in sport, either. The success of online music stores such as iTunes have proved that consumers are willing to sacrifice quality – at least in the eyes of musical purists – for quantity and convenience.

Compression technologies have turned many of us into record collectors, photo-editors and movie producers. Storage media not only speed up the flow of new information, but revive the old.

This enables network companies to re-broadcast shows outside of television, extending the life of old shows, reviving others and finding new media for movies beyond the traditional ones. Some shows have attracted more advertising revenues through online platforms like Hulu and TV.com than on prime-time television.

Storage media have also allowed news broadcasters to radically improve their production value.

In the case of sports, archives in the form of still and video images, along with massive text data, provide a great opportunity to communicate with audiences outside of Games Time.

Two years ago, the International Olympic Committee (IOC) launched the Patrimonial Asset Management (PAM) project to digitalise all Olympic Games archive and video material. The IOC has available in digital form more than forty thousand hours of video, seven hundred thousand still images and data, including results that date back to 1896. It is a very long tail of Olympic content that we want to exploit and make available to the public.

Having a presence on digital-media platforms is essential, connecting you with the communities of athletes, volunteers, collectors and spectators. It also allows those communities to connect with each other and, for example, listen to athletes such as Michael. Phelps talking about “one of the greatest feelings.”

Looking ahead, digital is not without its challenges.

If fault is to be found with the Digital Revolution, it is perhaps with the other side of digital reinvention, the one that leaves behind rapidly

outdated programming, obsolete applications and extinct files. Floppy disks and VHS technology are two examples that come to mind.

The threat of leakage creates an incentive for broadcasters to seek rights on all media, so as to protect and maximise broadcasting value. Clearly, the multiplicity of channels and platforms for rights-holders is here to stay. Going forward, it is less clear whether this will be on a one-company basis, or whether it will require company partnerships.

Finally, piracy is forcing right-holders to adapt to new threats that can undermine the value of their rights.

So far, the traditional media have generated enough money to compensate for leakage-derived losses. The threat of user-generated content and online platforms with massive reach, forces producers to make a better product, and right-holders to exploit digital media rights and broadcast live.

The 2010 Vancouver Winter Games will show very clearly where the Digital Revolution is heading.

And Copenhagen is the ideal place to look ahead. Denmark has once again been ranked at the top of this year's Global Information Technology Report, in which the World Economic Forum ranks the world's most networked economies. Broadband penetration is particularly high in the Nordic countries: Sweden was ranked second, while Finland and Norway stand at sixth and eighth out of 134 countries.

Coming in the wake of Beijing's digital triumph, the Vancouver Games are perfectly placed to derive maximum benefit from broadcasting technologies in the Nordic countries, where winter sports are king, and where the Nordic Games are a prelude to the Winter Olympic Games.

We can already feel the excitement, which will only increase as February draws near. After Vancouver, the media may be compelled to ask whether the 2012 Summer Olympics in London will become the first truly “Mobile Games”.

The technology is expected to be ready, but only time will tell. So far, it has been a fascinating story, whether scored in four digits or in three!



TSUNEKAZU TAKEDA

NOC representative • Japanese Olympic Committee



ORIGINAL TEXT IN ENGLISH

My name is Tsunekazu Takeda. I am President of the Japanese Olympic Committee, a member of the Executive Council of the Association of National Olympic Committees (ANOC), and a member of the IOC Coordination Commission. I am also an Olympian.

It is a great pleasure for me to attend this XIII Olympic Congress. I would also like to express my gratitude to the ANOC President Mr Mario Vázquez Raña, who asked me to deliver this presentation here today.

My theme is the Digital Revolution. I am no technical expert in this area, but I would like to speak on this issue from three perspectives: that of an Olympic athlete, an executive official of a National Olympic Committee (NOC), and someone on the “organising” side.

Experiences throughout my career have given me some insight into the question of how digital technology can benefit our lives in the Olympic Movement.

I have come to realise that there are many things that can be done better by digital technology than manually, from both the athletes’ and the spectators’ perspectives. I am also aware that digital technology is already contributing greatly to the Games.

I would like to divide my presentation in two parts. The first is to inform you of how digital technology can be used from an organiser’s viewpoint. I will introduce to you the idea of Accreditation Cards and tickets, and what kind of potential they have when combined with digital technology. I have sought advice from Dr. Ken Sakamura, a University

of Tokyo professor, who is a world authority on ubiquitous networking, as well as an EU consultant.

The other aspect I would like to discuss is that of digital technology, already in use for recording athletes’ results at competition sites.

Nowadays, digital technology is an important tool in making our lives more comfortable and convenient. The word “ubiquitous” comes from Latin and means “existing everywhere.” A “ubiquitous society”, therefore, is a society where people can obtain any kind of information anywhere.

Let me introduce to you some innovative ideas in relation to the future use of Accreditation Cards and tickets at the Olympic Games.

The Olympic Games is an event for which not only athletes, but also officials, sponsors, the media and spectators from all over the world, visit the host city with excitement and enthusiasm to capture the spectacle of athletes challenging the limits of human capability.

For a short period of time, the host city becomes a cradle of language, customs and culture. In other words, all sorts of nationalities gather in a place, as their home, during the Games. The Accreditation Cards or Olympic tickets are an essential aspect of involvement in the Olympic Games.

Imagine if these Accreditation Cards and tickets were to have a broader function than just identification, or granting admission. This would certainly be an improvement to our Olympic experience. By using digital technology, an Integrated Circuit (IC) public transport ticket can be embedded in an Accreditation Card or Olympic ticket.

The ticket would look like a hologram, but actually the shiny area is also an IC chip, which allows the holder not only to ride on public transport free of charge during the Games, but also obviates the need to inspect tickets at the admission gateways to public transport. You simply pass through the gates and board the railway, subway, or bus.

But above all, please let me tell you about a completely new device, which we call Digital Signage (DS). This signage will help everyone: the Olympic Family, thousands of volunteers, and the millions of people who come to the Olympic Games. It is a system of large displays and “place-and-read” scanners for tickets and Accreditation Cards embedded with digital chips using integrated circuits.

Digital signage will allow users to receive information on competition schedules and venues and so on. Using the embedded navigation system, people can reach the venues or tourist sites of their choice without losing their way, and can even find their seat inside the venues.



At first glance, this DS may look like a tall plasma television screen. All kinds of information can be embedded in DS or electronic bulletin boards, and updates of the latest information can also be obtained at any time via the internet.

On arrival at the station, where the DS is prominently displayed, you have two options: the “Olympic Games” or “Tourism”. If you select “Olympic Games”, in the case of an IC ticket, the exact event venue will automatically be read, and will appear on the screen. The information on the screen can be forwarded to a mobile phone or other device, rather than printed out on paper, which is an additional environmental benefit.

If you hold a ticket in front of the DS, the language of the country where the ticket was purchased will be automatically selected. The language can be changed and, once you have made the change, the chosen language will be displayed from that time on.

It will also show the competition schedule relating to your ticket and, soon after, will display the exact route to the venue.

As well as the competition schedule, we aim to provide more advanced information to enhance people’s enjoyment of the Games. For example, competition results, information about athletes and start lists will be available on the screens, as with the INFO system.

When you arrive at the stadium, the DS screen shows you where your seats are and how to reach them. Also, when the holder passes through the venue gate, seat information appears on the control screen of the Venue Manager. Seat information can be centrally managed by the Organising Committee, and this will help solve the problem of vacant seats, which are signalled instantly.

The Accreditation Cards and ticket technology are just examples of possible future developments. Of course, we need consultation with the IOC if we are to make it all happen to enhance the Games experience.

Now, let us look at things from the athlete’s perspective. According to the book published by the International Association of Athletics Federations (IAAF), *Progression of IAAF World Records 2007 Edition*, it was in 1964, at the Tokyo Olympic Games, that electronic timing was first officially used for the 100m events.

Now, 45 years later, athletes are blessed with more advanced forms of digital technology. A good example is the “photo finish”. Nowadays, many sports adopt this system: a photograph taken at the finish position shows the finish time and assists competition officials in ascertaining which athlete is the winner, even when the differences are measured in fractions of an inch, or hundredths or thousandths of a second.

In the past for field events, such as the shot put, hammer throw or long jump, we had people running around with a measuring tape to determine the distance, each time an athlete completed an attempt. Now, the distances are measured electronically. And even more advanced technology is being tried in field events. I have learned that a system based on video images, which can measure athletes’ performances instantly, is soon to be adopted.

Under the eye of digital technology, athletes are able to trust competition officials and feel more secure, knowing that their performances will always be measured accurately.

To sum up, I think you will agree with me that not only the organisers of the Games, but also athletes are benefiting from the revolution of digital technology.

However, each stakeholder – IOC, NOCs, International Federations (IFs) and others – need to take a minute to think carefully about digital technology:

- Adopting high technology in all types of competition environments or administrative organisations, and creating custom-made systems, would cost a substantial amount.
- We need professionals and supervisors to teach institutions how to use these systems.
- We need to promote and experiment with the system to be used in every country and every competition.
- We also need the understanding of our sponsors, if we are to receive financial help in establishing such systems.

This means we – the IOC, NOCs and IFs – all need to come together and cooperate, if we are to take advantage of this technology. High technology is only effective when it matches the needs of the stakeholders. No matter how technology advances, it is us, the Olympic Family, who hold the initiative in adopting digital technology for our own benefit: the enhancement of the Olympic Movement, and improvements to the environment in which athletes compete.

In other words, I remain confident that the relationship between the IOC, NOCs, IFs and the whole Olympic Family, is more solid and concrete than high technology, or digital technology, because technology is only a tool to help us improve our experience of the Olympic Games.



PATRICK BAUMANN

IF representative • FIBA – International Basketball Federation



ORIGINAL TEXT IN ENGLISH

I am honoured to address this distinguished audience of the XIII Olympic Congress and would like to express my gratitude and that of the International Basketball Federation (FIBA) to the International Olympic Committee (IOC) and to the Association of Summer Olympic International Federations (ASOIF) for granting us this privilege.

The subject covers a wide range of topics and remains an unfinished global construction site. Many hot topics have already been brilliantly and eloquently presented by the previous speakers in this session.

Allow me, therefore, to start off with how the Digital Revolution¹ has been perceived and lived by an International Federation (IF) such as FIBA, and conclude with a perspective on what this revolution means for all of us.

In fact, when discussing with colleagues from other IFs, it becomes clear that we are all going through similar experiences and processes, and searching for the same answers.

The development of new media has tremendously affected our lives, modifying at the same time our behaviours and our working habits and processes. The world of sport is not immune to this and IFs, small or large, have had to adjust to these developments and use them to their benefit. Certainly, the innovation has affected every aspect of operations at FIBA, whether in the office, on the court or around the world, through the member National Federations (NFs), the fans, the World Wide Web and television.

1. THE OFFICE

In 1994, FIBA was just about to get rid of the old office telex machine, which was still being used for certain parts of the world. Communications were increasingly sent by fax (a very informal way of communicating back then), but official/formal letters still had to be written and mailed traditionally via the post office. Computers were there. The first database was created. Mobile phones were not in common use.

Slowly but surely, electronic data-processing was replacing manual paperwork, thus increasing the amount and speed of communication.

The new speed of communication led to increased activity and demands from the sports community requiring rapid response and continuous, costly changes of technology. It was therefore essential to modernise the technology, to make it flexible and to ensure that changes could be managed at a reasonable cost.

As a consequence, FIBA invested heavily in a sophisticated but flexible operating system, setting up a single centralised data-processing platform in 1998, which still serves as the backbone of FIBA's:

- worldwide database for official competition data and statistics;
- electronic control system for athletes' international transfers and history;
- FIBA's website, www.fiba.com; and
- extranet solutions connecting the FIBA family, and in particular the five continental organisations, to the central system.

The technical migration of data from one platform to another was a nightmare. However, the most successful part of the migration process was the in-depth review and reorganisation of FIBA's internal practices and processes in each department. This was required to properly define the IT infrastructure needed, and to adapt those practices and processes to the new digital era. Today, this allows FIBA to monitor electronically and automatically, as if in an aircraft flight cockpit, the evolution of FIBA's finances, projects and events organisation, and the progress of NFs; to measure these against industry benchmarks and politically approved strategic objectives; and to warn the management of important deviations and risks.

2. TELEVISION (AND NEW MEDIA)

When FIBA decided, in 2001, to market its television rights in house, and no longer through an external agency, it was also forced to face, on one hand, the choice between public (free-to-air) and private (cable, digital satellite) broadcasters and, on the other hand, the growing world of digital/new media rights.



It became imperative to establish a clear(er) distinction between the traditional broadcasting rights and any rights exploited through new technology, and to understand and properly segment rights and distribution channels, assess their value and benefit from technological developments.

Today rights-owners wisely mix them all. But, back then, FIBA's experience with the traditional broadcasters showed that they preferred to buy all possible rights, including the right to distribute content through all and any "not-yet-invented" media platforms. Most of the time these new distribution channels were not exploited at all, but owning those rights ensured that nobody else would cannibalise the traditional broadcasting business. It is proven today that this is no longer the case.

Therefore, while FIBA now sells television rights to public stations as well as to private cable operators, it also retains full control over the ancillary new-media (typically internet and mobile-related) rights in most countries. This control allows FIBA to either bundle those rights with the traditional broadcasting rights, where a broadcaster has the ability and the desire to exploit them, or to offer them to a separate telecommunications operator, or to use those rights directly, in house, through its own website or television magazine, particularly in countries where it has no television deals, thus adding to the overall exposure of the sport. It also enables us to keep track and adapt to new technologies.

Maintaining freedom of choice and flexibility are the most valuable assets for IFs in dealing with new-media rights. Such flexibility is probably easier to achieve with strong sports properties such as the Olympic Games, but it remains critical for many sports that are part of the Olympic Movement but do not enjoy the same relevance to broadcasters, and need to fight for basic exposure and marketing revenues.

3. WWW.INTERNATIONALFEDERATION.COM

Today, a website is an organisation's main business card. Through the internet, it allows the world to access a Federation's own sporting environment and, in turn, enables the Federation to communicate with the world.

All IFs have a website, and so do almost all NFs and National Olympic Committees (NOCs). They are all quite different, expressing the characteristics of each sport (and country) and a unique vision of the organisation's mission and values. But they are changing relentlessly and, while different, there is a common thread that links all changes. IFs, in particular, are moving from a formal, institutional and purely informative web presence to a more consumer-oriented one, with "flashy" presentations of the latest news, pictures, and real-time results.

Today's common wisdom is that the best sports websites are those that combine thorough and timely editorial content with quality audiovisual sport content.

Importantly, websites contribute to a Federation's overall communication platform and can be used as communication vehicles for partners, who wish to reach the Federation's fans. In fact, websites have clearly become one of the most cost-effective global promotional and communications tools. It is relatively simple and cost-efficient to set up a website with consumer-oriented content, freemiums, wided games, highlight clips and so on.

At the same time, the website offers privileged access to specialists' sections for journalists and Federation officials, allowing them to "do their jobs" with all the necessary information.

4. THE FIELD OF PLAY

The technology is also present on and around the field of play.

In basketball, in addition to indispensable timing devices, new technology that was not present 10 years ago has now become standard equipment. For example, "live statistic modules" or "digital score sheets", which keep track of the running score on a play-by-play basis and run in parallel with the traditional handwritten game reports, are serving media, broadcasters and team officials at the same time and in real time, avoiding costly reproductions and inconsistencies, for example, between broadcast data and the official scorer's table data. Officials can consult television and video footage of a specific play only seconds after it happened, in order to correct errors. Finally, the official stop-clock is synchronised with the main scoreboards, and also with the officials' whistles on the court, reducing human reaction times at the table and allowing for "precise" real-time play.

These examples indicate that a new, sophisticated and highly reliable technology infrastructure is now needed on and around the field of play. Wireless devices, fibre-optic cabling and electronic boards are now a must in every sports venue.

However, besides providing relevant sport data, new technology has been used successfully by some sports to generate excitement.

The "Hawk-Eye" in tennis and position-tracking in the marathon are good examples of the use of technology for the betterment of the sport for athletes and fans alike.

The debates over bicycles or swimsuits are a different example of how industry pushes the limits with new technologies, and how Federations need to be vigilant in order to maintain control over the sport



and ensure that the athlete remains at centre stage. Last but not least, new developments in medical and biomechanical technology may be used by IFs and individual athletes/teams to better understand the athletes' performances and, as a consequence, improve training techniques or sport equipment, and also to offer insights to fans (for example, speed of ball, distance of shots or distances run by athletes in football).

5. THE MEMBERSHIP

IFs are federations of NFs or national associations. Communicating with NFs and improving their organisation and performances are essential objectives of IFs. The Digital Revolution helps achieve this faster, deeper and more efficiently.

In FIBA, this implies communicating with 214 NFs. Many of these need know-how and assistance in the organisation of their activities and in the basic organisation of their Federation and their competitions. Taking advantage of the in-house platform created for its own core business activities as described earlier, FIBA provides free of charge to each member Federation an extended interactive technological platform (the FIBA Organizer). The Organizer can be used to create local competition systems; manage results and rankings; create registries of players and officials, allowing the set-up of a licensing system for members; install live statistical modules; create an internet site with automatic content from competitions, registries and live statistical modules; construct an internal network with members; and upload and download data to and from FIBA's central server.

An e-Academy, or online educational programme, provides member Federations with the know-how they need to run a Federation. An e-coaching Library, especially dedicated to the improvement of coaches and to the monitoring of all major FIBA competitions from a technical perspective, and an e-vent IT package that reduces IT costs for local Organising Committees with ready-to-use applications, rounds out the online offer for member Federations.

The use of such technology and the diffusion of these tools ensures that member Federations do not have to endure the painful transition, with all the associated costs and mistakes, from traditional paperwork to a fully digitalised environment, but are able to benefit from FIBA's own experience and from that of its technology partners, accumulated over the past 15-20 years.

At the same time, this enables FIBA to ensure that all members are organised according to minimum standards and, accessorially, are able to generate on their own a wealth of competition data, player statistics and e-mail addresses that can be accessed locally and centrally in real time.

Technology has been used to capture or enthrall people in a campaign or cause in the past, but not to organise. Here it proves that it is possible to build a virtual mechanism for scaling and supporting community action.

6. THE FANS AND THEIR COMMUNITIES

As we know, sport is consumed daily by billions of people, which represents a huge asset for IFs and an exciting opportunity for broadcasters, advertisers and consumer goods brands.

IFs need to secure their financial stability with revenues that derive directly or indirectly from these sport consumers. The sale of television and marketing rights will deliver most of the required revenues. However, to increase those revenues, and add new revenue-generating opportunities, it is critical to broaden the fan base, and therefore to understand how and why they consume the sport.

The industry, i.e. sponsors and broadcasters, also want to know to whom a sport appeals, and how this appeal will generate incremental revenue over and above their current bottom line. This will also determine the level of any rights fees payable to a rights-holder.

Given the new distribution channels (TV, web, mobile and social networks), content-provision formats (web, email, SMS, roaming, twitter, etc.) and technological tools available (for example, eCRMs), it is increasingly possible today to "zoom in" on the behaviour and interests of the individual fan/consumer. Understanding this behaviour will allow IFs to engage in positive and direct communication with him or her. This is the ultimate dream for every marketer. In other words, IFs have an opportunity to communicate and reach such consumers faster and more efficiently, given their dedication to the sport, and therefore could be a privileged portal for advertisers.

FIBA communicates with basketball fans through its own website (including via mobile phones) and through the broadcasting of its competitions. In principle, therefore, basketball fans can read about basketball whenever they want and wherever they are. In order to understand these fans, interaction is necessary. Questionnaires, online games and market research surveys are therefore developed yearly, captured electronically and analysed by FIBA, in order to discover trends in fans' behaviour. The results may lead to improvements in the sport itself or in how it is presented to fans.

At the same time, and from the users' perspective, today's "digital natives" enjoy creating content for themselves and relating to peers with similar interests/commonalities. In 2008, FIBA therefore launched "myFIBA.com", a community platform based on the fans' own creations and comments (using Web 2.0 technology) that interacts with and uses



all the on-line offers FIBA has already launched. According to statistics, myFIBA.com has a membership potential of several million fans. However, a careful eye is necessary to avoid mistakes and going “over the top”. If it is real people and real communities, then it is valuable. Otherwise, it is just playing around online.

7. THE ECONOMICS

Debate rages as to whether the Digital Revolution, in particular the development of new media and the exploitation of the ensuing rights, is economically affordable. Obviously, new technology should equal new revenue opportunities, otherwise why bother creating them? This is at least the most common approach.

The experience of IFs is that the Digital Revolution is a highly expensive exercise and a permanent red item on the budget, with frustrated IT departments.

A very simplistic approach tells us that the new technology reaches millions of consumers and attracts billions of advertising money, thus providing revenues for the owners of portals that reach these consumers.

It is a fact that sport websites (mobile versions included) can generate staggering numbers of visitors. Consequently, IF officials expect the red items on the budget to be accompanied by some black figures on the income side. Such income should come from increased rights fees, sales of online advertising, pay-per-view streaming, online merchandise or ticket sales, paid mobile phone services, video games, (controlled) betting, etc.

However, as we know, the industry itself is not yet convinced as to which is the right business model. Approaches range from offering most content for free (despite the high development costs, but favouring higher traffic and thus potentially higher advertising income) to “pay-for-play” services (smaller, but generating constant income, albeit with the risk of losing customers to other free offerings). A respected newspaper reported earlier this year that “Mr R. Murdoch pledged to charge for online content from all his news outlets, but was met with scepticism from rivals as they attempt to find their own alternatives to a broken business model.”

The excellent news for Federations is that, in FIBA's case, while much is available for free to the public, income is starting to flow from online and digital services, but remains for the time being negligible and far below the costs generated by the need for new technology. However, given that there is income, it is possible to shift some of the development costs to the technology service provider. In fact, it is common practice for suppliers of innovative digital solutions, which are trying to establish themselves on the market, to be willing to take over (part of)

the commercial risk against the development costs. It is thus interesting for IFs to explore the market and look for companies that are interested in investing in a Federation's technical platform, in exchange for the ability to commercialise it.

Alternatively, as these upfront investments in technology remain costly, it might make sense for the Olympic stakeholders to split those costs among several users and benefit from synergies within the Olympic Movement. The GAISF Multimedia platform initiative is an attempt of this kind. The IOC and Olympic Broadcasting Services (OBS) could also participate in this model for the benefit of the whole Olympic Family. In such cases, the need to recoup the investment is less urgent, and content may be offered for free to enlarge the fan base and increase advertising opportunities.

8. CONCLUSIONS

The Digital Revolution is an opportunity for sport. Sport is well suited to new media, as it provides daily content of very high interest and offers the opportunity to easily test new technologies. Furthermore, as the younger generations of digital natives embrace technology at a faster pace, the Olympic Movement, and the IFs in particular, will be able to reach these generations, remain relevant to them and keep them interested in sport (as spectators and athletes), if the Revolution is fully embraced.

Top events with state-of-the-art technology. The Olympic Games and IF world championships must offer their events to consumers through the most attractive, state-of-the-art technologies. The IOC could build and improve on technologies and distribution channels that are developed and used during IF world championships, and vice-versa. The Youth Olympic Games (YOG) are an excellent opportunity (and a must) to use and test trendy technological developments, particularly attractive to youngsters, such as mobile or gaming devices. A joint “high-tech task force” involving the IOC, OBS and IFs would be highly valuable in coordinating the various efforts, transferring knowledge and reducing costs.

The digital revolution is more than the internet. The digital world permeates every aspect of the organisation and functioning of an IF. It is not only related to the internet and to streaming, but deeply affects how business is done, how staff have to work, and how material and information is produced, packaged and redistributed.

The digital technology in itself is not the objective. The key is the strategy it allows us to pursue. (For example, the ways in which Mr Obama used internet technology to shape his election campaign and activate communities). In FIBA's case, the strategy is two-fold:



- to provide a long-lasting competitive advantage to the organisation by the (re)organisation of our offices and national membership through consistent, efficient and unifying business processes that fit the new digital era; and
- to reach, understand and enlarge the basketball consumer base.

The Digital Revolution is not about revenues (only). As a consequence of all the above, the search for direct revenue should not be an IF's (sole) driver in developing/adopting new technologies. The changes should be geared primarily to helping achieve strategic objectives and ensuring a long-lasting competitive advantage for the organisation itself, its members and the sport. Revenue will be the "cherry on the cake", (and hopefully there will be many cherries and many cakes!).

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1. The term "Digital Revolution" defines the radical transformation launched by the invention of microchips that caused deep changes in technologies and in almost all aspects of life during the 20th century, in a similar way to how the Industrial Revolution shaped the world 200 years earlier. The innovation resided essentially in the ability of microchips to endlessly increase their capacity, in the introduction of automation in production processes, and in the setting up of worldwide communication networks such as the internet. In this context, the term "new media" encompasses the emergence of digital, computerised or networked information and communication technologies in the later part of the 20th century, which is at the core of today's interconnectivity and convergence efforts. In a strict sense, new media (rights) refers to the digital distribution of data, footage or photos, for example via internet or mobile phones.



A NEW MANAGEMENT OF SPORTS RIGHTS

JOHN D. COATES, AC

Moderator • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

The Digital Revolution means that content is being accessed, stored and viewed through many different platforms.

The Digital Revolution opens up many opportunities for the consumer and for the Olympic Games.

This is being driven by the growth in broadband and mobile telephony.

Pay-TV is now the leading platform, with free-to-air TV still strong. However, future growth will come from digital, and mobile phones that are now used as “media devices” for richer content.

Generation Y are now accessing up to 16 different platforms in one day.

The Digital Revolution is also resulting in major online advertising growth and in the long term will become a dominant advertising medium.

The Digital Revolution is now providing a range of different sports programmes.

The Beijing Olympic Games TV and online ratings highlight the fact that the Digital Revolution complements TV viewing. In the USA, the National Collegiate Athletic Association's (NCAA) “March Madness” tournament has experienced similar significant growth in digital users, while not affecting the TV audience.

Digital media rights still represent a small proportion of overall media rights value, but this will increase dramatically over the next ten years.

As owners of the content of the world's leading sporting events, the Olympic Summer and Winter Games, The International Olympic Committee (IOC) will benefit significantly from the Digital Revolution. However, monetisation may create some risks.

Potential Benefits

- Greater fan engagement and access globally;
- More competitive rights bidding process: Telcos and Internet Service Providers (ISPs) joining traditional broadcasters to bid for new media rights;
- Ability for IOC to create own bespoke content offerings and distribute them online/mobile;
- Potential to increase exposure to key sponsors on their own terms.

Potential Risks

- Challenges in monetising digital media content as users evolve from TV viewing.
- Ad-supported model is currently immature.
- Pay-per-view/subscription models may only be appropriate for premium content. Foxtel in Australia aims to retain Olympic subscribers as their customers.
- Illegal piracy remains a risk to paid content.
- Rights to shorter clips are also at risk from news sites.
- Revenue models for rights-holders are still evolving.

There are a number of issues for the IOC to consider when evaluating the opportunities arising from the Digital Revolution.

KEY CONSIDERATIONS AND QUESTIONS FOR DISCUSSION

Promotion of the principles and values of Olympism

How to harness the digital opportunities to spread the principles and values of Olympism? What are the challenges from the Digital Revolution that affect Olympism?

How rights are used (widest possible coverage is not just geographic)

How much control should the IOC retain over how new media rights are used? How can the IOC ensure maximum levels of engagement and interaction by fans?

Attractiveness of new sports and events

Which new sports and events will drive future media rights? What are the benefits and risks of these sports and events?



Should rights be unbundled by medium?

Should unbundling go? What are the benefits and risks of these sports and events?

Best interplay with “traditional media”

What is the value maximising combined offering? Should the IOC prioritise fan engagement or media value?

IOC.com versus IFS.com/NOCS.com

Can the IOC create and exploit its own digital content alongside traditional media? Are there potential conflicts with other rights-holders and how can this be overcome?

Bespoke versus “one-size-fits-all” media rights

How can the value of the rights be maximised across different geographies? What are examples of current best practice?

Olympic Broadcasting Services (OBS)

What role will OBS have in the development of content and commercialisation of rights?

Needs of developing countries

How can the IOC maximise access to Olympic content in developing countries?

CHING-KUO WU

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

First of all, I sincerely appreciate the IOC giving me the opportunity today to contribute to the continuous enhancement of the Olympic Movement.

The theme “Management of sports rights in the Digital Revolution” seems at first glance to be of a purely technical nature. However, experts in this area have already provided us with many valuable ideas and innovative new directions. As both President of the International Boxing Association (AIBA) and a member of the IOC Culture and Olympic Education Commission, I believe it is important for me to address some of the impacts and concerns related to the rapid development of digital technology within the Olympic Movement as a whole.

I believe the adoption of digital technology in our daily sporting lives will have a considerable impact on:

- the internal education of the sports family;
- the promotion of sport using various tools;
- the media marketing of sports rights;
- educational aspects affecting the younger generation; and
- equal opportunities for all beneficiaries, particularly for those in emerging countries.

As the concept of “digital evolution” is not familiar to all leaders, administrators, coaches and officials in my own sport, I have recently formed a group within the AIBA to develop ways of communicating our new coaching and judging training methods via digital technology. This project is called “Digital Enhancement in the Sport of Boxing”. Our



organisation believes it is essential to develop the sport of boxing by adopting fast and widespread digitalised means of communication, so that we become experts in managing any type of digital-related issue, and so that we are ready to manage any programmes related to this type of technology in the future.

I also believe and agree that all sporting bodies should concentrate on maximising the potential of digital technology to increase awareness of sport and generate more interest among the public, especially the younger generation. However, we also need to ask ourselves whether digital technology can help all sports using the same principles? Since the demographics in each sport are quite different, I would suggest we consider adapting this evolution by working with new-media innovators to develop phase-by-phase methods, according to the characteristics, popularity and demographics of each sport.

With regard to managing sports rights with enhanced digital technology, I am in favour of a concept that creates an attractive rights package to attract new media consumers. However, I also believe that we must protect and respect the wide transfer capacity of terrestrial television to reach as great an audience as possible regardless of background. I would therefore recommend developing proper and customised rights content and media-marketing methods according to the sport, country and culture of the target audience.

This brings me to another important aspect of this issue. We have always striven to develop the Olympic and sports movements so that contact with sportsmen and women in their daily lives will enhance their educational experiences and expand their knowledge. However, as digital technology has mainly attracted the younger generation, it is imperative to consider all educational aspects in order to protect their right to be guided in the best way during their involvement in sport and the Olympic Movement. The development of highly technical equipment can be costly for the younger generation, while video games can cause serious social conflict among parents, educators and young consumers. It is often a matter of debate as to which is in the best interests of the younger generation: indirect experience via technical media or direct involvement in the sports themselves. I am a great believer in bringing youth into the actual sports arena. It is so valuable for them to understand the true attributes of sport and the joyful characteristics of the Olympic Movement. Let us develop better digital technology at sports venues, so that they can enjoy the experience of being directly involved in sports, while at the same time using digital technology to communicate with the outside world and with other sportsmen and women.

Dear colleagues, have you ever thought that technology is advancing so fast that it gives us no time to catch up with it? I wonder how many of us, including the young consumer group, can keep up with

the complexity and speed of the digital technology revolution. I truly believe it is a small percentage of innovative young minds that demand continuously new and different means of competing among themselves. Clearly our sport fans are ready for this, now, but many of us are not. Let us consider how much of an effort we make to help people in emerging markets participate in this digital movement. We are far too slow in developing better means of communication to reach these people who also have the right to share the rich experiences of sport and the Olympic Movement. It is our responsibility not to disregard one of the core Olympic Ideals, namely sharing our experiences and benefits with them.

We shall therefore continue to manage our sports rights in the best interests of the athletes, public, the media, our commercial partners and ourselves. In addition, our organisation, and I, will continue to explore ways of supporting new-media and digital companies in order to enhance our sport, while finding ways to embrace distant friends and the younger generation, so that they may share the benefits we are enjoying today.

With these things in mind, I would also like to propose the formation of a “Digital Sports Evolution Body” that all 26 Olympic International Sports Federations invest and participate in with the support of the IOC, to develop new media, policies and guidance for managing sports rights in the interests of each sport. I would also invite the participation of a group of experts who can assess the impact that the digital revolution in sport will have on our daily lives. I firmly believe this body will also give us opportunities to educate ourselves in order to manage our sports and our organisations better.

I have truly enjoyed hearing and collecting valuable information on this theme, which will greatly benefit our sport. Once again, I give my sincere thanks to all of you for listening to my speech and to the IOC for the opportunity to be here today.



VEDA BRUNO-VICTOR

NOC representative • The Grenada Olympic Committee



ORIGINAL TEXT IN ENGLISH

INTRODUCTION

Some years ago the United States Olympic Committee (USOC), introduced a new tag line that read very simply: “It’s not every four years. It’s every day.”

Dear friends, protocol having been established, I wish to begin my very brief intervention with the tag line of the USOC as a fundamental guiding principle. Indeed, “It’s not every four years. It’s every day” captures the essence of what we are about in the Olympic Movement. We are about effecting change in humanity every single day of our lives. We choose to do it through sport.

The Digital Revolution offers us in the Olympic Movement new, innovative, expansive, extensive, intensive and flexible ways of impacting humanity, more than at any previous time in history.

THE DIGITAL REVOLUTION

When I refer to the Digital Revolution, I mean the changes that have taken place in the way we communicate. We are, therefore, speaking about technological advances in communications, which began several decades ago, but which have taken on warp speed in the past decade.

In the Olympic Movement we see sport as entertainment. The Digital Revolution has the capacity to bring sport and all its positive values to global society.

In a sense, we must all agree with the analysis made by PricewaterhouseCoopers that there really is “no place to hide from the Digital Revolution” (London, 16 June 2009). More particularly, their analysis makes reference to “digital migration”, highlighting the speed with which new technologies in the field of communication are crossing national, ethnic and cultural borders, and impacting all societies.

The analysis states that: “Over the next five years, digital technologies will become increasingly widespread across all segments of entertainment & media (E&M), as the digital migration continues to expand.”

In the face of the global economic downturn, the claim is made that digital migration has accelerated and intensified, among both providers and consumers of content. We are also told that: “The global entertainment & media market as a whole, including both consumer and advertising spending, will grow by 2.7% compounded annually... to \$1.6 trillion in 2013.” If this analysis is accurate, then the Olympic Movement must ensure that it positions itself to benefit from the changing digital technologies as they facilitate access to wider audiences globally.

Marcel Fenez, Global Leader Entertainment & Media Practice at PricewaterhouseCoopers, is quoted as saying: “In some ways this could be called ‘the perfect storm’. Inside every cloud is a silver lining and, in this case, a digital one. Companies which grasp the opportunities that are appearing in this fast changing marketplace, and are agile enough to adapt their business models, will be able to take full advantage of the potential and new revenue models as they emerge.” This stance is readily advocated in the numerous contributions to this Congress. The Digital Revolution impacts the content, the packaging and the extensive dissemination of information, leaving consumers with greater variety from which to choose, and with which to interact at their own pace, from wherever they are located and at the time most convenient to them. This reality cannot escape the Olympic Movement, and indeed we are already well on our way to addressing this reality.

FUNDAMENTALS

I would argue that we must ensure that we maintain certain fundamental principles in our use of the Digital Revolution, at all times, if we are to reap the maximum benefits in keeping with our mandate:

- Universal accessibility;
- Affordability;
- Appeal;
- Acceptability;
- Simplicity;
- Interactivity.



CHALLENGES

With regards to the various contributions on this subject, it would be fair to say that we have not heard enough about the role of the Digital Revolution in: promoting the many positive values of sport (such as Olympism); facilitating and enhancing sport and participation in sport, at whatever level; promoting sport as an international force for peace, social harmony, international understanding and a better life for all. These were the ideals of the founding fathers of the International Olympic Movement. The challenge, therefore, is to place this aspect of our work squarely at the forefront of our engagement with the Digital Revolution.

There are other challenges. We are challenged to find ways of determining the best media through which we can reach audiences in different geographical constituencies, with varying levels of economic, socio-cultural and technological development. We are also challenged by issues relating to the management of rights, relations with governments and stakeholders, and gender equity.

CONCLUSION

It is important for us all to understand that the Digital Revolution is the most rapid development taking place in the world today. Even as we meet here to discuss its various impacts on the Olympic Movement, the Digital Revolution has moved forward, and will be even farther ahead by the time our conclusions have been circulated.

We would therefore do well to heed the words of Marcel: “The winners will be those players who focus on driving and leading change that delivers real value for consumers... But for each of the industry’s diverse segments to participate fully in this growth, they will first need to embrace the digital future.”

JÉRÔME VALCKE

IF representative • FIFA – Fédération Internationale de Football Association



ORIGINAL TEXT IN ENGLISH

With the latest advances in digital technology, new platforms have emerged for broadcasting international sports events. Fans are able to follow major sports events, live, in various ways and environments, whether on TV at home or in a bar, on a giant screen outdoors at a public viewing event, on a PC in the office, or even on the move on a mobile phone. With these new viewing platforms come new opportunities for rights-holders to give additional exposure to their events, attract larger audiences and create new sources of revenue in the process.

To maximise the potential of all platforms, rights-holders must know their fans and how those fans want to consume content. While traditional fans may continue to watch an event on TV at home or in a bar, the younger generation is more likely to watch a game, live, or view exclusive features and interviews on demand on a mobile phone.

The Fédération Internationale de Football Association (FIFA) continuously monitors all technological developments and has embraced the digital revolution in order to keep its offering relevant in today’s fast-moving marketplace and satisfy the ever-changing demands of fans. Acknowledging the distinctive character of the various platforms available, we have adapted the content we produce for each platform in order to maximise its impact.

Since taking the management of its broadcasting rights, in house, in 2005, FIFA has had greater control not only with regard to distribution but also in decisions relating to production. While the TV remains the most popular way to watch live coverage of sports events, for the 2010 FIFA World Cup in South Africa we are also directing additional



attention to other forms of broadcast media, specifically public viewing, broadband and mobile phones. In other words, we have a “four-screen” approach. Tailored content will be created for each type of screen in order to match the contrasting characteristics of each medium, and also to fulfil the expectations and optimise the overall event experience of the end consumers of each feed.

FIFA has structured its broadcast rights in packages for the various screens with tailored proposals offering exclusive content in each case, thus enhancing the relevance and value of each package. Generating this range of unique additional content naturally requires extra resources and infrastructure. Preparation is the key here, and FIFA has defined a clear list of deliverables, such as fully functional telecommunications networks, with the South African local Organising Committee well in advance of the tournament.

To maintain the highest standards of production, FIFA has laid down strict requirements for the host broadcasters it appoints. For example the 2010 FIFA World Cup final will be covered by 32 cameras in all manner of positions around the pitch for FIFA’s multilateral production. This provides the basis for production on all screens, with high-definition images from numerous angles giving TV directors many editorial choices. FIFA also uses data-capture cameras to generate data for use on all screens. Of course, the cost of this infrastructure is significant, but a high-quality production is more attractive to broadcasters, increases the potential revenue generated by rights packages and ultimately enhances the general perception of the event and, by association, the image and standing of FIFA itself.

The four-screen approach takes this principle a step further by appealing to more consumers, identifying their differing expectations and requirements, and constructing appropriate and attractive rights packages for tender to broadcasters.

The offering developed for mobile phones is an excellent example of how the four-screen approach works. During the 2010 FIFA World Cup, FIFA will have dedicated cameras in place exclusively to produce the mobile-phone feed, so as to take account of the special requirements of mobile phone screens. Because it would be impossible to follow the ball if standard images were transmitted, a close-up view of the action with larger graphics will be available especially for this medium. In addition to live match coverage, a dedicated film crew will follow each of the 32 teams taking part in the 2010 FIFA World Cup finals, producing a range of content for all four screens, but also 10 to 15 minutes of “rough cuts” every day specifically for viewing on mobile phones by fans on the move. Archives of the all-time best FIFA World Cup, highlights from the 2010 qualifiers, games and downloads of music and images of the FIFA World Cup emblem, trophy and mascot are just a few examples of the unique mobile content that FIFA will offer.

Whether for mobile phones or other screens, our underlying philosophy and objectives remain the same and apply not only to FIFA but to all sports federations:

- Understand what the fans want;
- Fans will consume your sport on all platforms;
- Understand technology;
- Plan sales and distribution;
- Design broadcast operations to cover the delivery of product and services in high quality;
- Stay relevant.

MARISOL CASADO

Stakeholder representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

After the Sydney Olympic Games, the International Triathlon Union (ITU) decided to take its entire media and television production as well as distribution activities back, in-house, after several years of working with agencies. The goal was to control our key messages efficiently and cost-effectively, and to retain full control of the ITU’s media rights.

Knowing that television and media appeal is key to the success of an Olympic sport, the ITU decided to invest significant resources into this area, in order to develop the sport.

A young, energetic, media-savvy team was established to achieve the ITU’s aggressive goals of becoming a market leader in TV and new media.

A ubiquitous media strategy has been developed in-house to deliver the sport across all media, using TV, radio, online and mobile technology.



The ITU has full control over its key messages, such as absolute gender equality, a clean and healthy sporting lifestyle, and the need for spectator and athlete-friendly events.

Controlling rights and working in-house ensures a cost-effective workflow, as we provide our stakeholders with large-scale media support, such as custom sponsor videos, archive footage, print material and so on. Stakeholders include National Federations (NFs), athletes, events organisers and sponsors. The cost of outsourcing these services would be prohibitive.

As a result, the ITU has found an optimal hybrid solution for maximising exposure while retaining control over important media rights. The ITU works in conjunction with SPORTFIVE, a major TV distribution and marketing company (which has now acquired Olympic rights), to produce and distribute our TV coverage. We are a fully integrated team, with ITU staff producing the TV programming and working closely with SPORTFIVE to maximise exposure and leverage our industry position.

The ITU currently produces more than 40 hours of live TV programming per year, plus 15 hours of highlight shows. We work with networks to make bespoke programmes for each national broadcaster. This has paid dividends, securing important deals and exposure on free-to-air national broadcasters, such as NBC (USA), ARD/ZDF (Germany), BBC (UK), NHK (Japan), TVE (Spain), RTP (Portugal), TEN (Australia), TVNZ (New Zealand) and CCTV (China).

Our TV programming is now focused on promoting the sport to all sports fans, not just the established triathlon audience. The focus is on showing the dramatic aspects of the sport and generating sporting heroes for the general public, while stressing the importance of a healthy lifestyle for all ages, especially the younger generation.

The ITU has warmly embraced online media as a way of satisfying the needs and demands of the core triathlon audience. To ensure the widest possible reach, all events are broadcast in full, live and in high definition on the ITU website. All races are available on demand to view at any time, one hour after each race has finished. A one-hour magazine show featuring exclusive interviews and behind-the-scenes footage is produced and distributed the day after each event. This is also made available on line immediately.

In-depth interviews, training tips and behind-the-scenes features are also produced and distributed online to satisfy the growing demand for triathlon-focused programming, which is too specialised for the general TV audience.

The ITU's online audience has grown by an average of 90 % per annum for the last five years, and continues to grow.

The ITU also distributes to all forms of media, including mobile media devices, games consoles and mobile phones. Race results and images are also distributed via MMS and SMS to mobile users.

All of this media material is produced in-house, and all the rights are completely controlled by the ITU, in association with our distribution partner. This is important, as some territories are more important in terms of exposure than of revenue. Having influence on distribution in house ensures the best possible balance of exposure for the sport, and revenue to reinvest in its future development.

The ITU also retains 100 % of all online and new-media rights in respect of its content. This means that the ITU can ensure the widest possible distribution of ITU events, and also effectively control the revenues from a growing online market. In certain territories, the ITU will grant live online exclusivity, where significant broadcasting agreements are established and the broadcaster can show it has an online capability to effectively air the content.

Management of sports rights is an important topic to which the ITU has paid close attention. Controlling our Federation's sports rights ensures control of our message and the future direction of our sport.



HOW TO INCREASE THE SIZE OF THE SPORTS AUDIENCE?

RICHARD L. CARRIÓN

Moderator • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

My good friend Dick Ebersol had to leave earlier today, so I will be initiating what I expect to be an engaging discussion with a select group of Olympic friends, representing different branches of the Olympic Movement.

The topic at hand: How to increase the size of the sports audience?

Allow me to introduce our distinguished panel:

- International Olympic Committee (IOC) representative Juan Antonio Samaranch Junior (Spain)
- National Olympic Committee (NOC) representative Norman D. Bellingham (USA), sitting in for Larry Probst, who could not attend today's session
- International Federation (IF) representative Göran Petersson (Sweden)
- Stakeholder representative Nancy Lee (Canada)

Beijing's record audience has raised the bar as it was an extraordinary production. I am sure London will build on its success and, thanks to digital technology, time is on their side.

The speed at which technology evolves is astonishing, and production companies and advertising agencies will waste little time in making use of new technology when it comes to an event of this magnitude.

There is a popular statistical comparison showing the number of years that radio, television and the internet took to reach a market audience of 50 million. What radio did in 38 years, television did in 13 years, and what television did in 13, the internet did it in four.

We are all well aware of the power of the Digital Revolution. Yet, we need to recognise the target audiences of the Olympic Movement:

- First, we have the spectators at the sporting event: how we can improve the in-stadium experience?
- Second, the audience of the host city and country: how can we expand the local reach? and
- Third, and the largest of all, the audience at home or streaming online: how can we enhance our present engagement with the audience out there?

There is also a difference between increasing the size of the audience during Games time and increasing it at other times.

We face a number of challenges during Games time, in particular maximising our audience reach and limiting piracy. We are looking at live transmission of every moment of the Games broadcast; I am sure our panellists will have thoughts on this.

Streaming videos is incredibly convenient, yet data allows you to understand it more, which increases your interest.

We need to reach the audience where they are, whether on television, online, or via any new medium that emerges in the future. To achieve the objective of maximum reach, it is essential that synergies be developed between our broadcast partners, other stakeholders and digital media.

How we achieve these synergies is a question to ponder. Integration with partners is extremely important in helping the audience to navigate what seems an unlimited number of options. We have to facilitate the flow of information.

Outside Games time, we need to exploit the mammoth resource of archives. As I mentioned earlier, the IOC has available, in digital format, more than forty thousand hours of video, seven hundred thousand still images, and data going back to 1896. It is a very long tail of Olympic content that we want to exploit and make available to the public.

Good partnerships also help us in drawing in the non-sports fan. The values of the Olympic Movement, such as commitment and dedication, are not just for athletes and spectators, but for everyone.



JUAN ANTONIO SAMARANCH JR

IOC representative • International Olympic Committee

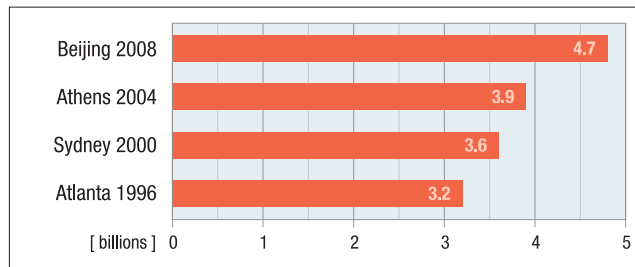


ORIGINAL TEXT IN ENGLISH

1. IS THERE A PROBLEM IN THE NUMBER OF TV VIEWERS?

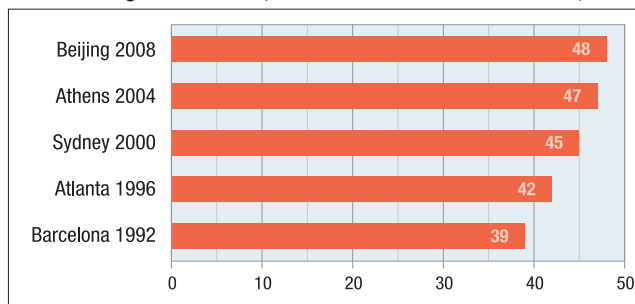
Size of TV audiences = No problem

Worldwide Olympic Audience (Source: Nielsen Institute)



2. WHERE DOES THE PROBLEM LIE?

→ Median Age of viewers (US Audiences. Source: Nielsen Institute)



→ Channel fragmentation and content

3. WHAT CAN BE DONE TO ATTRACT YOUNGER VIEWERS?

Sports-wise:

- Implementation of format changes by the International Federations (IFs), e.g. Basket 33;
- Introduction of youth-oriented sports like snowboarding in the Winter Games or BMX cycling, which made its debut in Beijing;
- Creation of the first Summer Youth Olympic Games for 2010.

Platform-wise:

- Make the Games available through different platforms (TV channels, radio, websites);
- Encourage participation and user-friendly channels;
- Organise an innovative marketing campaign with athlete/audience interaction.

4. SUCCESS FACTORS

- Minimise restrictions on what can be watched online;
- Eliminate restrictions of access in some countries;
- Eliminate the need for special or pay-software;
- Control athletes' rights agreements that restrict their public exposure;
- Eliminate obstacles to new-media-style coverage: podcasting, video-podcasting and other forms of citizen media.

“Technology is the key enabler for the Olympic Games.”

Alexander Vronski, Technology Vice-President of the 2014 Sochi Winter Games

“New media can engage nations.”



NORMAN D. BELLINGHAM

NOC representative • USOC – United States Olympic Committee



ORIGINAL TEXT IN ENGLISH

Increasing the size of the sports audience requires an integrated long-term strategy that incorporates the key elements of both traditional media and new media. We need to engage the youth of the world at an early age and continue to involve them with sport throughout their lives. We must recognise that the landscape is constantly changing, consumers are confronted with an ever-increasing array of entertainment options, and digital technology is the catalyst for new forms of communication and interaction on a global basis.

In the traditional media world, the availability of affordable wide-screen televisions, along with high definition programming, has made sport a far more compelling entertainment experience. We need to continue to fully exploit this medium in conjunction with live competitions, but the opportunity for additional programming content is significant. Imagine the stories that could be told about elite athletes in training around the globe, sports that do not receive the media attention they deserve, and heroes in the Olympic Movement who can inspire and engage audiences in the exciting world of sport.

We believe that a properly executed Olympic network, developed with the full support and cooperation of the International Olympic Committee (IOC), can greatly benefit athletes, the International Federations (IFs), youth, our corporate sponsors, and the Olympic Movement.

There are, of course, other opportunities in the realm of traditional media, but my expertise and focus today is on digital media. As I stated earlier, digital technology is facilitating new forms of communication, interaction and engagement on a global basis. We need to embrace

these new platforms and technologies to deliver the message of sport to a broad demographic that encompasses male and female audiences of all ages and cultures. We need to start young, with children in grade school, by working with educators to create sports-oriented and Olympic-themed programmes for students that can be incorporated into their teaching curriculum.

A customised video feed downloaded daily into the classroom during Olympic competitions will stimulate interest in the Games and inspire young people to get involved. It is a well-known fact that children learn best when they are having fun, and what can be more fun than sport?

Video games can be an excellent way to teach youth the fundamentals of a particular sport, along with scoring mechanisms and the rules of competition. Easy-to-learn casual games, in particular, can lend themselves to online interaction and communication with players around the world, helping to expose young people to different geographies, languages and cultures.

Since we are close to the headquarters of the Lego Company, consider the potential of a Lego Olympics video game that could be enjoyed by everyone in the family. Club Penguin sports sites for kids and leveraging the recent success of Mario & Sonic at the Olympic Games are other examples of using computer games to engage the younger generation.

Imagine creating your own digital avatar and going online in a massively multi-player Olympic-themed environment, where you can learn, compete and achieve your goal of winning a virtual Olympic medal. Simple trivia games that test your Olympic knowledge, mini-games tailored around individual sports or a global competition between many nations – all are possible in the online world.

Beyond video games, we should be fully exploiting the full range of social networking platforms, including Facebook, MySpace, YouTube, Twitter and Bebo, to spread the message of sport and Olympism. Consumers want to gather online to get news, read posts, chat and access pertinent content. Real-time reporting of sporting events and competitions is an obvious way to leverage the rapidly growing social networks. This is where the 12-to-35-year-old demographic spend a huge percentage of their time, and this is where we should be engaging them. On these digital media platforms, frequency of message and constant updates of information are key. Digital publishing must be done daily in all major territories with locally relevant content, using moderators who post and monitor the forums, while keeping them fresh and alive. The online world is a living organism, where old news is no news.

Athlete blogs can be extremely impactful and should be encouraged. Imagine an aspiring 12-year-old swimmer or sprinter having the opportunity to follow Michael Phelps or Usain Bolt through their daily training



regimen, or while they compete at a world championship. Super-hero athletes using Twitter to build interest in their sport or an iPhone application that interfaces directly with the Olympic.org website are other examples of using digital media to connect with our target audience.

In conclusion, the digital world is still in the formative stage. Opportunities abound. If we can successfully combine the power of these compelling technologies with the universal appeal of sport, our goal of growing the global sports audience can and will be achieved.

GÖRAN PETERSSON

IF representative • ISAF – International Sailing Federation



ORIGINAL TEXT IN ENGLISH

The Beijing Games expanded the horizons of the Olympic audience. Our challenge now is to build on that success, extending the depth and breadth of our reach and retaining an audience outside of Games time.

The Opening Ceremony of the 2008 Olympic Games was watched by an estimated two billion people worldwide. More than 28,000 journalists travelled to Beijing to form the largest media contingent for any event ever. New media also extended the reach of the Games, via websites, mobile phones and the YouTube channel of the International Olympic Committee (IOC). In every quantifiable measure published, Beijing cemented the Games' claim to be the greatest show on earth.

How do we build from here? During Games time, the sports audience is huge; between Games we must increase the appeal of our sports to try to improve our audience retention.

The marketplace is more competitive than ever before, but we must remember we have two key advantages. Firstly, the Games themselves: as the world's greatest single event, there is no better marketing tool. Secondly, new digital technologies mean that the opportunities for targeting specific audiences, customising content and reaching new markets are now far greater than before.

I would now like to explore four themes:

1. A CENTRAL RESOURCE, SHARING DATA ACROSS ALL SPORTS

If we want to expand our audience, we need to look at ways of making our product, i.e. our sports more appealing, relevant, accessible and understandable.

And what is the key selling point of our product?

Our athletes.

After every Games, what sticks in the memory is the Olympians who define it. To increase our sports audience we must find ways of creating heroes outside of the Games.

Here is the perfect example of where new media can help us build upon the success of the Games. Every four years, the Organising Committee for the Olympic Games (OCOG), in tandem with the National Olympic Committees (NOCs) and the International Federations (IFs), goes through an exhaustive period of data-collection to ensure that information about our athletes is available at the click of a button to the world's media. Yet, as soon as the Games end, this information evaporates. An information database, shared across the Olympic Family, would provide us with a key component in expanding the sports audience. If we can do this during the Games, why not outside of the Games? Not only would we immediately provide every NOC and IF, with a huge resource of information, but we would also relieve every Organising Committee of a huge and extremely expensive burden.

2. EXPLORING NEW DATA TO BRING SPORTS TO LIFE

If data-collection is one area where we can improve, data production is another. Statistical data is a very useful tool in making our sports more understandable and relevant to our audience. Watch a Formula 1 Grand Prix without being able to see the time splits between the cars and you'll see what I mean. It is impossible to tell if one car is pulling away or being hauled in. Or try to follow a tennis match without a scoreboard. The simple addition of a small graphic in the top left of the screen means I can start watching any match, at any time, and instantly know where the action stands.



The digital revolution gives us the tools to provide a sharper focus than ever before on the key elements of the sporting competition; not just in terms of the positions or score, but play by play.

We should be providing our audience with information about every element of the competition, and in real time. How about seeing a sudden wind shift on the sailing course as soon as it happens? Such knowledge should not be restricted to audience members by the water or only apparent to the worldwide audience when all the sailors change tack. It should be available to everyone.

3. INCREASING THE TRANSPARENCY OF OFFICIALS' JUDGEMENTS

Many sports have been successful in increasing the transparency of their officials' rulings. Rather than decisions being justified after the event, we can now hear the explanations offered to the players on the field. Opening up our sports does require careful planning and good training, but it brings another element of the competition to the audience. Now, with innovations such as Hawk Eye, the audience even gets to participate in the competition at the same level as the competitors and officials. The final ruling is revealed to everyone at exactly the same time.

4. TAKING ADVANTAGE OF SOCIAL NETWORKS

Participation brings me to another aspect of the new media, which we can mobilise to develop our audience. Online games and interactive forums provide a chance for audience members to become completely active, not just choosing their content and data, but interacting with it. In my own sport, sailing, the recent online games accompanying the Volvo Ocean Race attracted over two hundred thousand players. During the final stage of the race, even the competing teams began to interact directly with the online players, posing them key tactical questions. The strength of the game was based not only on the game-play element, but also on the social aspect of taking part.

With over one million daily page views, the Games built a huge online community. Over the past two or three years, we have seen the huge impact of social networking communities. Interactive gaming and forums can provide a new sphere for the fan communities, which have always played a central role in sport, and can also help them develop beyond the traditional realms of teams or nations, attracting new audience members who do not fit these sometimes restrictive profiles.

Technology can often be exclusive, but the Digital Revolution is all about inclusiveness. During the Beijing Games, the IOC's online channel meant viewers anywhere around the world could watch the action live, even if a rights deal had not been agreed in their territory. To increase

our sports audience this is the kind of goal we must continue to chase, but we need to be smarter and better organised in how we do it.

None of my recommendations are groundbreaking. These are simple steps towards sharing information, pooling our resources, and bringing the audience ever closer to our sports. As members of the Olympic Family we need to work together more, to meet the challenges that an increasingly competitive marketplace brings, and seize the opportunities new media offer.

In summary, I would like to conclude my presentation with four specific recommendations based upon the themes I have presented to you.

1. A NEW CENTRAL DATABASE ACCESSIBLE TO ALL

The IOC should work with the IFs, NOCs, OCOGs and the IOC Athletes' Commission to develop an "IOC Athlete and Sports Information Database". This database should be available to all IOC members, NOCs, IFs and OCOGs, and would be used to store information about athletes, sports and key results. All members should be able to submit updates to the database, perhaps using a standard XML language such as has been developed for use during Games time.

2. CAPTURING MORE DATA ON SPORTS EVENTS

We should investigate new ways in which technology can bring our sports to life and follow the example of market leaders like Formula 1, using advances in technology to provide our audience members with a better service.

How about heart-rate monitors on shooters and archers, or perhaps on each member of a rowing team? Gear sensors on cyclists or pinpointing tracking on sailors? We should carry out a detailed analysis of each sport to discover the key data requirements, and how they can be monitored and presented in a meaningful way.

3. MAKING RULES AND OFFICIALS MORE TRANSPARENT

Technology can bring greater understanding to the role of officials in sport, giving the audience a first-hand perspective on the decision they take. We should aim to have all officials wired up, so that their decisions are available to the audience, as well as the competitors. And in sports where decisions are not made during the heat of action, we must ensure that rule hearings are transparent and clearly communicated.

4. ENHANCING THE SOCIAL DIMENSION OF SPORT

The Digital Revolution has brought about a huge range of new developments in social networking. Community is at the heart of sport and



the Olympic Movement. The IOC is the central hub around which these communities can revolve and interact. We need to conduct a thorough review of the existing social networking opportunities, then formulate an IOC-wide strategy for developing the Olympic Community.

I would like to conclude by saying thank you to all the IFs that have contributed ideas, examples or inspiration to this presentation. I would also like to say thank you to all those members who submitted suggestions and comments via the Virtual Olympic Congress. And my final thanks go to the IOC, for inviting me to speak in front of you today. It has been a great pleasure. Thank you.

NANCY LEE

Stakeholder representative • OBS – Olympic Broadcasting Services



ORIGINAL TEXT IN ENGLISH

1. To what extent can the new media increase audience size?
2. How can digital media ensure greater access to different events at the Games?
3. Should the International Olympic Committee (IOC) plan for new Games-related content to increase audiences?
4. Should the Olympic Movement develop new ways to ensure an optimal access to the Games via television/internet?

I will begin my remarks by noting two critical elements that are often overlooked when people talk about the new media or technological innovation. They are the content and the consumer.

If the programming content is not compelling – if it does not matter to the viewer – people are not going to watch or use it, no matter how many channels or streaming options are available.

Now, while the media actually produce the programming for audiences, the content first takes shape at the event. Mr Larfaoui, of the Fédération Internationale de Natation (FINA), recognised this in his submission, when he wrote: “The FINA strongly believes the recipe for success in achieving the largest possible audience is to deliver events that bring out the best performances from the athletes.” He went on to say that “the consumer – in whatever medium – wants unforgettable moments, human stories and great champions.”

As I mentioned, the second critical part of the equation is the consumer and, more specifically, the consumer’s expectations of the media. It is very important that the Olympic Movement keep in step with what is being offered to the consumer by other sports event organisations. The point I am making has less to do with production, in which we are leading the way in many ways, and more to do with user-generated content. This concept was articulated in the submissions by Mr Marcovici as: “Let the market do the marketing.”

As for the new media, advances in technology have, without question, resulted in more channels, more programming and, therefore, more sports coverage.

Streaming on the internet is not only cost-effective for the rights-holders, but also gives consumers more options as to when and where they tune in. Mobile phones further enhance the portability factor. This concept of “easier access” was well put in the submission by Mr Masegla, who wrote that the consumer now has access “quand je veux, où je veux et comme je veux” (when I want it, where I want it and how I want it).

Multiple TV platforms (freeview, cable, and pay television) and internet streaming have also been great news for sports that traditionally did not get a lot of coverage on free-to-air television.

The written submissions recommended several ways of exploiting the new media. The list included video games based on Olympic sports, accessing archival material for use between Games, and using social networks to attract younger audiences.

In terms of audience access to the Games, a key question for the future is what the Olympic Movement should do to ensure such access.

This question will certainly be part of the discussion regarding rights management. However, for the purpose of this session, I would suggest that there is no rights-holder that does not want to maximise its audience ratings.

However, there are places in the world where networks are unable to provide a complete broadcast package. This is due partly to financial



constraints and partly to a lack of human resources. These issues are probably best addressed by geographical territory and language.

Olympic Broadcasting Services will be exploring this in Vancouver, where we will provide multi-channel feeds with commentary, via satellite, to countries not planning to send staff to the Games.

I will conclude my remarks with a recommendation that emanates from the submissions and discussions here at the Congress.

My proposal is that the IOC acts as catalyst by sponsoring an annual sports broadcasting conference that focuses on the craft of production and programming.

Every sport requires a unique, tailored approach to its video and audio production. Because the Summer and Winter Games involve so many different sports, the IOC is the organisation best placed to initiate such a conference.

There are several international symposia in our industry, but they are for news, documentaries and the arts. None of them focuses on sports programming.

If you are not already aware of it, there is so much innovative work being produced right now by rights-holders. An annual conference would ensure that they take some time out to exchange ideas. And it would be a pity if the ideas expressed in this Congress were not aired in such a public forum. Because, by sharing knowledge, broadcasters will in turn develop new, compelling programming.

As I mentioned at the beginning, if the content is compelling, and if it matters to the audience, they will tune in on the internet, television, on their mobile phones – or whatever medium is coming next.



COMMUNICATION WITH STAKEHOLDERS IN THE DIGITAL AGE

MANOLO ROMERO

Moderator • OBS – Olympic Broadcasting Services



ORIGINAL TEXT IN ENGLISH

The Digital Revolution affects us all. The fact that the International Olympic Committee (IOC) has chosen it as one of the main themes for this Congress illustrates how important it is as a topic, and also clearly demonstrates how far digital communication has come since the early days of its creation.

If we look back for a moment, the amazing thing about this particular “revolution” is how, in such a short space of time, it has dramatically changed the world and the way in which we communicate. The first practical steps towards a digital age began in the 1970s with early digital communication experiments, such as PÉritel in France, and in the 1980s we saw the advent of mobile cellular phones, made possible by digital technologies. However, the real change came in 1994 with the launch of the World Wide Web. Once the technology was established, it completely revolutionised the way in which we work, communicate and function on a daily basis, and at an incredibly rapid rate. An important factor has been that the technology, and how it enables us to work and communicate, has continued to evolve and develop: from websites to emails, to iPhones and BlackBerrys, to text messages, social networking, wireless broadband and mobile video.

Of course, it has not been an entirely smooth curve. The dot.com bubble, which burst at the turn of the century, and the significant delay in the adoption of 3G technology for mobiles should remind us that it is

not the technology itself that changes the way we communicate, but how we choose to adopt and use that technology. Above all, it is vital that new digital technology be secure, robust and reliable, or it will be quickly rejected by an increasingly discerning audience.

Certainly, where broadcasting is concerned, the digital age has had a profound impact. Consider for a moment the sheer pace of change.

- To reach a market audience of 50 million people:
 - radio took 38 years;
 - television 13 years;
 - the internet four years;
 - digital radio three years; and
 - some social networking sites less than two years.¹

And the pace is not expected to slow down. As Paul Deighton of the London Organising Committee for the Olympic Games (LOCOG) informs us:²

- Eighty-three per cent of internet users already download video online (Universal McCann report).
- By London 2012, 75 % of the UK population will have broadband.
- Fifty percent of UK mobile phone users will download video to their mobiles.

However, for broadcasters, the real change has been the ability to digitally compress images and sound, so that they can be packaged and transmitted to a global audience at the very highest quality, even in High Definition (HD).

Compression has transformed not only the way we capture images and sound, but also the way we store them in archives and transmit them around the world. At Beijing 2008, a single computer server installed at the International Broadcast Centre (IBC) was able to record over 5,000 hours of live HD broadcast footage and make that footage available for all broadcasters to access. Several store-rooms full of tapes would have been required to do the same thing at the Olympic Games in Atlanta.

However, it has also led to a fragmentation of the audience, as the different media platforms have enabled people to watch footage or receive information from the Olympic Games in a variety of ways. As the volume of information has grown exponentially during the Digital Revolution, so has the accessibility of this information to a global audience. This technology is what lies behind the ability of audiences now to choose, and indeed demand, when, how and where they watch the Olympic Games.

Before I turn to the specifics of our sub-theme today on “Communication with stakeholders in the digital age”, I wanted to mention briefly the other two subthemes that form part of this broader discussion of



the Digital Revolution: “A new management of sports rights” and “How to increase the size of the sports audience”.

In many ways, of course, the three subthemes are interconnected. It is the explosion of information that has brought about the huge growth in audience ratings that we have seen for the Olympic Games over the past 20 years or so. The overall reach of the Games is much greater, even in technologically developing countries. This, in turn, has driven up the value of the broadcasting rights for the Games.

If we look at the figures in the IOC’s Beijing Marketing Report³, the progression is quite clear. In addition to free-to-air broadcast coverage that beat all previous records, the Beijing Games were broadcast over multichannel cable stations in several parts of the world, with mobile video and online interactive television adding to the broadcast total. The numbers speak for themselves:

- The Beijing 2008 YouTube Channel broadcast video-on-demand across 78 territories in Africa, Asia and the Middle East, generating 21 million video views during Games Time;
- NBC in the US recorded 75.5 million online video views;
- CCTV in China recorded 153 million people watching live internet broadcasts;
- In Australia, Channel 7 linked up with Yahoo and recorded four million video views by 2.3 million users;
- In the UK, the BBC reported that 45% of its audience also watched video online;
- Mobile phone coverage was watched by six million people in the US alone.

So the audience is not only growing; it is also fragmenting and changing. While people may still watch live broadcasts of key events, in full HD with surround sound, they are also likely to watch these broadcasts online, or to study and share special moments and replays via websites, possibly while in contact with friends and colleagues. What we are seeing is not, therefore, the wholesale replacement of traditional media such as television, radio and print, but rather the convergence of these different media, which together deliver multimedia broadcasting to a more varied audience than in the past. It is this convergence that is leading to the increased value of the Olympic rights, as they offer the ability to add value and increase global reach to new audiences. The IOC, in turn, is awarding the rights either to gatekeeper organisations, which ensure they use all the available options for providing a better distribution of the Games in the territories concerned, or alternatively is splitting those rights across different users within the territories.

It is important to consider just for a moment that Olympic broadcast partnerships have been the greatest source of revenue for the Olympic Movement over the last 30 years and more. In turn, the IOC distributes

about 92% of its Olympic marketing revenues to organisations such as National Olympic Committees (NOCs), Olympic teams and athletes.⁴ Therefore, maintaining the value of the Olympic Games and the value of the broadcasting rights has to be a key consideration in our discussions, because without these revenues it is impossible for the Olympic Movement to effectively serve its stakeholders.

So now, looking more closely at our sub-theme of “Communication with stakeholders in the digital age”, we need to bear in mind these changes and their impact.

Firstly, we need to identify who the stakeholders are. Of course, many of you will be well aware how digital technology and communication affects what you do, but it is worth listing the various parties:

- the IOC;
- NOCs;
- International Federations (IFs);
- Organising Committees for the Olympic Games (OCOGs);
- athletes (including those involved in websites, blogs, Twitter feeds etc.);
- broadcast rights-holders;
- sponsors and partners (including those involved in developing new technologies);
- live audiences, including spectators and live sites;
- remote audiences, including those watching television, accessing internet sites, mobile footage, etc.

For each of these stakeholders we need to consider how the changes in communication platforms are having an impact and take into account the following challenges in helping to spread Olympism:

- increasing audience ratings (particularly among young people and globally);
- protecting exclusivity and the value of event and live broadcast coverage;
- improving remote audience experience, while not detracting from “live” spectator experience;
- generating income from new media, which are traditionally available free of charge or very cheaply to users;
- ensuring the spread of new media to all parts of the world, in particular parts of the developing world where radio and television are still the main sources of communication and internet access is limited.

The power and growth of digital communication is beyond dispute. However, key questions remain about the best way to use this technology:

- **Costs:** Digital technology is costly to implement and maintain, but traditionally audiences are able to access websites and online footage either for free or at minimal cost.



- **Value:** While making the Olympic Games more accessible, it is also critical to maintain the exclusivity and desirability of the event itself, to secure its value both culturally and economically.
- **Sponsors/Advertisers:** Growth in audiences, particularly youth audiences, should lead to greater sponsor and advertising revenues, but this needs balancing against the investment and maintenance costs of appealing to these audiences.
- **Technology:** Digital systems need to be strong and robust; tolerance of failure or breakdowns is very low and can paralyse activities, therefore effective back-up systems are critical.
- **Information/Privacy:** The speed and range of digital communication, while a good thing, can also lead to problems regarding privacy and access to information, e.g. the Caster Semenya gender row. IFs, NOCs and others must be even more careful to protect key stakeholders, in particular athletes, in this environment.
- **Partnerships:** With the increase in the communication tools available, it is important for IFs, NOCs and others to work together to ensure that information is streamlined and not duplicated, so that users are not confused and messages are not mixed.
- **Clarity:** While it is important for the Olympic Games to maintain interest in the years when there are no Games, it is also important that the Olympic message is not diminished or lost amid a constant flow of digital images and reports.

The involvement of the athletes themselves in digital communication is a growing phenomenon and one that raises the possibility of greater audience interaction and social networking. Some athletes are particularly adept at this, for example, Lance Armstrong frequently used Twitter during the 2009 Tour de France, while Roger Federer announced that he was a father through his website blog. However, the contribution of Brazilian NOC representative, Guilherme de Moura Pinto Guimaraes, regarding the Brazilian team internet site that was set up during the Beijing Games, shows that fans and athletes are not necessarily willing to provide online videos as user generated content, though they will actively comment on them.⁵ This might become more common in the future, but it is perhaps worth considering that sport might be a “special case” in the growth of digital communications. It should not be automatically assumed that it will develop in the same way as other forms of online entertainment or social networking.

A further consideration is the importance of ensuring that digital communications do not create a two-tier system, whereby those countries with access to the internet and mobile communications have an increasing advantage over those developing countries where communications are still difficult (see contribution from Terry Sasser, Marshall Islands NOC⁶). Although the signs are that technology is developing quickly in remote corners of the world, it is important that the IOC supports and helps isolated NOCs to develop effective communication systems.

In my role as Managing Director of OBS, it is worth pointing out that we have already been working with the digital technology and tools available to improve and enhance the services provided to broadcasters. In Beijing, we were already working with internet-based broadcasters in territories in Asia and Latin America (i-Cable & Terra), while all rights-holding broadcasters now have access to new-media VandA packages.

OBS also continues to work closely with IFs to improve broadcast coverage of sports, so that it is increasingly “multimedia friendly”. This includes providing special feeds for mobile phone distribution. Above all, we are open to ideas and to change, and will continue to work with stakeholders to ensure the continued extension of Olympic broadcast images to new territories and new audiences.

Finally, before we open up this sub-theme for more general discussion, I think it is worth noting that the capture and broadcast of iconic Olympic images and moments is still the essence of the Olympic Movement, and an essential aspect of spreading Olympism and the Olympic message to all parts of the world.

Several contributors have highlighted the importance of this, e.g. Mustapha Larfaoui of the Fédération Internationale de Natation (FINA)⁷, pointed out that people still tune in to watch the performances of athletic stars. Similarly, suggestions from the public that the Olympic archive should be made available online reflect the same interest in remembering and reviewing those special moments.

However, what has changed and what continues to evolve is the demand from new audiences to receive the Olympics when, how and where they want, whether via their home television, at a live site, in 3D at a cinema, through their computer or via their mobile phone.

The challenge facing all of us is to continue to capture and broadcast these “moments in time”, while also ensuring that they reach a global audience in a way that is relevant, timely and cost-effective. Ultimately, if the IOC communicates effectively with its stakeholders, the message of Olympism will be extended to a truly global audience and will continue to grow.

1. Costas Galanis, “Communicating with Stakeholders in the Digital Age” in XIII Olympic Congress: Contributions, IOC, September 2009, p. 515
2. Paul Deighton, “The Digital Games: London 2012 and Beyond” in XIII Olympic Congress: Contributions, IOC, September 2009, p. 502
3. IOC Marketing Report, Beijing 2008, p.28-35
4. IOC Marketing Report, Beijing 2008, p.21
5. Guilherme de Moura Pinto Guimaraes, “Opportunities for Using Virtual Communities by the Olympic Movement”, XIII Olympic Congress: Contributions, IOC, September 2009, p. 513



6. Terry Sasser, "Indigenous Media" in XIII Olympic Congress: Contributions, IOC, September 2009, p. 522
7. Mustapha Larfaoui, "The Use of Media in Sport Promotion" in XIII Olympic Congress: Contributions, IOC, September 2009, p. 507

ALEX GILADY

IOC representative • International Olympic Committee



ORIGINAL TEXT IN ENGLISH

I was asked to speak on the theme of communication with stakeholders in the digital age, and I must say that it is very exciting age we live in.

In the late 18th and early 19th centuries, many major changes in agriculture, manufacturing, mining and transportation had a profound effect on society. The onset of the Industrial Revolution marked a major turning point in human society; almost every aspect of daily life was eventually influenced in some way.

It would not be outrageous to say that the Digital Revolution of this millennium, which we are all experiencing now, will have a similar or even greater affect on the way we talk, walk, think, consume, interact and live. We can feel it in virtually every aspect of our lives.

First, I would like to express thanks for all the insightful contributions we have received from our own members and from people all over the world who support the Olympic Movement and care about its values and what it stands for.

The contributions we received suggested, among other things that new technologies can help us to:

- communicate globally with customers, broadcasting partners, National Federations (NFs) and National Olympic Committees (NOCs) and bridge the gap between the NFs and NOCs;
- create a mechanism to tackle the IOC's absence between Games;
- bring together the best practices of broadcasters in similar markets; and
- provide footage of the Games for training-related use.

These are all great suggestions and I can assure you that the IOC is listening, reading, processing and taking into consideration every suggestion that can help the Olympic Movement keep marching proudly with a lighted torch.

Before I delve into this important matter and try to answer how the IOC tackles significant questions such as what the terms "communication with stakeholders" and "digital age" actually mean, it is important that we get some perspective on the world we live in:

- The top 10 jobs of 2010 did not exist in 2004;
- There are 31 billion searches on Google every month (compared to only 2.7 billion in 2006);
- The number of text messages sent every day exceeds the total population of the planet; probably many of you are sending text messages as we speak;
- It took 38 years for the radio to reach a market audience of 50 million, 13 years for television, four years for the internet, three years for digital radio, and less than two years for some social networking sites;
- If Facebook were a country, it would be the fifth largest in the world.

As you can see, since the last Olympic Congress the evolution of digital media has changed the media landscape beyond recognition. Nevertheless, I am proud to say that the IOC is well positioned to leverage the digital revolution to better serve its stakeholders, communicate with its customers and broadcast partners, and be a connector between athletes and their respective rights-holders. Digital technology can bridge the gap between NFs and NOCs and better deliver coordinated messages with the International Federations (IFs).

Digital has not yet replaced the printed word, television or any other medium, but combines, extends and complements them.

New technologies have aided the Olympic Movement to gain more cohesion and public awareness. We are aware that there is a new trend within these technologies which can boost Olympism even further. The IOC is using a number of the most popular "virtual communities" to promulgate the Olympic Movement and its social network, through which athletes, trainers, directors, sponsors and public authorities could have access to content of common interest.



Over the last decade, following the digitalisation of television signals, we have witnessed the emergence of new broadcasting methods: Digital Terrestrial Television (DTT), personal mobile television, 3G mobile telephony, internet protocol television (IPTV) and a wider use of High Definition (HD) images. Additionally, the widespread use of the internet has become mandatory for the coordination of the emerging new media platforms that enlarge information and communication opportunities and enable the fast transmission of audiovisual services, at low cost.

The new forms of interactive communication through text (blogs, chat forums, wikis, social networking, citizen journalism etc.) or video streaming (YouTube, etc.) are empowering the Olympic Movement by offering new fields of interaction and direct involvement in various social areas and activities. These new services are convergent and complementary, offering our stakeholders and customers new diversified opportunities for communication, information and entertainment, either at a fixed place or on the move.

The IOC acknowledges that we are not in the business of producing newspapers or television broadcasts. We are simply in the business of content and storytelling. And since there is no greater globally admired content than the Olympic Games, the IOC is well positioned to leverage this Digital Revolution to better serve its stakeholders.

The IOC's communication activities are organised as part of an "Integrated Communications Strategy", a long-term strategy approved in 2006 and based on:

- the vision and goals set by the IOC President;
- the events managed by the Olympic Movement; and
- the Olympic values and principles.

The strategy aims to provide an integrated approach across all Olympic Movement partners and IOC departments, coordinating communications activities for maximum effect when communicating with stakeholders, the media and the public.

Our communication goals are to:

- lead and educate about issues relevant to sport;
- unify and use the voices of the Olympic Movement;
- demonstrate the Olympic values and inclusiveness of the Olympic Movement;
- find ways to make a greater impact in the developed and developing world;
- win and maintain the youth audience and their interest in sport;
- broaden the communication framework through the greater use of digital media.

The final goal of "broadening the communication framework through the greater use of digital media" has never been more relevant than it is today. And I can assure you that we are exerting maximal effort to achieve it.

The Beijing 2008 Olympic Games were the first truly digital Games, harnessing the power and potential of digital technology.

The Digital Revolution provides us with a whole new range of opportunities for the dissemination of Olympic content and values, and for better communication with our stakeholders.

The IOC's website Olympic.org has taken on an increasingly important role in the communication, operation and promotion of the Olympic Movement and its events. It acts as the reference on Olympism, the Olympic Movement, the Olympic Games and the Olympic Museum, and is a hub for everything related to the Olympic Movement.

With regards to media, the IOC's website continues to be an important means of communication. In addition to online information such as press releases and publications, the IOC is able to provide "broadcast quality" audiovisual material in a timely fashion for our stakeholders to use.

The IOC will be relaunching its official website before the end of 2009, to better address the needs of our target audience, the general public, with a greater emphasis on the younger demographic.

Furthermore, we are looking beyond the Olympic.org website for ways to engage with our audience and stakeholders. For example, our video channel on YouTube during the Beijing Games, which provided highlights to those territories where digital VOD rights had not been sold, was a great success and generated millions of views and substantial amounts of traffic.

We see this as a great tool for staying connected with our customers between Games, and we shall be putting resources toward launching dedicated Olympic channels on all the leading social networking sites.

In order to develop closer collaboration among the various organisations in the Olympic Family, the IOC is developing an extranet platform, which will offer relevant services to all its stakeholders. In the future the IOC could expand this platform to offer shared services between stakeholders, such as Organising Committees for the Olympic Games (OCOGs), NOCs and IFs, and to facilitate access to our archive assets.

All our digital developments are coordinated at the IOC within the 3Net program i.e. internet, extranet and intranet.



It is also important to note that, in addition to our own digital strategy, most organisations within the Olympic Movement, from NOCs to OCOGs and from sponsors to broadcasters, are investing heavily in sophisticated digital media initiatives that we shall all benefit from in the near future.

In the next few years, we are likely to experience a stronger convergence of devices as well as smaller devices that will perform greater tasks. One device we shall be carrying around will combine our ID cards, keys, wallet, phone, camera, radio, TV and internet access. We shall have the world at our finger tips wherever and whenever we choose.

Ralph Waldo Emerson (the great American Philosopher) said: “Do not go where the path may lead, go instead where there is no path and leave a trail.”

This quote emphasises mission and innovation, and encapsulates exactly what we aim to do!

HRH PRINCE FEISAL AL HUSSEIN

NOC representative • Jordan Olympic Committee



ORIGINAL TEXT IN ENGLISH

In less than a month's time, the attention of the sporting world will be focused on the Emirate of Abu Dhabi, which will be hosting the final Formula 1 Grand Prix of a fascinating, fluctuating season.

The race will take place on a brand new track, one of the best in the world. And I am told that every ticket for the air-conditioned grandstands has already been sold.

It is an exciting time for motor sport, not just for Abu Dhabi, but in the region as a whole.

Of course, Bahrain has also hosted Grand Prix events, and there is rich heritage of motorsport, from rallying to motorcycling, throughout the Arab world.

I was proud to help my country become the first Arab nation to host a round of the World Rally Championship of the Fédération Internationale de l'Automobile (FIA).

My late father, His Majesty King Hussain, was a tremendous motorsport enthusiast, introducing it to the Kingdom some 60 years ago. I share his great passion, not just for motor sport, but for what the automotive world contributes to society worldwide.

The mobility delivered by the motor car has changed our lives beyond recognition. It has had a hugely liberating effect, opening up new leisure opportunities and changing the way we live and work.

Nowhere has that been more important than in this region. Our relationship with the world of motoring is symbiotic. The motor vehicle has helped shape society and commerce, while our region contributes much of the fuel which keeps the whole world moving.

I believe that the FIA is absolutely central to the future of motorsport and to promoting the further development of mobility, with a focus on safety, technology and the environment.

And as president of the Jordan Olympic Committee, and founder of Generations for Peace, I absolutely believe in the power of sport to drive social development, to change the way young people live, and create new opportunities for them.

Properly and enthusiastically administered, motorsport has a role to play in this process.

In our region, 50% of the population is under 16. I believe that the FIA has a key role to play in engaging them and helping them develop a true sporting attitude to life, as well as providing the practical support and education, which will improve driving standards and significantly improve road safety.

But if the FIA is to realise its full potential as a governing body, I believe it must first become “fit for purpose” in a changing world. It is to that end that I am delighted to accept an invitation from FIA presidential candidate, my good friend Ari Vatanen, to join his election campaign as his proposed Vice-President Sport (Middle East).



We share a vision for the FIA.

It is a vision of a body in which the Arab countries enjoy a level of representation, in keeping with their influence in the world today.

It is a vision of a future in which the FIA will become more accountable and more transparent.

It is a vision of an FIA, which ensures a consistent and appropriate bidding process for those countries that wish to stage major motor sports events.

It is a vision of an FIA ready to play its full role in both sport and mobility issues, and to play an agenda-setting role within the context of the world sports community.

In welcoming you to this Conference, I am confident that you will all share our vision for the future.

SARAH LEWIS

IF representative • FIS – International Ski Federation



ORIGINAL TEXT IN ENGLISH

Developments in communication in the Digital Age have changed the landscape in every walk of life over the past 30 years. For the International Federations (IFs), it is no exaggeration to say that these advances have revolutionised sport.

The key stakeholders of the International Ski Federation (FIS) are its National Association (NA) members and their athletes, as well as the fans and spectators. Our ability to communicate with these groups is a

fundamental responsibility of our organisations, and the Digital Revolution is providing a variety of tools for doing this, in line with the ways different target groups choose to follow sport, whether on television, via the internet or mobile devices.

On the organisational side, technology provides competition officials with the tools to time, measure and aid the judging of performances in the various competition environments – on ski-slopes, courses, tracks, pitches, courts, fields and ice-rinks – and thus improve the accuracy of the sports' outcomes.

And, of course, the Digital Revolution has also been the driving factor in commercialising sport and creating income streams to fund its development. The FIS budget for the two-year financial period 1963-64 amounted to CHF 155,000. Thirty years later, it was more than 40 million. (Perhaps I should also mention that the profit at the end of the period was not significantly different!)

The benefits of communication in the Digital Age that apply to society at large also play a major role in the operations of international sports:

- Communication all over the world now takes place in real time.
- Information can be published instantaneously.
- Access to knowledge has been massively simplified.
- Communicating with any part of the world is much less expensive than in the past, using the far-reaching possibilities offered by the internet.

But there are drawbacks and challenges too:

Mistakes are immediately and glaringly exposed, bad news headlines are sought after, and even unfounded rumours are broadcast to the world at the touch of a button.

Expectations whereby only the very best broadcast quality is acceptable, and the newest gadgets and gizmos must be used, has driven production and operational costs increasingly higher. The result is that, for some sports, many technological advances are now unaffordable. But, similarly, there can be a misconception that new technological tools will solve issues with the product, i.e. the sport event itself. Technology cannot repair the fundamentals of the sport; it is the role of the IF to ensure that the product is sound and the format attractive.

And, of course, if the system is down, even for a few minutes, well, life stops. Our work is more or less paralysed.

While the past decade or so has seen most of us in the IFs trying to discover appropriate uses for the technology, many are now looking ahead to opportunities for using it to improve the coverage of their sports.



One of the key aspects of the Digital Revolution is that it provides a way of reconnecting with young people. For today's generation, following sport is about multi-technology and the ability it gives them to interact and connect with their heroes. Our goal is to attract young people to participate in sport themselves, and there may be opportunities to reach out to them by portraying it in their style and language.

Eminent television experts, Manolo Romero and Alex Gilady, have already given us an insight into the television-specific aspects, so I will take this opportunity to refer to the effects of technology on the field of play.

Official results from all levels of competition can now be transmitted instantaneously, following completion of a competition and sign-off by the technical delegate, and published on various websites. Such technology is no longer the exclusive preserve of top-level championships; now even the results of the local golf club weekly medal contest are made available almost immediately. The countless mistakes that used to arise from phoning in results to the national wire service, then in the next generation from retyping them onto telex machines, then from reading the fading print of faxes, are becoming a distant memory.

Communication of live data, such as times and scores, not only via the television feed, but also via the internet and mobile phones, is an important way of enabling fans to follow the sport live or in a post-competition round up. Additional text reporting brings the story of the competition even more to life as an alternative to streamed images or photos of the action, if these are not available, or if the user is not equipped to take advantage of bandwidth-consuming coverage.

Such forms of reporting are not designed to compete with or replace television, which remains the single most important means of transmitting sports events live, not to mention the main source of revenue, but data and text feeds add to the range of opportunities for fans and viewers to obtain information.

Many sports have implemented technological solutions to support competition officials, given the difficult task they have of making split-second decisions and judgements. This digital technology is so far advanced that there is barely a pause in proceedings when a referral is made to video control in order to check a crucial incident.

Some sports create animation and suspense before the communication of the official's decision, leading to great anticipation in the stadium and interaction with the spectators.

Far from undermining a referee, umpire or judge's decision, sports that are using the technology have stated that their officials appreciate the assistance. With the knowledge that any borderline decision can be accurately assessed using the technology, they can focus on the

smooth running of the competition, maintaining control and discipline on the field of play or, in the case of our sport of skiing, assessing the conditions attentively and implementing any necessary measures, such as preparing an area of the course.

There is no doubt that the Digital Revolution has provided IFs with outstanding tools to better manage, officiate, communicate and promote their sports. The challenge is to find ways of using them effectively, from an end-user stakeholder and cost perspective.

ANNA HELLMAN

Stakeholder representative • SportAccord



ORIGINAL TEXT IN ENGLISH

The whole concept of “communication” or “communicating” has evolved dramatically in the past 30 years. If we were participating in this event in 1980, few, if any, of us would have computers. We would not have e-mail or mobile phones. All of the pre-event planning and communication would have been done by letters or, if we were very “cutting edge”, a fax machine. Now, most of us cannot contemplate being able to interact with our colleagues, friends and families without the “instant gratification” of today's technology. We would not have been encouraged to turn off our cell phones and Blackberries (as I am sure you all have) before listening to our speakers today. This is both a blessing and a curse, seen from a practical and culturally dynamic perspective. But what does it mean for the stakeholders within our sporting community?

The SportAccord Convention first took place in 2003, so we have experienced significant changes in how we communicate just within the six years we have been in existence. Some of what is termed “new



technology” has made jobs easier or faster, some has provided unexpected challenges and exciting opportunities for creative thinking, and some, to be honest, has proven to be over-hyped and completely unnecessary!

The SportAccord International Convention is, above all, an international event, involving participants with vested interests throughout the entire world. The digital communications revolution makes it possible for us to reach all of these people in a way that would have been inconceivable 30 years ago. For example, our website now features a video archive of the most recent event, enabling those who were not able to attend in person to see and hear the sessions they missed during the week. This is a huge advance in opening up the Convention to colleagues and constituents in all parts of the world.

The website also features interviews with the top decision-makers in the world of sports business, including federation representatives, event organisers and host-city advocates. This enables them to communicate directly with the world. So this digital environment is not only about us communicating information; it is about a multi-dimensional, instantaneous medium that allows our friends and colleagues to communicate with each other, as well as with people outside the SportAccord family. Thanks to new media and digital production techniques, the SportAccord Convention has become a platform for them to get their messages out. And not just once a year, when we are all together at the event, but all year round. This is an area that we are paying close attention to, and we look forward to sharing exciting and expanded opportunities with you for the near and long term.

As someone who works on creating and delivering physical events for people to attend in person, I am profoundly aware of the disproportion in energy, time and costs between putting on – and attending – a live event, and the possibilities opened up by digital communication. In an age when it is so easy to e-mail, conference call, video link or call a mobile phone anywhere in the world, why do we ever need to fly somewhere and meet up in person? What makes a live event different from or better than digital communication? That is something we have to think about all the time. Our SportAccord community is the international sporting world and includes people from different generations, different countries, different sports and vastly different cultures, each with distinctive approaches to putting on events, managing businesses and governing sport. As sport becomes ever more international, in part due to new technology, it is vital that these varied constituents not only communicate with each other frequently and straightforwardly, but also get to know each other and be able to understand the nuances of how each thinks and works. Being able to communicate quickly and easily, but behind the impersonality of a machine, is never a substitute for having a face-to-face conversation with someone and being able to understand their personal point of view or attitudes towards mutual sporting interests.

It is similar to sport itself. Even though we frequently (and in some cases only) “consume” our favourite sporting events through various electronic means, at its core, unless you are playing a digital game of some sort, sport is a personal exchange between competitors. It involves real people, real emotions, real effort and a real, physical exchange. That is what we love about it, even if we are seeing it thousands of miles away from the venue where it is taking place.

The same holds true for those of us who are not on the actual playing field. No amount of technology can take the place of that personal exchange, which is why SportAccord exists. Our challenge as a networking event is to determine how we use technology to enhance the “live” experience, rather than replace it. As the digital possibilities evolve, we will need to continuously improve the live event by developing aspects that will make it more valuable to attendees.

Our Networker tool, which enables our attendees to communicate with each other prior to the event and set up meetings with the people they most want to see there, is a good example of this. Here is a case where a digital option actually makes the live event more productive and interactive. As technology advances, we will continue to explore ways of harnessing it to make personal, one-to-one communication easy, efficient and, hopefully, enjoyable.

As for practical, ongoing day-to-day communications, the digital revolution has brought two changes on reverse sides of the coin. First, it has made communicating with our delegates and sponsors all around the world much easier and potentially more effective. Second, it has raised everyone’s expectations enormously – not only about receiving content but also about when and how it is communicated to them.

In an environment where communication is technically easy and fast, we are very aware that there can be such a thing as “over-communicating”. The SportAccord Convention takes place one week a year. That does not mean that we have to be in your email box for the other 51 weeks. Being in somebody’s inbox every day might well keep you at the “top of their minds” – but what they are thinking about you might not be so positive! Just because technology enables you to do something does not necessarily mean you should do it, particularly across multiple time zones and cultures.

More and more, with television, DVDs, email, junk mail and other forms of unsolicited “advertising”, people have the option to ignore the “noise”, and they do. In an atmosphere of “instant” and often “too much” communication, it is important that what you DO communicate is necessary, easily understood and timed appropriately. One of the challenges we all face is how to cut through the bombardment of messages our delegates receive on a weekly, daily and sometimes, hourly basis, so that ours gets through. So the key message here is that, as



technology enables faster, easier and more targeted delivery of information, there must be more of an emphasis on the content that is being delivered, or it is all a waste of time, effort and money.

I would also like to mention briefly how much our organisation relies on technology internally to communicate on a daily basis. Our staff consists of a “virtual” team of people based in many different countries and time zones, and every year includes an event organising committee in a different part of the world. Yet, with the technology available to us today, we can all talk to each other regularly, sometimes on an hourly basis, have group conversations on Skype conference calls, and, if we remember to turn on the computer cameras, even see each other every day. The result is a smooth, cost-effective operation, which is as cohesive as if we were all sitting next to each other in the same office every day of the week.

So, some of the direct benefits of the “digital revolution” for us have been:

1. being able to easily reach a large, world-wide audience, and generate awareness of our event through search engines on the internet;
2. being able to time and target specific messages for different stakeholders and therefore eliminate some of the “noise” they receive, which means our message has a better chance of being received and understood;
3. being able to link/connect the international sports community through our website, our conference, our networking initiatives and our ongoing SportAccord offerings.

In conclusion, I guess my point is that technology allows for some amazing interactions and can speed up, facilitate and enhance our ability to communicate with each other and with our stakeholders. But in the end, you still have to communicate. You still have to get your message across in a way that people understand and appreciate. It is also important to remember that “communication” is a two-way street. With the many options now available to all of us for getting our messages out to stakeholders, we run the risk of forgetting that half of the “communication equation” involves listening! It is not just about us communicating our message to them, but about stakeholders being able to connect and have a meaningful dialogue with us.

So we need to be sure that we do not use technology just because it is there and because we can. We must remember that ultimately, it is the direct, human-being-to-human-being interaction that has the most significance and power.



The Sankt Annæ Gymnasium Boys' Choir.

JACQUES ROGGE

President of the International Olympic Committee

ORIGINAL TEXT IN ENGLISH/FRENCH

Ladies and Gentlemen,

We are nearing the end of the XIII Olympic Congress.

Before we move to the final agenda items, I would like to again thank our hosts – the Organising Committee, ably led by Kai Holm, and the Danish National Olympic Committee, led by Niels Nygaard.

You and your teams have done a marvellous job. We are also indebted to the volunteers who have assisted us and to the Danish people for their hospitality. We made the right choice when we decided to hold this Congress and the IOC Session in Copenhagen.

We have had an open, honest and constructive discussion over the past few days.

This Congress reflects the full diversity of the Olympic Movement – a gathering of people from all over the world, from different cultures, with different languages and different worldviews.

Every member of the Olympic Family has been well represented, including, of course, the athletes. Our Movement exists for them.

We have also had valuable contributions from NGOs, representatives from the academic and scientific communities, the media and the general public.

We have not always agreed on every issue. No one should expect unanimity from such a large and diverse group dealing with so many complex issues. But our collective judgement has led us to a broad consensus on the way forward.

And we will leave Copenhagen more committed than ever to our goal of using sport to promote Olympic values and global solidarity.

The discussion does not end here.



We will establish working groups to review the recommendations from the Congress before they are submitted to the appropriate decision-making bodies.

Some proposals will require action by International Federations. Others will be submitted to the IOC Executive Board. Some, including proposed changes to the Olympic Charter, will be considered by the IOC Session.

I would urge all of the relevant decision-making bodies to take action as soon as possible, but past experience suggests a need for patience.

Now, Mr. Baumann and Lord Moynihan will present the recommendations drafted by our editorial board, composed of representatives of the IOC, the athletes, the International Federations and the National Olympic Committees. They will present the recommendations in English and in French. You may also read them on the monitors. These recommendations take into account the proposals of the *Virtual Olympic Congress*, the plenary sessions and the break out sessions.

(The IOC President gives to floor to Lord Colin Moynihan and Patrick Baumann to read the recommendations from the XIII Olympic Congress.)

Ladies and Gentlemen,

The recommendations that have just been presented reflect the consensus views expressed over the course of this three-day Congress. They are a prescription for future action that will strengthen and refresh the Olympic Movement in this new millennium.

I would propose that we not engage in additional debate over the precise wording at this point because the thrust of these proposals is clear. I hope all of you will help put these ideas into action as the process moves forward.

Can I assume that the Congress will adopt these recommendations? All those in favour, please raise your hands...

(The participants of the Congress approve the recommendations by acclamation.)

All those opposed, please raise your hands...

Thank you.

As I said in our opening session, the Olympic Congress was established to provide intellectual guidance to the Olympic Movement.

Dear Colleagues, Ladies and Gentlemen, you have fulfilled your obligation. You have served our Movement well.

Thank you.

FINAL DOCUMENT

The Final Document of the XIII Olympic Congress, as presented in Copenhagen, is divided into four main sections: 1) mission statement 2) introduction 3) fundamental principles of Olympism and 4) recommendations.

The last section of the document contains 66 recommendations relating to 1) the Athlete 2) the Olympic Games 3) the Structure of the Olympic Movement 4) Olympism and Youth and 5) the Digital Revolution.

The recommendations are based on the contributions received through the *Virtual Olympic Congress* as well as the speeches and discussions at the Congress in Copenhagen.

The Final Document was drafted by the 2009 Congress Editorial Committee in English and translated into French. It was introduced to the participants on the afternoon of 5 October 2009.

The IOC President Jacques Rogge, gave the floor to Lord Colin Moynihan, 2009 Congress Editorial Committee member and Chairman of the British Olympic Association, as well as Patrick Baumann, IOC member and Secretary General of the International Basketball Federation (FIBA), for a formal reading of the recommendations.



LORD COLIN MOYNIHAN – NOC representative • British Olympic Association

Lord Colin Moynihan read sections 1 (The Athletes), 3 (The Structure of the Olympic Movement) and 5 (The Digital Revolution) of the recommendations in English while Patrick Baumann read sections 2 (The Olympic Games) and 4 (Olympism and Youth) in French.

In addition to the simultaneous translation, texts of the recommendations were displayed in English and French on overhead screens and hard copies of the Final Document distributed to all the delegates present at the closing ceremony.

The reader will find, hereafter, the 66 recommendations from the XIII Olympic Congress and the *Fundamental Principles of Olympism* on which they are based. As such the Final Document is reproduced, only partially, in the pages that follow.

This document, found in its entirety on the DVD included with this publication, was approved by the Executive Board of the IOC, the 2009 Congress Commission and the participants of the Congress on 5 October 2009.



PATRICK BAUMANN – IF representative • FIBA – International Basketball Federation

FUNDAMENTAL PRINCIPLES OF OLYMPISM

1. Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example and respect for universal fundamental ethical principles.
2. The goal of Olympism is to place sport at the service of the harmonious development of man, with a view to promoting a peaceful society concerned with the preservation of human dignity.
3. The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals, and entities who are inspired by the values of Olympism. It covers the five continents. It reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games. Its symbol is five interlaced rings.
4. The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play. The organisation, administration and management of sport must be controlled by independent sports organisations.
5. Any form of discrimination with regard to a country or a person on grounds of race, religion, politics, gender or otherwise is incompatible with belonging to the Olympic Movement.
6. Belonging to the Olympic Movement requires compliance with the Olympic Charter and recognition by the IOC.

RECOMMENDATIONS

1. THE ATHLETE

All athletes are at the heart of the Olympic Movement. They are supported by extensive structures which include, in particular, local clubs, National and International Federations and National Olympic Committees. As role models in society athletes are able to make a major contribution to the Olympic Movement both by raising the profile of sport and recreation across communities and by becoming standard bearers for future generations. Athletes should be encouraged to play an integral part in the organisation and development of sport throughout the twenty first century.

1. Athletes must be included within the decision-making bodies of the Olympic Movement through Athletes' Commissions and other positions that carry full voting rights.
2. All constituents of the Olympic Movement should ensure that all athletes can compete on a level playing field through impeccable standards of judging and refereeing, rules and norms of the highest order; and the absolute ethical integrity of judges and referees. These objectives should be combined with effective and impartial implementation of technical standards and equipment and equal access for all athletes to a high standard of sports equipment.
3. The fight against doping is an absolute priority for the entire Olympic Movement. While all constituents of the Olympic Movement should relentlessly participate in the fight against doping and should embrace the concept of zero tolerance, equally the athletes and their representatives should actively contribute to ensuring that cheating has no place in Olympic sport and that the utmost importance is attached to the pursuit of the Olympic principle of fair play.
4. Protecting the physical and psychological health of all athletes must be a major priority for the entire Olympic Movement. Attention must be given to the specific needs of athletes with a disability. In support of these objectives the IOC and the other constituents of the Olympic Movement should implement educational programmes providing information on training methods, gender specific health protection and injury prevention. Such programmes should be based on IOC Medical Guidelines and be widely disseminated at the Olympic Games, the Youth Olympic Games and other major international competitions. Proactive information programmes should be organised on a nationwide, sport-by-sport basis through the national and international sporting bodies, the National Olympic Committees, schools and other educational institutions.
5. All constituents and other stakeholders of the Olympic Movement should take into account the current trends of overloading training and competition schedules and calendar, which can be detrimental to athletes, in particular junior athletes, from the perspective of performance, health and commitment; and should take appropriate measures to prevent this escalation where necessary.
6. All involved with the Olympic Movement should develop and implement a standard code of conduct and certification system in order to protect the rights of athletes towards agents, managers and sponsors. This system should also provide athletes with the tools and education to manage these relationships effectively and to share and exchange models of best practice.
7. All constituents of the Olympic Movement should endorse the importance of combining education and sport. Priority should be given to the development of programmes aimed at building athletes' lifetime skills. The Olympic Movement in collaboration with parents, coaches and members of the athletes' entourage should encourage and promote the participation of athletes in their career programmes, during their competitive years as well as after their retirement from high-level competition. This will enable them to combine education and sport seamlessly through dual careers.
8. Both within and outside the context of sport, sexual harassment and abuse of all kinds, including child abuse, have unacceptable implications for men, women and children. Sporting organisations, with the help of the public authorities and leaders of the Olympic Movement, should take appropriate measures to combat all forms of harassment through education and establish procedures to address harassment and grievance resolution.
9. High priority should be given to developing user-friendly and accessible channels for all athletes and all athlete organisations to disseminate and share information on a regular basis.
10. Athletes from across the globe and from all sports should have access to an appropriate level of basic legal advice and guidance throughout their sporting careers. Stakeholders of the Olympic Movement should, at their cost, identify policies and procedures to achieve this objective.
11. Consideration should be given to the identification of 'athlete-friendly' structures, including schools, universities, technical institutes, public institutions, armed forces and corporate sponsors,

with whom sport and educational partnerships can be established. The IOC should consider acting as an exchange and clearing house to facilitate the development, coordination and implementation of such programmes designed to support athletes' lives in the world beyond competitive sport, at which time the provision of career, educational, psychological and social support may be vital.

12. All constituents of the Olympic Movement should seek to enhance the provision of qualified and competent coaching and training available to all athletes. Programmes to disseminate best practice and to ensure that the opinions of coaches are taken into account should be implemented.
13. The establishment of an IOC Commission in charge of matters relating to coaches, trainers and the athletes' entourage is recommended.
14. The Olympic Movement reaffirms its strong opposition to the trading of nationalities and passports, which abuses the spirit of competition inherent in the world of sport.

2. THE OLYMPIC GAMES

While the Olympic Games are universally recognised as a unique and special experience, guaranteed to bequeath a rich legacy of unforgettable memories to all participants and spectators, it is essential that the IOC makes every effort to ensure that they retain their status as a premier event. This will allow the Fundamental Principles and values of Olympism, which the Olympic Games so supremely epitomise, to be embraced and promoted to the full.

15. The importance of agreeing and adopting a definition of the universality of sport is a priority. The principle of universality not only encompasses access to competitions, sporting infrastructure and the organisation of high level sports events, but has a far broader significance. At its very core, it means open access to sport for all peoples and all cultures, from grassroots to Olympic level, and to all the benefits and opportunities which sport provides. This principle should inspire the work of the entire Olympic Movement.
16. All involved with the Olympic Movement must take into account the fact that whilst attitudes and behaviours may be shifting, the Fundamental Principles of Olympism must remain at the core of the Games. The Olympic Movement should be based on respect, responsibility and reliability. The Olympic Movement must ensure that the Olympic Games uphold Olympic values, respond to the young generation of athletes, enhance gender equality and equal opportunities.
17. The Olympic Village should continue to be at the heart of the Olympic Games, given the unique and invaluable experience which it provides to athletes. It should be of a standing commensurate with the needs of the world's leading athletes and should form a core of their Olympic experience.
18. High priority should be given to the advancement of women both in sport and through sport. The Olympic Movement should at all times seek to promote equal opportunities for women, both in their participation in sports competition and in administration and coaching. Wherever necessary, the Olympic Movement should identify and implement changes to achieve gender equality, and should also provide incentives and appropriate educational and training programmes for athletes, sports leaders and administrators in support of this goal.
19. The Olympic Movement fully embraces the importance of embedding the key values of environmental protection, development and sustainability within the Olympic ideals. As part of this commitment, all members of the Olympic Family should facilitate the delivery of a lasting sporting, environmental, and social legacy and the IOC should accelerate the integration of sustainability principles in the hosting of the Olympic Games, which will also help to safeguard their status as a premier event.
20. Although the process of evaluating sports and disciplines for inclusion in the Olympic Games' programme has substantially evolved in recent years, it is essential that periodic reviews conducted by the IOC be maintained, so that the promotion and relegation of sports may be subject to regular appraisal. More research is needed to understand the contribution made by the sports and disciplines within the Olympic Programme to the overall value of the Games.
21. The IOC review process should also include surveys and research studies where appropriate to evaluate the full impact of each Olympic Games on the host city, the host nation and to provide an ongoing assessment of the level of appeal and attractiveness of the Games in a fast-moving global market place.
22. Members of the Olympic Movement should regularly review the qualification systems for each sport and discipline in order to achieve a fair balance between the imperative of securing the participation of the world's best athletes at the Olympic Games and the highest level of fairness required to respect the principle of universality.
23. With the cooperation of the constituents of the Olympic Movement, the appropriate levels of service at the Olympic Games should be carefully reviewed by the IOC. In that context, it will be useful to

benchmark the Olympic Games with other major events. The IOC should also determine whether it should take greater ownership of the delivery of key goods and services in order to improve the quality of delivery of the Games.

24. While fully maintaining their autonomy, the constituents of the Olympic Movement should take into account the role and the opinions of the stakeholders, including sponsors, partners, suppliers and rights holders.
25. The control of the size, cost and complexity of the Olympic Games should be such that they remain a premier event, while facilitating more cities to bid successfully for the Games.
26. The IOC should consider the establishment of a set of minimum requirements which prospective cities bidding for the Games would need to meet before being considered for the Candidature phase.

3. THE STRUCTURE OF THE OLYMPIC MOVEMENT

The Olympic Movement is founded on the concept of the autonomy and good governance of sport, which recognises and respects our individuality and achieves unity through diversity. Sport is a force for good and is a unique and indispensable tool for sustainable development, as well as a means to promote peace, culture and education. Sport holds a mirror to society, through which the Olympic Movement's commitment to pursue policies which promote the universal language of sport must be clearly reflected. An understanding of the global nature of sport must underpin the future structure of the Olympic Movement, thereby positioning it to integrate successful development strategies and educational initiatives within its core activities. This will enable the Olympic Movement to move closer to its ultimate goal of a healthier, more equal and more tolerant society, freed from prejudice and division, and untarnished by discrimination and injustice.

27. A definition of the autonomy of sport reflecting the principles of respect, responsibility and reliability should be adopted by all within the Olympic Movement. This will further its goals by enhancing the tools of leadership and guidance available to it. It is proposed that a Committee be established to consider the recommendations from Congress and from the IOC Seminars on the Autonomy of the Olympic Movement, to monitor all developments affecting the autonomy of the Olympic Movement, including the establishment of a permanent information exchange network.
28. The Olympic Movement reaffirms the need for unity and close co-operation amongst all its constituents to ensure that the goal of autonomy in sport is achieved, under the leadership of the IOC.

29. The relevant intergovernmental organisations and governments should acknowledge the necessary and essential autonomy of the Olympic Movement including, in particular, respect for and enforcement of the rules of good governance, equality and fairness in sport and sport administration, as established by the Olympic Movement and set out in the Olympic Charter, to ensure the best and fairest possible practice of sport.
30. The preservation of human dignity is a fundamental tenet of the Olympic Movement. All members of the Olympic Movement should work together in pursuit of the harmonious development of men and women in order to promote through sport a peaceful society based on the most fundamental common principles and values inherent in a civilised society.
31. All governments should provide their ongoing and continuous support both in terms of legislation and resources, to the fight against doping, working together with the World Anti-Doping Agency.
32. Governments should recognise that close collaboration and action in the fight to put an end to illegal and irregular betting and match-fixing is essential, both in relation to Olympic-accredited events and to the wider world of sport competition.
33. Appropriate institutionalised forms of mutually beneficial cooperation and partnerships should be developed between governments and the members of the Olympic Movement in areas which should include: the development and the encouragement of participation in sport for all; the organisation of competitive sports events for young people throughout the world; health protection for young people and athletes; the fight against doping; and support for athletes reaching the end of their careers in competitive sport and transitioning to a lifetime away from the podium.
34. The IOC should develop all opportunities to liaise with the IFs, the NOCs, the recognised IFs and all other recognised organisations in order to achieve a global, universal and harmonised approach, by the Olympic Movement to its major issues and concerns. The IOC should also actively support the members of the Olympic Movement, in particular the NOCs and the IFs, wherever and whenever their autonomy is threatened.
35. All constituents of the Olympic Movement should review their rules and activities to ensure that they fully comply with the Olympic Charter and the fundamental principles and values of Olympism.
36. The Olympic Movement should engage in the widest possible way with international institutions to support and promote the delivery of the UN Millennium Goals and further such initiatives. The Olympic

Movement is equally committed to the protection of the global environment and to forging closer relationships with the United Nations (UN) and all other institutions to respond to this moral imperative, particularly with regard to the key issue of climate change.

37. In accordance with the principles and values of Olympism, the practice of sport must be run by independent, autonomous sport organisations, which are in full compliance with applicable laws. Co-operation between governments and institutions of the Olympic Movement in every area where it may be mutually beneficial should underlie the relationship between sport and state bodies, so that the autonomy of the Olympic Movement is fully respected by governments.
38. The relationships between the Olympic Movement, public bodies and governments, as well as those between all national organisations belonging to the Olympic Movement and their respective governments, should be based on the principle of respect for applicable law by all constituents of the Olympic Movement, while at the same time seeking to influence public policy makers wherever possible to ensure that national and supra-national laws and regulations are consistent with the fundamental principles of Olympism.
39. The relationship between the IOC and the International Paralympic Committee (IPC) should be pursued to the benefit of all areas of mutual interests. Furthermore, cooperation with the International Committee of Sports for the Deaf and Special Olympics is encouraged.
40. In recognition of the enormous momentum for change in society, the Olympic Movement, while firmly rooted in its fundamental values and vision, should reach out and consider developing new forms of co-operation with other organisations outside the Olympic Movement in a spirit of mutual respect. In so doing it should focus on areas of collaboration such as medical and scientific research, education and academia, sustainable development; and social and humanitarian goals.
41. The legitimacy and autonomy of the Olympic Movement depends on upholding the highest standards of ethical behaviour and good governance. All members of the Olympic Movement should adopt, as their minimum standard, the Basic Universal Principles of Good Governance of the Olympic Movement, as proposed by the IOC. All members of the Olympic Movement must always demonstrate integrity, accountability and transparency, as well as the highest level of management skills; and they must ensure that at all times their legal status is both fully consistent with their activities and responsibilities and wholly compliant with the laws of the land (applicable laws).
42. All members of the Olympic Movement should keep annual accounts in accordance with acknowledged standards of accounting; ensure they have an independent audit or verification of their accounts; adopt rules, norms and practices under which those who cannot comply with good governance may lose financial support or be sanctioned; adopt and implement a code of ethics based on the principles and rules of the IOC Code of Ethics; and always seek to protect and promote the interests of the athletes they represent.
43. Transparent and enhanced dispute resolution mechanisms must be in place in all sports organisations, at all levels. All disputes which cannot be settled amicably or through local arbitration or mediation should be submitted to the Court of Arbitration for Sport (CAS). While fully respecting the sovereignty and independence of the CAS, the constituents of the Olympic Movement may submit to the CAS proposals or contributions so that litigation may be simplified, accelerated and legal costs reduced.
44. All constituents of the Olympic Movement should further develop and embrace democratic and representative structures and procedures, making provisions in their statutes for the holding of regular general meetings and democratic elections for specified terms of office.
45. The IOC should assess its criteria for membership and procedures for admission in light of the development of sport and in order to strengthen and enhance its independence and autonomy.
46. In recognition and acknowledgement of IOC ownership of Olympic properties, the Olympic Movement should, at all times, contribute to the protection of the Olympic properties in particular the Olympic Symbol and Emblems.
47. The Olympic Movement should take appropriate measures to promote a closer relationship between sport, culture and education through the Olympic Games and the Youth Olympic Games and through supporting and encouraging activities such as International Olympic Academy, the National Olympic Academies, Olympic Museums and the Olympic Museum Network.
48. In order to improve the quality and levels of services, all constituents of the Olympic Movement should unite in their efforts to place a higher priority on supporting programmes for the training of sport administrators, coaches and entourage.
49. The Olympic Movement should look at ways to broaden the effectiveness of its revenue distribution models.

4. OLYMPISM AND YOUTH

The youth of the world, from whom the athletes of the future are drawn, are equally at the heart of the Olympic Movement. Effective communication of the fundamental principles and values of Olympism to young people is essential and its benefits are overwhelming. The Olympic Movement must strive to extend its remit and to increase its influence with young people across the world, using sport as a catalyst for their education and development. To ensure increased participation in physical activity and sport and to promote healthy life styles, governments should be encouraged to intensify their efforts to work with sports organisations and young people so that sports activities have a prominent place in schools, at all ages and at all levels.

50. To pursue the interests and aspirations of young people it is proposed the IOC design a comprehensive strategy to promote and respond to the needs and challenges faced by young people of all social milieux worldwide. In pursuit of this objective it is recommended that the IOC consider establishing the most appropriate forms of institutionalized and interactive dialogue.
51. Everyone involved in the Olympic Movement must become more aware of the fundamental importance of physical activity and sport for a healthy life style, not least in the growing battle against obesity, and must reach out to parents and schools as part of a strategy to counter the rising inactivity of young people.
52. The Olympic Movement should promote the development and organisation of educational and sports programmes which are better adapted to the needs of young people, having first identified those needs.
53. The Youth Olympic Games are a unique opportunity in the history of the modern Olympic Movement to raise the bar worldwide in terms of the delivery of educational and sport programmes for all young people; and to determine future action by the IOC and the Olympic Movement with regard to youth educational and sports programmes.
54. The Olympic Movement should develop and implement programmes to explain to families and parents that helping their children choose a career path in competitive sport is highly worthwhile for their overall development and well-being.
55. The Olympic Movement should use the opportunity of the Youth Olympic Games to disseminate information on educational and cultural programmes and initiatives aimed at inspiring the world's youth to IFs and all other stakeholders.

56. All constituents of the Olympic Movement should call on all governments to renovate, upgrade and construct more sporting facilities and allocate more time for the practice of sport in all schools, at all ages and at all levels; and they should take every opportunity possible to communicate this key requirement.
57. At the national level, sports clubs and local schools should cooperate more closely, by, for example, developing more sporting events and competitions for young people at all levels.
58. The Olympic Movement should develop and implement programmes which extend beyond the encouragement of young people in competitive sport and which enable the widespread practice of sport and recreation to become an embedded mantra in sports delivery programmes.

5. THE DIGITAL REVOLUTION

Today's global society is one of immediate communication. Advances in communications technology have ushered in a new digital age, which has revolutionized information-sharing and dissemination and which continues to transform our society into a global network. The Olympic Movement and its members must be fully cognisant of the impact of this development on all its activities. Future strategies and approaches must be planned in accordance with the massive new opportunities and changes brought about by the digital revolution.

59. A new strategy should be defined to enable the Olympic Movement to communicate more efficiently with its own membership and stakeholders as well as to allow for effective information dissemination, content diffusion and interactivity with the global population, in particular with the youth of the world. It should be an integrated strategy which includes the full coverage by all media and in all territories, of the Olympic Games, as well as the recognition of the new opportunities to communicate the fundamental principles and values of Olympism through all media.
60. The Olympic Movement must position itself to take full advantage of all opportunities offered by the digital revolution, information technology and new media so that the fundamental inherent values and objectives of the Olympic movement are reflected, while the rights of the IOC and the promotion of the Olympic Movement are protected.
61. In order to disseminate the values and vision of Olympism, the IOC and other stakeholders of the Olympic Movement should undertake a fundamental review of their communication strategies,

taking into account the fast-moving developments in information technology and, more recently, the digital revolution.

62. The IOC and all other constituents of the Olympic Movement should explore all possibilities offered by the digital revolution; ensuring the broadest coverage of the Olympic Games, including the Youth Olympic Games, as well as of all other games and other major international sport competitions recognised by the IOC or to which the IOC has granted its patronage.
63. The IOC and all constituents of the Olympic Movement should give special attention to the opportunity provided by new technologies to gain increased penetration, exposure and greater accessibility worldwide.
64. The establishment of a Digital Task Force including the IOC and other stakeholders is recommended; with a mandate to optimise the development and exploitation of digital technology.
65. The IOC and constituents of the Olympic Movement must recognise that despite the emergence of a new digital age, the widely varying rates of adoption of these technologies are at a different pace in different regions and among different populations. As part of its obligation to ensure the widest possible global reach, it is therefore important that this is addressed and that appropriate technologies are used to ensure that all have access to the Olympic Games and Olympism in a legitimate and equitable manner and that the issues presented by the digital divide are addressed.
66. The Olympic Movement should strengthen its partnership with the computer game industry in order to explore opportunities to encourage physical activity and the practice and understanding of sport among the diverse population of computer game users.



The Copenhagen Show Band: An excellent way to end the XIII Olympic Congress!



On 6 October 2009, the IOC once again showed its commitment to the environment by donating 115 trees to the city of Copenhagen. At a special event, the first five trees were planted by IOC President Jacques Rogge; the four IOC Vice-Presidents, Lambis V. Nikolaou, Chiharu Igaya, Thomas Bach and Zaiqing Yu; and the Lord Mayor of Copenhagen, Ritt Bjerregaard. Children from a local school, Rådmands Gade Skole, also took part in the event. They helped dig the holes to plant the trees that they could afterwards watch grow and blossom in their neighbourhood.

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At the end of the Olympic Congress, but before the 121st Session resumed, IOC members had a day off and the opportunity to discover the beauty of Kronborg Castle.

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Published by the International Olympic Committee
2009 Olympic Congress
© CIO – June 2010
ISBN: 92-9149-132-2

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Printed by
lautrelabo S.à r.l., Belmont-sur-Lausanne, Switzerland