

Activity Report

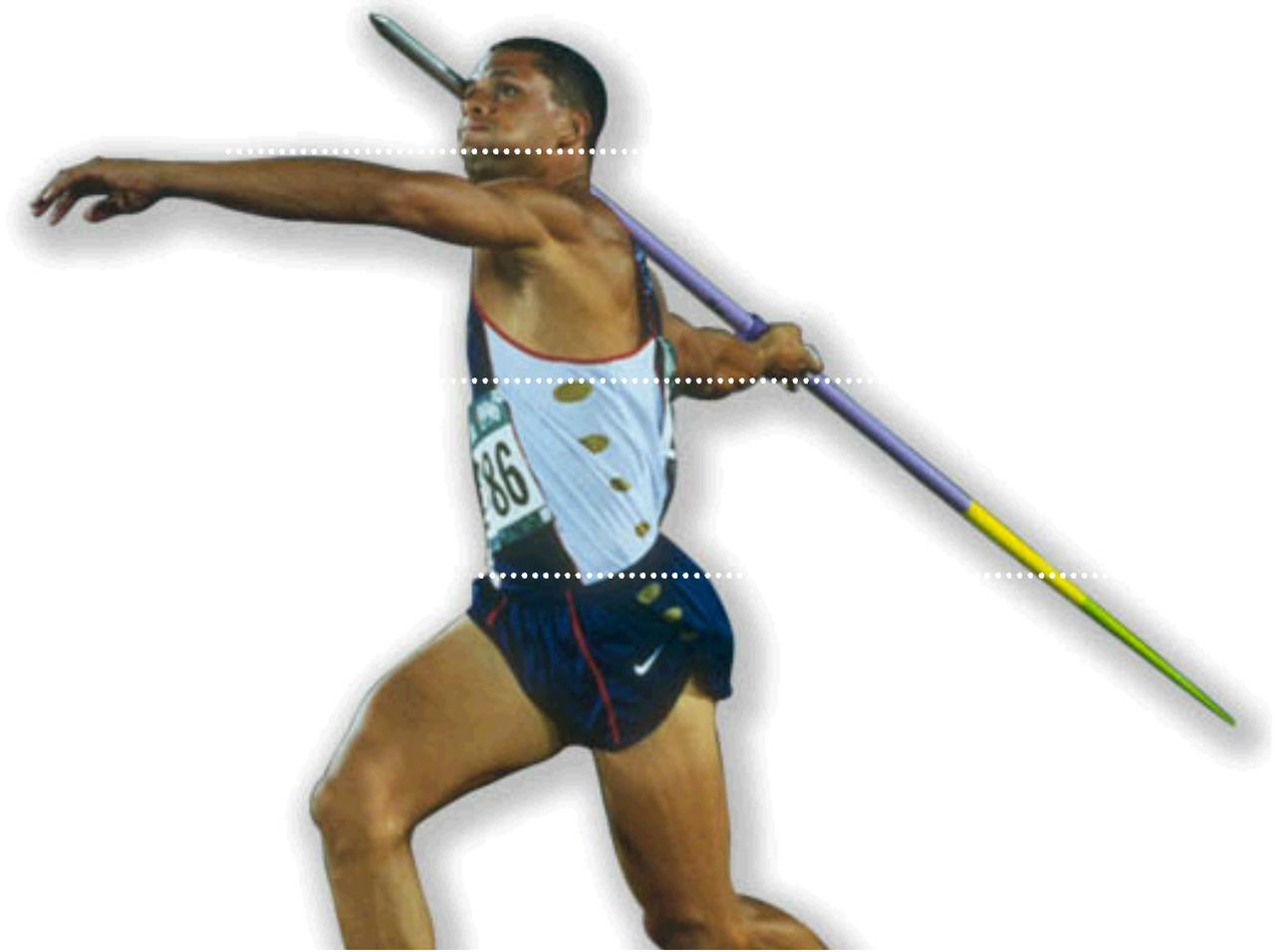


1997-2000

Financial Statements

Final Report on the XXVIIth Olympiad 1997-2000

Introduction



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Vision of Olympism

Olympism seeks to improve the individual and enhance society by blending sport with education and culture. It is founded on five basic human values:

- Harmony between body and mind
- Excellence within oneself
- Integrity in action
- Respect for one another
- Joy in effort

The role of the International Olympic Committee is to coordinate, lead, and serve the Olympic Movement in its mission to advance Olympism worldwide and to ensure the regular celebration of the Olympic Games, which best exemplify these values.

Message from the President

The years 1997 through 2000 have been extraordinarily rich in major events for the International Olympic Committee (IOC) and the entire Olympic Movement.

The crisis which affected us in late 1998 provided a unique, golden opportunity for an in-depth reform of our institutions. We reacted swiftly and significantly. The IOC held three Sessions in 1999 (March 1999 in Lausanne, June 1999 in Seoul and December 1999 in Lausanne), two of them being extraordinary Sessions dedicated to the elaboration and the enactment of the reforms known as 2000 Reform. Throughout the year 1999, the IOC members of the 2000 Reform Commission, which included prominent leading personalities from the entire world, made a major contribution to the reform process by submitting (50) recommendations which were all adopted by the 110th IOC Session in December 1999.

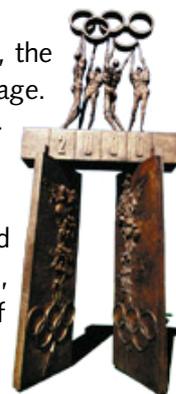
As far as reforms are concerned, the year 2000 has been a time for actual implementation. It is fair to state that the IOC is now a fundamentally renewed institution. An IOC Ethics Commission has been established. Its majority consists of senior, entirely independent public personalities. The Ethics Commission quickly produced a Code of Ethics which is in force.

The procedure for electing new IOC members has been substantially changed. International Sports Federations and National Olympic Committees may propose candidates. An IOC Nominations Commission has been established for the purpose of reviewing the candidatures. Active athletes, elected by all the athletes taking part in the Olympic Games, are eligible to become IOC members. Ten of them have already joined us. The terms of office of all IOC members expire after eight years at which time they may be reelected; some of them are required to leave the IOC earlier if they cease their functions in their sports organizations. The age limit has been lowered to 70 years. All these changes have already had a significant impact on the IOC membership.

The selection of candidate cities and election of the host cities for the Olympic Games have also been redefined along the line of the simple, clear motto "No gifts, no trips". The role of the evaluation commission has been enhanced as a fact finding mission. IOC members do not travel any more to candidate cities. The IOC calls more and more on the advice of experts.

Overall, our institution has shown more responsibility and transparency. Since June 1999, the IOC Sessions have been accessible live to the media thanks to closed circuit video coverage. Since 1999, our accounts, which are audited by a leading auditing firm, are regularly published.

1999 was also a milestone in the ongoing fight against doping. The IOC organized a World Conference on Doping in Sport, gathering delegates from intergovernmental organizations, a number of national governments and from the Olympic Movement. The conclusions of that Conference led to the creation of the World Anti-Doping Agency, an original institution in which governments and the Olympic Movement have joined forces and will pool resources in equal shares.



The XVIII Olympic Winter Games were celebrated in Nagano, Japan, from February 7 to February 22, 1998. They were rightly characterized as the best organized Winter Olympic Games in History, reaching a level of excellence for which all our Japanese friends are to be commended.

The success of the Games of the XXVII Olympiad, held in Sydney, Australia, from September 15 to October 1, 2000 was outstanding. Truly, they were the best Olympic Games ever in all aspects. The organization was simply perfect. The enthusiasm of all participants, volunteers and spectators was extraordinary. The Sydney Olympic Games really brought together the athletes of the world at the greatest sports festival of the world. The sight of both delegation of the Democratic People's Republic of Korea and the Republic of Korea marching hand in hand during the Opening Ceremony sent a particularly strong message of peace and solidarity throughout the world.

Apart from the salient events recalled above, the IOC has been more active than ever in 1999 and 2000 on many fronts and in many areas throughout the world. Let me choose one example: in December 2000, shortly after our return from Sydney, the IOC focused its attention on the relationship of sport with the new media. Thus the World Conference on Sport and New Media held in Lausanne provided a most interesting insight into the future. At the IOC, no time is wasted to constantly reexamine major issues. Our vision needs to be checked at all times, so that our strategy and policy may be adjusted if and as needed.

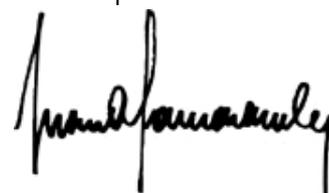
The pressure on all IOC members has been particularly heavy during these last years. They have reacted with an extraordinary sense of duty, dedication and dignity. Their contributions and support, individually or within the commissions on which they serve, have been most precious.

Other than the numerous activities conducted directly from our headquarters at the Maison olympique in Vidy, I wish to remind the importance of the success of the Olympic Solidarity programmes. Also, a huge work is being carried out at the Olympic Museum and the Olympic Research Center.

This is my last message as IOC President in an IOC report. May I take this opportunity to express my most sincere and deepest thanks to all those who have helped me throughout these years which have been wonderful even though there were also some difficult times. My gratitude goes to my family, to my colleagues and friends and to the entire staff. I am fully confident that the Olympic Movement has a great future. One should never forget, however, that nothing can be taken for granted. The Olympic Movement will have to strive very hard very soon. Many challenges and issues will have to be addressed and solved. This can and will be done successfully, provided that all constituents of the Olympic Movement keep in mind that its priority is to maintain its unity.

Lausanne, May 4, 2001

Juan Antonio SAMARANCH
Marqués de Samaranch



Activity Report



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Introduction by the Director General

Evolution, or revolution?

This was a dominant theme emanating from the first plenary session of the IOC 2000 reform commission in June 1999. The crisis through which our institution went launched a reform process which accelerated and broadened the scope of our evolution in ways that could not have been achieved without it. As a consequence, the IOC has become a more open, responsive, and transparent organization. The following are some of the IOC's achievements during the last quadrennial :

- **Election of active athletes.** The election of active athletes, chosen by all athletes participating in the Olympic Games, to the IOC membership and its Executive Board, is a fundamental innovation.
- **IOC Response to the Crisis.** The IOC was the first to act and the first to report its findings. It established an Ethics Commission composed of a majority of eminent personalities external to the organization. The IOC delivered on its promises to reform the organization, making it more open, responsive, and contemporary.
- **Increased Fight Against Doping.** The IOC made several significant strides against doping. Following the Lausanne Conference on Doping in Sport, the IOC launched and initially funded with US\$25 million the World Anti-Doping Agency, bringing representatives of sport, government, science, and ethics together to promote a drug free culture in sport. In addition, the IOC Medical Commission introduced blood sampling and a test for EPO for the first time in Olympic history.
- **New NOCs.** The IOC helped establish three new NOCs, in Palau, Eritrea and Micronesia, bringing the total number of NOCs to 200. The IOC also sponsored individual athletes from East Timor to allow them to participate in the Olympic Games in Sydney. Work continues to help the East Timorese develop an NOC.
- **Bosnia-Herzegovina.** The IOC maintained its active role in supporting sport in the region ever since the 1984 Olympic Winter Games in Sarajevo. The organization provided funds to help rebuild Zetra Hall, the site of the closing ceremonies that was heavily damaged during the conflict. The IOC also worked closely with the other NOCs in the region to sustain their development.
- **Greater generation and distribution of revenue.** The organization generated US\$2.4 billion from the marketing of Olympic broadcast rights and worldwide sponsorships alone, nearly US\$900 million more than that generated in the last quadrennial. Most of the revenue is distributed among the Olympic Movement. Then, the IOC was able to provide more support than ever to the OCOGs, the Olympic IFs, the NOCs, and other institutions or organizations, such as the World Anti-Doping Agency and the International Paralympic Committee.

Introduction by the Director General

- **Evolution of IOC Administration.** The IOC revamped its Administration to better service the needs of the Olympic Movement. The Administration strengthened the resources of the Sports Department and elevated the functions of NOC relations and communications into full departments.
- **Transfer of Knowledge.** The IOC developed a program to effectively capture knowledge related to the organization of the Games and transfer it to each successive OCOG.
- **The XVIII Olympic Winter Games in Nagano (1998) and the Games of the XXVII Olympiad in Sydney (2000).** Apart from the extraordinary work performed by all the organizers and volunteers, the entire IOC staff made a significant contribution to the success of both Games.

This introduction would not be complete if it did not include the expression of the IOC administration's gratitude to President Samaranch for his permanent leadership, wisdom and support throughout the years.

François Carrard
Director General

The Role of the IOC

Pierre de Coubertin, a man devoted to classical education, established the IOC in Paris in 1894 to revive the spirit of the Olympic Games of ancient Greece. His idea, which he realized would be considered utopian, was to use sport to teach the world's youth basic human values that would enable them to lead better lives and build better communities.

Much has changed in the hundred and seven years since, but the IOC's role has remained the same: *to coordinate, lead, and serve the Olympic Movement in its mission to advance Olympism worldwide and to ensure the regular celebration of the Olympic Games.*

Today the IOC is organized as an association with legal status under Swiss law and is headquartered in Lausanne, Switzerland. Receiving no public monies, it is privately funded. Its activities and relationships are governed by the terms of the *Olympic Charter*, and its administration has a permanent staff of around 100 people.

The IOC's membership includes 126 members (as of 31 December 2000) from more than 80 countries, with different backgrounds, cultures, races, and religions, who all serve the Olympic Movement as volunteers. While all members are different, their common bond is their love of sport. One out of three is an Olympian. Almost all serve or have served in sports administration leadership positions in their countries.

As trustee of Pierre de Coubertin's Olympic vision, the IOC's members and administration work to perform six core functions, which together fulfill the organization's mission. These six core functions are:

- Promoting Olympism
- Coordinating the Olympic Games
- Supporting the Olympic Movement
- Encouraging the Development of Sport
- Advancing Sports Sciences
- Contributing to Society Through Sport

The following pages will highlight the key advancements the IOC has achieved in each area over the past quadrennial.

Promoting Olympism

From coordinating the Olympic Games that showcase the Olympic values all over the world to granting a scholarship covering the cost of training and educating a young athlete in a remote part of it, everything the IOC does aims to promote the values of Olympism.

However, the IOC conducts a number of activities specifically designed to highlight Olympism itself, the blending of sport with education and culture. Pierre de Coubertin early on realized the need for separate initiatives to preserve and promote the meaning of Olympism. He eventually introduced an arts competition that took place alongside the 1912 Olympic Games. That competition evolved into today's Cultural Olympiad, which is composed of educational and cultural activities that occur in the host city before the Games.

Coubertin's drive to highlight the cultural and educational aspects of Olympism lives on today. The IOC 2000 reform commission, which reviewed the role of the IOC, stressed the need to continuously enhance the IOC's promotion of culture and education.

Promoting Olympism

Promoting Olympism

The activities the IOC performs to promote Olympism generally fall into three categories: promoting the Olympic values, supporting the study of Olympism, and encouraging enthusiasts.

Promoting the Olympic Values

Olympic Museum. The Olympic Museum was built not only to display Olympic memorabilia but also to become a living embodiment of the three pillars of Olympism – sport, culture, and education. The Museum’s permanent collection retraces the history of both the ancient and modern Olympic Games and documents their rebirth by Pierre de Coubertin. In the past four years, the museum’s temporary exhibits have displayed art and other cultural items inspired by the pursuit of sporting excellence and other values of Olympism. It also has regularly hosted concert and lecture series, as well as youth-oriented programs highlighting the values to be learned through sport. In 1998, the museum welcomed its one-millionth visitor.

Culture and Arts Programs. The Culture and Olympic Education Commission has sponsored a number of conferences, symposia, and contests at the national, regional, and international levels highlighting the connection between sports, culture, and education. It also has published a number of books on the same subject.

One of its new initiatives during the quadrennial was the 2000 Olympic Art and Sport Contest. The IOC developed the contest to celebrate the beauty of athletic activity and the spirit that drives the athlete to train and compete. It also wanted to foster greater interaction between the worlds of art and sport at the national and regional levels.

Fifty-four NOCs held national contests for graphic art and sculpture that were open to fine art students and athletes who compete in an Olympic sport. The NOC finalists went on to the international competition. Darya Moroz of Belarus won the US\$30,000 first prize for graphic art with *The Fire of Olympus*. Ante Guberina of Croatia won the US\$30,000 first prize for sculpture with *Olympic Chain*.

Communications Department. One of the internal reforms of the IOC was to establish a Communications Department within the administration. The role of the

Promoting Olympism

department is to help the media and public gain a better appreciation for Olympism and the IOC's role in its promotion.

Olympic Broadcast Policy. Because the Olympic Games are the finest demonstration of the Olympic values in action, the IOC's broadcast policy, as stipulated in the *Olympic Charter*, provides for the greatest access possible to Olympic Games coverage. Rights to the Olympic Games, therefore, are sold only to broadcasters that can guarantee the greatest access to Games coverage throughout their countries or territories free of charge. The IOC has declined higher offers for Olympic Games broadcast rights because a broadcaster's coverage was only accessible to a limited group of the population. The Olympic Games are one of the last remaining major events in the world to maintain such a free-access policy.

Olympics Live Sites. An innovation developed by the Sydney organizers, Olympics Live sites were set up in parks around the city where people could gather to watch Games action on big screens. These sites brought the excitement and spirit of the Olympic Games to those who were unable to purchase tickets.

Celebrate Humanity. For the first time in its history, the IOC launched a global promotional campaign to communicate the core values of the Olympic Games. Using the IOC's inventory of bartered air time and print space, the campaign, launched in January 2000, ran on television, on radio, in flight and in print throughout the world before and during the 2000 Olympic Games. The campaign celebrates the Olympic athletes and the values they exemplify during competition. It was originally produced in English, French, and Spanish, but was eventually translated into fifteen further languages.

Olympic Day Run. The run, launched to celebrate the Olympic values and commemorate the founding of the IOC, takes place every year on June 23. In 2000, 165 NOCs, up from 145 NOCs four years ago, organized the run. Together they drew more than 800,000 participants each year. The runs range from fun runs to formal 10Ks, and many are part of more fully developed youth sports festivals. Olympic Solidarity and The Coca-Cola Company provided seed funding for the organization of each NOC's event.

NOC Trophies. Each year, the IOC promotes the Olympic ideals at the NOC level through the IOC Trophy program. The IOC commissions a critically acclaimed artist

Promoting Olympism

to design a trophy based on the year's theme and provides the trophies to the NOCs. The NOCs then award the trophies to the person in their country or territory who best personifies the Olympic theme for that year. Over the years, the number of NOCs that award the Trophy has grown, providing more awareness of the Olympic values in those countries.

Supporting the Study of Olympism

International Olympic Academy. The IOC, through Olympic Solidarity, supports the operations of the IOA. The IOA is the principal educational and training body within the Olympic Movement. It provides educational programs for sports journalists, youth, serious researchers of Olympism, and the directors of National Olympic Academies, the local extensions of the IOA.

The Olympic Studies Center. The study center, housed in the Olympic Museum, has the world's largest collection of written, audio, and visual sources on the Olympic Movement. In addition to providing this archive, the center coordinates and promotes research. In 1999, the center launched a grant program for postgraduate researchers interested in studying Olympism.

Publications. The IOC has published several books to further the understanding of Olympism. Recently, the IOC published the English edition of the *Selected Writings of Pierre de Coubertin* to provide greater insight into the thoughts of the founder of the modern Olympic Movement. The IOC is also working with UNESCO to produce the first IOC educational Manual on Olympism, aimed at primary school children, which will be distributed through the National Olympic Committees and UNESCO National Commissions and their network of schools.

Encouraging Enthusiasts

Because the collecting of Olympic stamps, coins, and memorabilia has become such a part of Olympic culture, the IOC created its Olympic Collectors Commission to coordinate and promote the activities of Olympic collectors around the world. The Commission publishes catalogues of collectibles and sponsors events such as the Olympic Collectors World Fair and the Olympilex exchange center at the Olympic Games. In 2000, the Commission launched a web site that will further enhance its ability to bring together the global community of Olympic collectors.

Coordinating the Olympic Games

Coordinating today's Olympic Games is a complex endeavor requiring the input of several organizations. The community of elite athletes must train to perform their best. The NOCs must coalesce those athletes into teams and get them to the Games. The IFs must organize the sports so the athletes have something to play. The OCOGs must build the places in which they eat, sleep, and compete, among a whole host of activities, such as selling tickets to the spectators. The sponsors and broadcast partners provide the bulk of the funding to make all this happen, and the media convey what happens to the entire world.

The one entity working side-by-side each of these organizations is the IOC. For each edition of the Games, the IOC works with the OCOG and the other partners to provide the best conditions possible for the athletes and their competitions, meet the needs of all the Olympic parties, ensure the Games remain accessible to all, and help provide a legacy for the development of sport in the host country.

Over the last four years, the IOC has made significant strides in strengthening its coordination resources. Today its input has become critical to the success of the Games. A steady build-up of resources and know-how helped the IOC make significant contributions to Sydney's organization of the best Games ever in the history of the modern Olympic Movement. And lessons learned in Sydney are already being applied in Salt Lake City, Athens and Turin.

Coordinating the Olympic Games

Coordinating the Olympic Games

The Olympic Games present the best of Olympic sport in the same place at the same time for all to enjoy. Day and night, the world's elite athletes are performing in some of the finest sports venues ever constructed. All the spectator has to do is show up and cheer.

If organized well, the Games organization looks effortless, but what begins as a dream of a bid committee winds up taking over seven years to build. For the local organizers and the IOC, the Games are seventeen wonderful, pressure-filled days in which the needs of the athletes, administrators, organizers, dignitaries, guests, spectators, and the viewing public must be serviced – simultaneously.

In the Summer, approximately 10,600 athletes from 199 NOCs simultaneously compete in what amounts to 42 world championships, attended by millions of spectators and viewed by billions of television viewers. In the Winter, 2,300 athletes from approximately 70 NOCs compete in 15 world championships.

The convergence of so many needs at the same place, at the same time, that must be met by an organization with finite resources – with only one chance to get it right – makes the Games perhaps the most complex event to organize on the face of the Earth.

Perhaps the most striking element of Games organization is that the OCOG is to a certain degree made up of “first-timers” trying to organize the biggest event their city will ever know. Because the Games are rotated among the cities of the world to embed the Olympic Spirit in those cities, each Olympic Games marks the first and last time a certain set of organizers put on the Games. This means for each Olympic Games, the IOC is the only constant. This is where the experience and resources housed within the IOC membership and administration come into play.

Behind the scenes, the IOC plays a critical role in the organization of the Games. At every step of the way – from the evaluation of the cities interested in bidding to host the Games to the wrap-up report after the Games – the IOC is on hand to provide guidance gained from past Games experience and to coordinate the participation of the many Olympic constituencies.

Never before has the IOC enhanced its capabilities to coordinate the Olympic Games

Coordinating the Olympic Games

more than in the past four years. In response to both the increasing needs of Games coordination and the growing strength of the IOC's resources, the IOC revamped or reinforced most facets of Games coordination.

Candidate City Evaluation. Over the years, the IOC has come to understand that a successful Olympic Games begins with selecting a capable host city.

The recent reform process presented the IOC with the opportunity to overhaul the procedure by which the host cities are selected. The most significant change recommended by the IOC 2000 reform commission and later adopted by a vote of the IOC membership was the introduction of the *bid acceptance phase*. During this phase, the IOC briefs the interested cities and their NOCs on the requirements of organizing the Games and later rates them according to their organizational capacity to host such a large event. Only those that score above the threshold are invited to become candidates to host the Games. The addition of this phase both significantly reduces the cost to the cities that would not have been prepared to competitively bid and allows the IOC to focus its resources on evaluating the most qualified cities in the field.

The membership of the IOC Evaluation Commission, which visits and analyzes the qualifications of the candidate cities, was reconstituted. The Commission now formally includes external experts in key areas of Games organization and representatives of the active athletes, in addition to the representatives from the IOC membership and administration, IFs, and NOCs who are experienced in Games organization.

Coordination with OCOG and other Olympic Constituencies. The bulk of the IOC's work during the seven years of organization is spent working with the OCOG, the IFs, the NOCs, and athlete representatives to determine how to best deliver Games-time services. The Coordination Commission facilitates the communication among the Olympic parties and coordinates all IOC Games organizing activities. To do this it draws from the Games organizing expertise resident within the IOC administration and commissions, the athletes, the IFs, the NOCs and external specialists. Over the last four years, the IOC has made vast improvements to what it has to offer.

- **Reinforcing the power of the Coordination Commission.** Among the recommendations of the Atlanta Coordination Commission's debrief report was one to broaden the scope of the Coordination Commission. The IOC adopted modifications to the *Olympic Charter* allowing the Executive Board to delegate more responsibly in dealing with the OCOG to the Commission.

Coordinating the Olympic Games

- **Strengthening the resources of the Coordination Commission.** External experts were brought in to provide expertise in key areas of Games coordination and to improve the Coordination Commission's abilities to analyze the status of the OCOG's operations and recommend solutions to problems faced by the OCOG. With the addition of these resources and the greater authority mentioned above, the Commission has become a much better advisor to both the IOC Executive Board and the OCOG.
- **Creating the Coordination Section.** A special section with dedicated staff was created within the IOC Sports Department to assist the work of the CoComm, provide a point of contact for the OCOGs, and coordinate the IOC administration's Games-related activities.
- **Developing the Master Plan for the Organization of the Games.** One of the core products of the new coordination section was the development of the master plan, a roadmap detailing the critical path for Games organization, to assist OCOGs in their planning. The master plan in turn allows the IOC to assess the status of the OCOG's programs.

Core Functions. The development of the masterplan has identified a set of core function areas – sport, venues, media, marketing, communications, culture, Games services, technology, and commercial and legal – that must be organized properly in order to deliver high-quality Games. During the past quadrennial, the IOC has aligned its Games-related resources along these functions and has improved its ability to provide guidance in each area. Some of the highlights are below.

- **Sports, Teams, and Athletes.** The central focus of every OCOG must be delivering great sports competitions. Proper coordination with the IFs, which are responsible for the technical management of their sports at the Games; the NOCs, which bring the teams; and the athletes, who actually compete, is the key to delivering the conditions that will allow the athletes to perform their best. Thus, one of the early functions of IOC coordination is to focus the OCOG on the need to consider the requirements for each sport and team early in its planning process.

The IOC, during the past quadrennial, developed the *technical section of the Sports Department* so it could provide greater resources and counsel to both the IFs and the

Coordinating the Olympic Games

OCOGs in trying to meet the technical needs of the athletes. Working with the IFs, the IOC developed a *sport master plan* that provides the OCOG with a blueprint for its sports operations and IF/athlete services delivery. The master plan placed a greater emphasis on test events that force the OCOG to test their organizational planning and capacity under real event conditions. The IOC also refined the *athlete quota* per sport and reinforced the *sport qualification systems*. Determining and maintaining a quota of athletes for each sport ensures the OCOG can provide its promised level of services to the athletes and checks the tendency for the Games to continue the creeping growth experienced over the years. Improving the *qualification system* ensures the best athletes in each sport can participate under those quotas while preserving enough places to ensure as universal a representation of the NOCs as possible. Rounding out the process, the IOC stream-lined the *athlete entry process* to make the entry of athletes onto the participants list a smooth and efficient process.

The *technical section of the NOC Relations Department* works with the NOCs leading up to and during the Games to address the needs of the teams. This section has improved communications with the NOCs, especially through a dedicated extranet and revised the Olympic Village Guidelines after Nagano and Sydney. These guidelines help the OCOG by providing a clear indication of the level of services the OCOG must provide for the athletes and their teams within the Olympic Village. (The Olympic Village serves as both home and headquarters for the teams during the Games.) The IOC maintained an active presence within the Olympic Village to conduct triage of the problems that typically arise for the teams during the Games. By acting as an arbitrator on the spot between the OCOG and the NOCs, the IOC greatly sped up the redress of hundreds of issues that could be handled at the Village.

- **Venues.** The Sydney organizers made a quantum leap in venue operations management, and the IOC was quick to document their improvements in the process called *venuization*. Venuization involves two steps. The first is developing a model of how all the functional areas of an organizing committee need to interface in order to properly manage each venue and competition. The next step is to transition the organizing committee from one with separate functional areas into one driven by multifunctional groups that eventually become the venue management teams. SOCOG was careful to document this process, so now the IOC is helping future OCOGs to understand how to follow this essential blueprint.

Coordinating the Olympic Games

- **Marketing.** IOC Marketing oversees all aspects of Olympic marketing from generating revenue to coordinating the look and image of the Games. The IOC has developed a *joint marketing plan and agreement* between the IOC, the host NOC, and the OCOG to coordinate the management of marketing rights held by each entity. The IOC also has worked extensively in the area of *image and look of the Games*. The IOC now helps the OCOG develop a “look” program to display signature images around the host city in order to create a consistent image for spectators as they move about the venues and the rest of the city. Closely related to the look program is the *anti-ambush marketing program*, whose objectives are to limit the number of commercial messages within the city during the Games and to protect the rights of sponsors whose contributions help support the training of the athletes and the staging of the Games. All aspects of the marketing program for Sydney set new marketing benchmarks for the Olympic Games.
- **Ticketing.** Olympic ticketing is probably the most complex ticketing exercise of any event. The IOC expects the OCOG to provide an accessible, transparent, and equitable distribution of tickets among 199 countries and territories. At the same time, the OCOG also must generate its targeted revenue from ticketing. Despite the Sydney organizers’ astounding success of selling more than 7 million tickets, their program planning and implementation clearly showed there is a need to improve the ticketing process. To streamline the procedure the IOC is developing a new, comprehensive ticketing manual that takes modern distribution technologies, such as the internet, into account. The manual will help future OCOGs develop a ticketing program that creates a balance between revenue generation and equitable distribution.
- **Technology.** As the needs for real-time information and the networking of Games services have grown, the technological challenges involved in organizing the Games have skyrocketed. The IOC developed working groups to help the OCOG and the IOC’s technology suppliers identify the requirements for hardware procurement, systems and application software developments, and network design. The working groups also guide the implementation and operation of all technology projects. As the IOC transitions from working with one major technology partner back to the original consortium model, the IOC has developed its *Global Technology Model* to guide the interaction among all concerned. One of the more important tools for working with the OCOG and all the partners is *ORIS*, the Olympic Results and Information Services process. This manual outlines the technological requirements for each sport and its disciplines so everyone understands what must be delivered in each area.

Coordinating the Olympic Games

- **Impact.** Over the past decade, the IOC has become more aware of the need to assess the impact on the host city. The IOC has developed working relationships with a number of recognized environmental organizations so it can address their concerns during the early stages of Games organization. The 2000 Olympic Games were recognized as having been the “greenest” on record. The IOC also works with the OCOG to understand the needs and concerns of the communities within the host city. In Sydney, the IOC was instrumental in helping redress the concerns of the aboriginal and other native peoples about the presentation of the Games. Going forward, the IOC is working with universities to develop the proper procedures for developing an Olympic Games impact study and monitoring its impact from the award of the Games to their actual staging.

Transfer of Olympic Games Knowledge (TOK). Although the Games end after the Closing Ceremony, the IOC’s coordination efforts continue for several months in order to develop a thorough follow-up report. The IOC developed a program to effectively capture knowledge related to the organization of the Games and transfer it to each successive OCOG. The aim is to continue to refine best practices in each of the core organizing functions. A set of information, including videos, guides, operating manuals, and workshops was developed in Sydney and is now being used by the Salt Lake City, Athens and Turin organizers.

Supporting the Olympic Movement

As trustee of the Olympic Movement, beyond providing technical assistance and organizational support, the IOC must provide for the continued viability of the Olympic Movement and the regular celebration of the Olympic Games. This is no small feat given the IOC does not accept any public monies. All of the activities of the Olympic Movement are entirely privately financed, essentially through the sale of broadcasting rights and sponsorships. During the period, 1997-2000, IOC- and OCOG-driven Olympic marketing efforts generated nearly US\$3.6 billion, with 93¢ of every dollar dedicated to organizing the Olympic Games or supporting the activities of the Olympic Movement. The rest financed the IOC's operations and programs described in this document.

As trustee, the IOC also must nurture the Olympic image with which sponsors and broadcasters want to associate; therefore, IOC marketing works to maintain the proper balance of revenue generation and image protection. IOC marketing initiated a global Olympic image program following the Olympic Games in Atlanta. Named "Celebrate Humanity", the program promotes the Olympic values and encourages sponsors and partners to embrace and enhance the Olympic image through their own programs.

Supporting the Olympic Movement

Supporting the Olympic Movement

While the IOC believes the practice of sport is a human right, it recognizes that not all children can afford to play. In 1997-2000, the IOC contributed US\$122 million to Olympic Solidarity alone. The IOC also realizes no city could organize the world's largest sporting event without a significant financial contribution. The IOC provided Nagano organizers with more than US\$400 million and the Sydney organizers with more than US\$1 billion, much more than either group envisioned receiving from the IOC when they bid to host the Games.

The popularization of sports and the organization of the modern Olympic Games cannot occur without significant funding. Olympic marketing programs represent the most successful marketing efforts in sport today – not only because of the revenue they have been able to generate and distribute but also due to the equity in the Olympic “brand” they have been able to preserve.

Revenue Generation and Distribution

During the past quadrennial, the marketing of global sponsorships and broadcast rights has provided the main portion of the IOC's revenue. Other significant revenues have been produced by the OCOG marketing programs, which IOC marketing oversees. Nearly all of this revenue is put back into the Movement through funds provided to the OCOGs, the IFs, the NOCs, and other organizations recognized by the IOC.

Olympic Broadcast Rights. During the Olympic Games in Sydney, more than 3.7 billion people watched some part of the global broadcast, making the Games the most-watched sporting event in the world. The increasing interest in watching the Games has led to the steady increase of broadcast rights fees, which account for just less than 45 percent of Olympic revenue.

The IOC, in consultation with the OCOGs, markets the television rights to the Olympic Games. The IOC takes direct responsibility for negotiating all broadcast rights agreements to ensure the long-term interests of the entire Olympic Movement are protected. All of the major contracts through 2008 have already been negotiated. For emerging nations that may not be able to support rights fees, the IOC assists in providing Olympic Games broadcasts by arranging barter deals with sale of advertising time to sponsors.

Supporting the Olympic Movement

The IOC's broadcast policy, as stipulated in the *Olympic Charter*, is to ensure the greatest access possible to Olympic Games coverage. Rights to the Games, therefore, are sold only to broadcasters that can guarantee the greatest access to their coverage throughout their countries and territories free of charge. The IOC has declined higher offers for Olympic Games broadcast rights because a broadcaster could reach only a limited part of the population. The Olympic Games are one of the last remaining major events in the world to maintain such a free-access policy.

- **Nagano Broadcast Rights.** People in more than 160 countries and territories around the world watched the coverage of the Olympic Winter Games in Nagano. The IOC generated US\$513 million from the sale of the Nagano broadcast rights. This represents more than a 45 percent increase over the US\$353 million generated by the sale of Lillehammer broadcast rights.
- **Sydney Broadcast Rights.** More than 3.7 billion people in more than 220 countries and territories around the world watched the coverage of the Olympic Games in Sydney. The IOC generated more than US\$1.332 billion from the sale of Sydney broadcast fees. This represents an increase of nearly 50 percent over the US\$898 million generated by the sale of Atlanta broadcast fees.

Worldwide Sponsorships. Today, the IOC is less dependent on the sale of broadcast rights due to the success of The Olympic Program (TOP), the worldwide sponsorship program established and managed by the IOC. TOP Partners receive exclusive worldwide Olympic marketing rights during the quadrennial in return for their contributions to the Olympic Movement. TOP Partners provide cash and value-in-kind contributions that support the organization of the Games and the Olympic teams that participate in them.

Eleven premier international corporations participated in TOP IV, the fourth generation of the TOP program. Their contributions totaled some US\$579 million, considerably more than was generated from TOP III, Lillehammer and Atlanta.

Other Olympic Revenues. The IOC supervises other Olympic marketing programs to help them generate their targeted revenue and to ensure the marketing activity complies with the Olympic Charter and image. In some cases, the IOC plays an even bigger role, initiating some of the deals for its Olympic partners.

Supporting the Olympic Movement

- **OCOG Marketing.** While OCOGs today receive a substantial part of their revenues from IOC driven sources (broadcasting rights and TOP sponsorships), they are still responsible for generating significant revenues from mainly local sponsorships, licensing, and ticketing. The IOC, through Joint Marketing Agreements, helps the OCOGs set up their marketing departments and remains a strategic partner throughout the organization of the Games. The benefits of this partnership were clearly demonstrated in both Nagano and Sydney. Breaking numerous records including those for the level of local sponsorship and the percentage of tickets sold, they conducted the most successful OCOG marketing programs in the histories of the Olympic Games and the Olympic Winter Games.
- **NOC Marketing.** The IOC also works with the NOCs to help them develop their own national marketing programs in compliance with the Olympic image.

Image Enhancement and Protection

The Olympic symbol of five interlocking rings and other Olympic icons are valuable intellectual properties essential to the long-term viability of the Olympic Movement. These symbols and the ideals they represent are the cornerstones of all Olympic marketing programs and lead to the generation of all revenues. Over the past four years, the IOC has set out to enhance and protect the values of these Olympic properties using strategies and practices consistent with those used to promote the equity in brands.

Research. From 1998 to 2000, the IOC undertook the *Olympic Image Research and Communications Project* to clearly identify and promote the core attributes of the Olympic Image. This global study demonstrated that the Olympic Games and the rings are held in very high esteem and are associated with very positive attributes, including universality, excellence, fair play, peace, joy, and other similar traits. The IOC based its programs on findings from this study and provided them to all marketing partners so they also could align their programs with the core values of the Olympic “brand.”

Celebrate Humanity. The most visible manifestation of the Olympic Image program is the Celebrate Humanity campaign. For the first time, the IOC launched a global promotional campaign to communicate the core values of the Olympic Games. By

Supporting the Olympic Movement

using the IOC's inventory of bartered air time and print space, the campaign, launched in January 2000, ran on television, on radio, in flight, and in print throughout the world before and during the Sydney 2000 Olympic Games. The story lines celebrate the Olympic athletes and the values they exemplify during their competition. The campaign was originally produced in English, French, and Spanish, but was eventually translated into fifteen further languages.

Encouraging the Development of Sport

Because, at its core, Olympism is the promotion of basic values through sport, the IOC endeavors to support and develop sports and their governing bodies throughout the world. Most of its activities in this realm are aimed at sustaining and nurturing the foundations of the Olympic Movement: Olympic athletes, Olympic IFs, and NOCs. However, the IOC also works to develop non-Olympic sports and other leisure activities that are important to the proper development of youth around the world. During the past four years, the IOC has increased the funding and technical support it provides these organizations.

Encouraging the Development of Sport

Encouraging the Development of Sport

Because the IOC views the practice of sport as a basic human right, it supports the growth of the institutions, Olympic and not, that organize sport in different parts of the world. Within the Olympic realm, the IOC works with the Olympic athletes, the NOCs, and the Olympic and recognized IFs to meet their developmental needs and enhance their programs.

Olympic Athlete Relations

Over the past decade and a half, the role of the active athlete within the governing ranks of the Olympic Movement has slowly increased, but when the IOC 2000 reforms were adopted, the athletes made their biggest stride ever – their elected representatives became IOC members. One now even holds a seat on the IOC Executive Board.

IOC Athletes Commission. While the direct membership ensures athlete voices are heard and their votes counted, the IOC continues to try to improve its relationship with the broader base of active athletes through the IOC Athletes Commission. Recently, the composition of the Commission was modified to increase the participation of athletes directly elected by their peers at the Olympic Games. The membership consists of eight athletes elected during the Games of the Olympiad, four elected during the Winter Olympic Games, and seven members appointed by the IOC to maintain a balance between the sexes, geographical regions, and sports. Successful elections were held in both Nagano and Sydney within the Olympic Villages.

The members serve on all the commissions of the IOC, especially on the Coordination Commission, through which they can ensure athlete needs are dealt with by the OCOG, and on the Medical Commission, through which they can have a direct role in the development of anti-doping policies.

A major objective over the last quadrennial has been to increase the number of NOC Athlete Commissions on the national level as well as athlete participation in IF governing bodies, both of which help develop the active athlete network. Today, 67 out of the 199 NOCs are understood to have established their own Athlete Commissions.

Encouraging the Development of Sport

World Olympians Association (WOA). The IOC is also trying to improve relations with retired Olympians. The IOC created an independent association, the World Olympians Association, to seek ways to maintain the retired Olympians' involvement in the Olympic Movement. Recently, WOA has been successful in promoting the development of National Olympic Associations in 101 countries and territories. In Sydney, WOA helped organize the Olympian Reunion Center.

IF Relations

The IOC exerts considerable efforts maintaining the cooperative relationship with the IFs as well as promoting their development. The IFs are responsible for the management of all aspects of their sport on the international level. The IOC recognizes and provides funding to two categories of IFs: Olympic IFs, whose sports are included on the program of Olympic Games, and recognized IFs, whose sports are not on the Olympic program but which still receive IOC support.

Levels of Recognition. During the past quadrennial, the IOC named the summer sports of taekwondo and triathlon as new sports on the Olympic Program for the 2000 Olympic Games and the winter sport of curling to the Olympic Winter Program for the 1998 Olympic Winter Games. It also newly recognized 14 IFs in this period, six of them on a provisional basis.

The eight IFs granted *full IOC recognition* in this period are: the International Dance Sport Federation (IDSF), the World Karate Federation (WKF), the Fédération Internationale de Motocyclisme (FIM), the World Bridge Federation (WBF), the International Chess Federation (FIDE), the Federation of International Polo (FIP), the International Rugby Board (IRB), and the World Confederation of Billiard Sports (WCBS).

The six IFs granted *provisional IOC recognition* in this period are: the Fédération de l'Automobile (FIA), the International Federation of Body Builders (IFBB), the Union Internationale Motonautique (UIM), the International Sumo Federation (IFS), the Tug of War International Federation (TWIF), and the International Wushu Federation (IWUF).

Currently, there are 28 International Olympic Summer Sports Federations, seven International Olympic Winter Sports Federations, and 30 Recognized International Federations, six of these being provisional. Some changes to note are: the World

Encouraging the Development of Sport

Bridge Federation and the International Chess Federation were previously recognized organizations, and the UIPMB (modern pentathlon and biathlon) split into separate IFs to separately govern the sports of modern pentathlon (UIPM) and biathlon (IBU) in 1998.

IF Associations. In addition to working with the IFs individually, the IOC also recognizes and interacts with their representative associations: the Association of Summer Olympic International Federations (ASOIF), the Association of International Olympic Winter Sports Federations (AIOWF), the Association of the IOC-Recognized International Sports Federations (ARISF), and the General Association of International Sports Federations (GAISF). These associations and the IOC have increased their coordination and communication in recent years.

Olympic IFs. Most of the IOC's work involving the Olympic IFs, which are responsible for the technical management of their sports during the Olympic Games, involves the organization of their sport competition at the Games. This activity is described under the section covering the coordination of the Olympic Games. In addition to those services, the IOC provides each IF with a share of the Olympic revenue to support their operations. The IOC also routinely dispenses technical advice and provides the IFs with developmental recommendations and opportunities.

Recognized IFs. The IOC and ARISF's signing of an agreement related to the development of the World Games marks a significant step toward upgrading relations between the IOC and the recognized IFs. The IOC will increase its funding of the World Games and work with the recognized IFs to both increase NOC participation and improve the sport program. The goal is to provide a higher level of competition and a better experience for the athletes. In addition to the support of the World Games, in which all the recognized IFs participate, the IOC helps fund the competitions run by individual federations on special occasions.

International Paralympic Committee. The IOC has greatly increased its interaction with the IPC. It has elected the IPC president as a member of the IOC, included IPC representatives on relevant IOC commissions, such as the Evaluation and Coordination Commissions, and signed a memorandum of understanding (MOU) that will lead to stronger cooperation. Under the MOU, the IOC will increase its funding of IPC administration, sport development, and athlete training. The IPC and IOC are finalizing a further agreement regarding the organization of the Paralympic Games.

Encouraging the Development of Sport

The IOC also recognizes and continues to support the International Committee of Sports for the Deaf.

NOC Relations

The IOC runs several programs aimed at maintaining relations with and helping develop the community of NOCs. NOCs are an essential pillar of the Olympic Movement since they coordinate all Olympic activity within their borders and, most importantly, assemble and help train the teams they bring to the Olympic Games.

During the past quadrennial, the IOC helped develop and recognize three NOCs, Micronesia, Palau and Eritrea, and conducted initial work towards organizing a future NOC in East Timor. Today the Olympic Movement includes 199 active NOCs, one of the largest global networks in existence.

Reconstituted Department. As the network grew, so did the need for resources to sustain and develop it. At the beginning of the quadrennial, the IOC reviewed the way it handled NOC relations and elevated the function to a full department to both facilitate the development of the NOCs and represent their needs in Games coordination. Once the new department formalized communications between itself and the NOCs, it reviewed the needs of the NOCs which varied greatly depending on their stages of development and amount of resources on hand. Eventually aligning itself with the dual focus of each NOC, the department developed two sections, one dedicated to Games services (whose activities were highlighted in the section on coordinating the Games) and the other focused on the needs of the NOC administrations.

Increased Communication and Coordination. The newly restructured department centralized all IOC resources and activities related to the NOCs to provide one point of contact. It also built a documentation database to centralize information provided by the NOCs. This activity eventually led to the development of an extranet devoted to the NOC community. The extranet, which is continuously being refined jointly by the NOCs and the IOC, has quickly become an invaluable tool for communication and coordination and has enhanced the NOCs' abilities to cross-fertilize developmental ideas. Today, 116 NOCs are linked to the extranet.

Encouraging the Development of Sport

Increased Tools and Professionalism. The IOC is developing greater resources to help upgrade and standardize the business practices of the NOCs. Capitalizing on best practices found throughout the network, the IOC is beginning to develop a model for NOC management. It reviewed each NOC's statutes to ensure they conformed to the *Olympic Charter*, thereby bolstering the legal standing of the NOCs within their host countries and territories.

Continental Associations. To better address the regional issues within the network of NOCs, the IOC has begun to work more closely with the Association of National Olympic Committees and the five continental associations. Since these associations have developed into effective representatives of their member NOCs, working through them will increase the efficiency of the IOC's outreach to the NOCs. The IOC also provides technical assistance to about six continental and regional games a year.

Four-year plan. As the realities facing the NOCs continue to evolve at an accelerating pace, the IOC is developing a four-year plan assessing the impending commercial risks and opportunities to be better able to counsel the NOCs as they evolve to meet these challenges. The plan will be used to structure the IOC's ongoing relations with the NOCs.

Nurturing the Right to Practice Sport

Unfortunately not every talented athlete is able to train at the elite level; some children are not even given the opportunity to practice sport at all. The IOC is committed to breaking down the social, political, and economic barriers that prevent youth from playing sports or from developing their talents to the next level.

Olympic Solidarity. Olympic Solidarity is an autonomous department of the IOC that helps the NOCs and their continental associations develop their sports and Olympic activities based on specific needs and priorities. Olympic Solidarity funds these programs by administering the share of the Olympic Games broadcasting rights revenue allocated to the NOCs. For the years 1997-2000, Olympic Solidarity's development budget was US\$122 million.

- **Programs for Athletes.** While all Olympic Solidarity programs that train administrators, coaches, or technical advisors indirectly benefit the athletes, Olympic Solidarity also provides direct assistance to the deserving sportsmen and women

Encouraging the Development of Sport

around the world. Different programming approaches are taken for winter and summer sports athletes as well as for those athletes who are not quite at the elite level.

For the *Olympic Winter Games in Nagano*, Olympic Solidarity provided funding and assistance to NOCs that needed help training their athletes. Olympic Solidarity's grants to 42 NOCs helped 346 athletes train to meet the Olympic qualification level. Approximately two-thirds of them, 220, qualified for the Nagano competitions, and four athletes won medals. Due to this and other IOC supported programs, 72 NOCs in total were able to train and qualify athletes for Nagano, the highest number of NOCs ever to participate in an Olympic Winter Games.

For the *Olympic Games in Sydney*, Olympic Solidarity developed the Sydney 2000 scholarship program that provided funding to 632 deserving athletes from 121 developing NOCs to help pay for their training for the Games. Three out of four, or 472 of them, qualified to compete in Sydney. These scholarship holders won 28 gold medals, 20 silver medals, 20 bronze medals, and 92 certificates for reaching the finals in their events.

For those athletes who are not yet at the elite level, Olympic Solidarity provides two-year scholarships to *young promising athletes*, aged 15 to 18, who have the potential to reach international competitive standards but whose NOCs are not able to cover the cost of their training. Stressing the value of education to the youth, Olympic Solidarity structures the grants so they also cover the athlete's educational expenses. During the quadrennial, Olympic Solidarity provided 301 athletes from 95 NOCs with these scholarships.

- **Programs for Coaches.** Olympic Solidarity established this program to provide coaches from developing NOCs increased access to the latest training techniques and practices. The program allows coaches either to attend specialized courses and seminars or to receive instruction from a visiting top-level coach. Over the last four years, Olympic Solidarity provided 450 scholarships for coaches.
- **Programs for Sports Administrators and NOCs.** Because the NOCs play a central role in the development and coordination of sport in their areas, Olympic Solidarity operates a number of seminars aimed at helping the NOCs develop professional and well-educated sports administrators and helps fund some of their essential operations, including sport development. The IOC, through Olympic Solidarity and others, also provided funds to help defray the NOCs' costs of sending their athletes, administrators, and equipment to Nagano and Sydney. Olympic

Encouraging the Development of Sport

Solidarity also provided grants to each NOC, based on the size of its team, to reward the NOCs for contributing to the success of the Games.

For Nagano, Olympic Solidarity provided each participating NOC funds to cover the air travel for up to three athletes and one official, US\$6,000 to help defray logistical costs, and a maximum of US\$8,000 to help defray the cost of each NOC President's and Secretary General's travel and accommodation. These officers perform official duties representing their teams during the Games. For Sydney, partly due to the great amount of revenue generated by the IOC through the marketing of broadcast fees and worldwide sponsorships, SOCOG paid for the travel cost of every qualified athlete to the Games to help lessen the logistical expenses of bringing teams to Australia. SOCOG also allowed the teams to stay free of cost in the Olympic Village for the duration of the Games.

- **Programs with the Continental Associations.** Following the IOC's move to decentralize its activities with the NOCs, Olympic Solidarity increased its cooperation with ANOC and the continental associations. Olympic Solidarity's assistance to the Continental Associations consists of an annual contribution to their operating costs, funds for administrative meetings and seminars, and grants toward the development of their own continental programs. The Continental Associations, in turn, help Olympic Solidarity monitor and follow up on the various programs involving their member NOCs.
- **Program with the IFs.** This program financed by the IOC but managed by Olympic Solidarity was developed for the mutual benefit of both the IFs and Olympic Solidarity. Through this program, Olympic Solidarity augments the IFs' sports activities in developing areas. In return, the IFs provide critical technical assistance to Olympic Solidarity's sports programs.

Sport for All. Recognizing the social and health benefits derived from physical activity, the IOC created the Sport for All Commission to work with other international organizations to determine how to meet the challenge of enabling people, regardless of their age, sex, or social and economic status, to practice sports. The Commission's major activities are hosting a biennial congress of experts to exchange ideas on how to promote Sport for All, sponsoring the Olympic Day Run, and providing grants to national-level sporting events.

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- **Sport for All Congress.** The 1998 congress held in Barcelona, Spain, highlighted the need to strengthen the tie between sports activities and educational programs. The 2000 congress, held in Quebec, Canada, focused on modifications needed in government policies to encourage sport for all. The congresses were organized with assistance from the World Health Organization; the United Nations Educational, Scientific and Cultural Organization; the General Association of International Sports Federations; and the International Sports for all Federation. Both congresses drew over 700 participants from over 100 countries.

- **Sport for All Grants.** The Sport for All Commission provides US\$5-10,000 grants to approximately 15 events each year, about three per continent, which promote sports participation. Examples of the events

supported over the past four years include:

- The Sport and Culture for Peace Festival – Guinea Bissau, 2000
- The Carlisle Bay Water Festival – Barbados, 2000
- The National Sports Carnival for Women – Singapore, 2000
- Walking Day – Bulgaria, 1999
- The Solomon Islands Games – Solomon Islands, 2000

Other Support for Non-Olympic Sports. The IOC also provides direct grants to a number of non-Olympic sports competitions. Some examples include the competitions organized by:

- International Military Sports Council (CISM)
- International University Sports Federation (FISU)
- International Union of Police Sports (USIP)
- International Schoolsport Federation (ISF)

The Promotion of Women in Sport. The IOC's policies in this area aim to increase the participation of women in all areas of sport throughout the world. To achieve this objective, the IOC has instituted a number of activities at both the institutional and grassroots levels, in cooperation with Olympic Solidarity, the NOCs, the IFs, and other organizations.

The IOC established a "Women and Sport" Working Group to spearhead the IOC's activities in this area. The Working Group is composed of representatives of the athletes, the IOC, the IFs, and the NOCs, as well as experts on women's issues.

Encouraging the Development of Sport

One of the Working Group's major goals during this past quadrennial was to encourage increased participation by women in the Olympic Winter Games in Nagano, in the Olympic Games in Sydney, and at the executive levels of the Olympic Movement's governing bodies. As a result, women made up 36 percent of the participants in Nagano and 38 percent in Sydney. The IOC met its goal of having women represent at least ten percent of the membership and the Executive Board.

Olympafrica. In areas of the world where children have no outlets for their idle time, the introduction of sport and leisure activities is critical to ensuring their proper development. Supported by the IOC, the World Bank, DaimlerChrysler, and the French Cooperation, Olympafrica seeks to develop the local infrastructure and know-how necessary to cultivate the practice of sports and other recreational activities in underdeveloped areas of Africa. Local members of the community are employed to build and eventually manage the sports and recreational centers. These centers often are the only places dedicated for children's leisure activities and quickly evolve into centers where the youth learn lessons in not only sports but in basic values.

During the past four years, the IOC has helped Olympafrica realize its goals of completing the construction of 15 centers in varying African countries and initiating a "train the trainers" program. Through this program, Olympafrica is hoping to improve the management of its centers by sharing best practices. The program is managed, with assistance from the IOC administration, by the International Olympafrica Foundation in Dakar, Senegal.

Advancing Sports Sciences

In 1967, the IOC became the first sports organization to establish a Medical Commission. The Medical Commission's activity is founded on three basic principles: 1) the protection of the health of athletes, 2) the defense of medical and sports ethics, and 3) the insurance of an equal chance for everyone at the time of the competition. It funds, promotes, and coordinates research toward identifying both substances and actions harmful to the athlete and disseminates information to athletes, coaches, and administrators on maintaining the health of athletes through publications and seminars.

Progress has been made over the past quadrennial in the fight against doping, but the fight endures. The IOC's efforts to develop better detection methods are restricted by the limits of science and the need to be able to withstand court challenges. The latter is important, as the IOC is always cognizant of protecting the rights of the innocent athlete.

Advancing Sports Sciences

Advancing Sports Sciences

Despite the fact it is responsible for doping control only during the Olympic Games, the IOC has been working to protect the athletes' health, promote sports ethics, and defend fair play for more than thirty years. During the past quadrennial, the IOC, through its Medical Commission, has made progress by introducing blood testing and a test for erythropoietin (EPO) at the Olympic Games, establishing the World Anti-Doping Agency (WADA), and nurturing the developing field of sports sciences.

The Fight Against Doping.

The fight against doping has several components. The IOC has tried to foster progress in each of them.

Research. The IOC has concentrated its research funding this quadrennial on developing methods to detect the misuse of testosterone, human growth hormone (hGH), and EPO. In early 1997, the Medical Commission convened a meeting of top-rated scientists and researchers to address the areas of research needed to be conducted in order to establish valid detection methods. Despite the IOC's desire to test for these substances, it can only do so when the scientific community develops detection methods that will withstand legal challenges.

- **EPO.** The IOC funded four research teams' work on EPO. The final team, jointly funded by the Australian Government, developed a test based on both a blood and urine component that was used as an effective deterrent and test during the Olympic Games in Sydney. The implementation of this test represents the first time in Olympic history that the IOC extracted blood samples from the athletes to test for prohibited substances.
- **hGH.** The Medical Commission funded major research trying to develop a method to detect the misuse of human Growth Hormon. The hGH2000 project, jointly funded by the European Union, developed a promising indirect testing method. However, a panel of scientific experts determined much more research and experimentation was needed to make the test applicable for all athletes, under all conditions. There were also questions about whether the indirect method would stand up against legal challenges.

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- **Testosterone.** The IOC funded research to improve the ability to detect the difference between the concentrations of carbon in naturally occurring and artificial testosterone. The IOC also launched longitudinal studies to determine an athlete's naturally occurring level of testosterone. The work is ongoing.
- **Nutritional Supplements.** The Medical Commission warned athletes in 1999 that improperly labeled nutritional supplements could contain nandrolone, its building blocks, or other prohibited substances. At the same time, it called on governments to increase its oversight of the manufacture of these increasingly popular products. The research the IOC is continuing to fund is beginning to suggest the supplements may be contaminated with prohibited substances during the manufacturing process.
- **Asthma.** The prevalent use of steroid-based asthma treatments among elite athletes has raised questions. The IOC is funding research to precisely define asthma so that only those with true asthma can claim a medical exemption to take the steroid-based asthma treatments.
- **Gene Manipulation.** As the quadrennial was winding down, the IOC began to focus on an issue looming on the horizon – genetic doping. The IOC is beginning to gather information on the topic and will focus resources on defining the potential scope of this new threat.

List of Prohibited Substances and Methods. The Medical Commission maintains the list of substances and methods that participants in the Olympic Games are prohibited from using. The list is an essential component of the Olympic Movement Anti-Doping Code and has come to be used as the basis for year-round doping control activities by other organizations. The Commission reviews and publishes the list every year based on the best available science.

Accredited Testing Laboratories. The Medical Commission's goals during the last four years were to increase the geographical footprint of the laboratories it accredits to conduct doping control and to harmonize and standardize their processing and reporting procedures. The IOC accredited new laboratories in South America and Africa so now each continent has at least one accredited lab. It also mandated all accredited laboratories to comply with ISO Guide 25, which lays out a recognized method for processing and reporting laboratory results.

Advancing Sports Sciences

Doping Control. As the IOC is responsible for doping control during the Olympic Games, the Medical Commission works with the OCOG medical staff to conduct in- and out-of-competition tests on the athletes registered for the Games. During the Olympic Winter Games in Nagano, the IOC-NAOC medical team conducted 700 doping control tests. There were no doping cases determined. During the Olympic Games in Sydney, the IOC-SOCOG team performed 2,076 in-competition tests, 404 out-of-competition tests, and 307 EPO tests. The IOC found eleven athletes guilty of doping offenses.

World Anti-Doping Agency. Following the Lausanne Conference on Doping in Sport in February 1999, the IOC established and initially funded with US\$25 million the World Anti-Doping Agency. The independent Agency brings representatives of sport, government, science, and ethics together to promote a drug-free culture in sport. WADA served two important roles leading up to and during the Olympic Games in Sydney. It worked with the International Olympic Summer Sports Federations to conduct over 2,000 out-of-competition tests across 27 sports on athletes preparing for the Games. During the Games, WADA acted as the Independent Observer, observing all facets of the doping control program. Following the Games, WADA released its Independent Observer report, which found the doping control program was run fairly and professionally. The report also contained recommendations for improved procedures, which the Medical Commission is currently studying.

Promoting the Healthy Practice of Sport

The IOC has expanded its programs aimed at increasing the awareness of healthy sports practices and natural means by which to improve athletic performance.

Sports Medicine. The IOC-OCOG medical teams not only conduct doping control at the Olympic Games but also provide health care to athletes in need. In Nagano, the IOC-NAOC medical team staffed 26 competition venues, accommodation sites, and work facilities; provided 5,200 medical consultations; and treated 680 athletes. In Sydney, the IOC-SOCOG team staffed 78 competition venues, accommodation sites, and work facilities; provided 14,218 medical consultations; and treated 5,457 athletes.

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Biomechanics. The Medical Commission sponsored research projects studying ways of improving athletic performance by identifying proper sports mechanics and by making improvements to equipment. In the past, these efforts led to the development of fiberglass poles for pole-vaulting, aerodynamic enhancements to the bicycle, and improvements to athletic track surfaces. In Sydney, the IOC sponsored biochemical research projects in swimming to study the efficient flow of the body through water.

Women and Children and Sport. More is known about how the male body handles stress of training and performing at the elite levels than is known about how the bodies of women and children handle the same stress. The Medical Commission is trying to increase the research in these areas to be able to identify actions which lessen the chance for injury or the onset of other medical problems in women and children.

IOC Olympic Prize on Sports Sciences. The Medical Commission awards the IOC Olympic Prize, which is endowed by Pfizer, to outstanding researchers who study human movement during exercise and sport. The award recognizes the importance of continuing scientific research into these fields, which contributes to a better quality of life for those of all ages. The second IOC Olympic Prize, along with US\$250,000, was awarded at the 1998 Olympic Winter Games in Nagano to Professor Savio Woo (University of Pittsburgh, USA) for contributing to the field of sports medicine with innovations in the areas of joint function and injury recovery. The third IOC Olympic Prize, along with US\$500,000, was awarded at the 2000 Olympic Games in Sydney to Dr. John O. Holloszy, for demonstrating that endurance exercise training induces an increase in skeletal muscle mitochondria which in turn increases endurance.

IOC World Congress on Sports Sciences. The IOC World Congress, endowed by a sponsor, is hosted by the OCOG in the year before the Games to provide a forum for the world's leading sport medicine scientists to present their research (theoretical, applied, and clinical) to an international audience of physicians, therapists, scientists, and coaches. The goal is to transfer knowledge from the scientists to the coaches who train the athletes. To ensure coaches from all NOCs can benefit, Olympic Solidarity provides funds for coaches from developing NOCs to attend the conference. The theme of the Fourth World Congress in 1997 was "Training and Care of Athletes – Current Concepts and Technology." The theme of the Fifth World Congress in 1999 was "The Science and Medicine of Skilled Performance: Optimization, Injury Prevention, and Rehabilitation."

Advancing Sports Sciences

IOC Academy on Sports Sciences. The IOC brings together and maintains a community of the foremost experts in sports sciences to serve as an advisory panel to the Medical Commission. The group was most recently helpful in providing a peer review panel to vet the new test for EPO.

IOC-Pfizer Research Program. The Medical Commission runs this program in close collaboration with the IFs to research and develop advancements in the practice of sport. Past achievements from this program include the introduction of the V-style wedge formation now used by ski jumpers and the clap skate used by speed skaters. At least 6 projects have been selected to be implemented at the time of the Olympic Winter Games in Salt Lake City.

NOC Education. Olympic Solidarity works together with the Medical Commission of the IOC to organize courses in sports medicine for all those NOCs that express an interest. The goal is to transfer knowledge gained from the various research projects into the hands of coaches and administrators so the athletes benefit from it on the field of play. In the past quadrennial, selected experts taught close to 100 courses to officials working in developing NOCs.

Contributing to Society Through Sport

Contributing in ways within its realm of expertise, the Olympic Movement chooses to be an active part of society. In the most disadvantaged communities of the world, the IOC seeks to enhance the quality of people's lives and well being through sport. Helping those in need, therefore, is complementary to the IOC's mission to promote Olympism.

The IOC and its Olympic partners are not set up to provide hands-on assistance, so it works with inter- and non-governmental organizations, including several agencies of the United Nations, already in the field. In cooperation with these partners, the IOC seeks to turn sport into a diversion from conflict and despair and a vehicle for education, especially for the youth who so often make up the majority of the disadvantaged.

In some cases, the IOC's support is symbolic, but in most, it involves funding and technical assistance. During the past quadrennial, the IOC sponsored for regional discussions promoting peace and cooperation, provided food and sports equipment to refugees, added resources to the campaigns fighting the spread of AIDS and drug abuse, and delivered educational materials into the hands of coaches and teachers. The UN recognized the importance of the IOC's efforts in this area in the declaration of its Millennium Summit.

Contributing to Society Through Sport

Contributing to Society Through Sport

Because Olympism's vision is to contribute to the improvement of the individual and society, the IOC tries within its means to use sport to foster the harmonious development of men, women and children and their communities in the most dire of situations. The IOC's social efforts can be placed in three categories: engendering cooperation and peace, facilitating sport and leisure activities for the victims of conflict, and improving the well-being of people in need.

Peace and Cooperation

History has demonstrated that sport can bring people together despite their differences. The IOC works to support this notion.

The Olympic Truce. The Olympic Games, in both ancient and modern times, have shown that friendship, solidarity, and cooperation between peoples are possible, provided there is a will to achieve them. The IOC has revived the spirit of the Olympic Truce, the ancient pledge of warring Greek city-states to lay down their arms to allow the Olympic Games to take place, into an initiative to mutual understanding and peaceful competition among peoples in conflict. In 1999, the United Nations General Assembly passed a resolution supporting the observation of the Olympic Truce before the Olympic Games. A record 180 out of 188 Member States cosponsored the resolution.

The Two Koreas. A concrete example of the power of the Olympic Truce was demonstrated during the Opening Ceremonies of the 2000 Olympic Games when the teams of North and South Korea, technically still at war, marched together under one flag, the Peninsula Flag.

International Olympic Truce Center. In cooperation with the Government of Greece, the IOC established the International Olympic Truce Foundation and Center in 2000. The Center's mission is to promote international peace, friendship, and understanding, through sport and the Olympic Ideal. It will encourage contact between belligerents, facilitate humanitarian gestures in conflict-torn areas, and try to ensure that conflicts do not prevent youth from participating in the Olympic Games.

Year for a Culture of Peace. The United Nations proclaimed the Year 2000 the International Year for a Culture of Peace, an idea based on the principles which underlie the Olympic Truce initiative. The aim is to contribute to the development of

Contributing to Society Through Sport

values, attitudes, and behaviors that reflect and encourage social interaction and sharing based on the principles of freedom, justice, democracy, tolerance, and solidarity. Within this framework, the IOC and the United Nations Educational, Scientific and Cultural Organization (UNESCO) organized a World Conference on Education and Sport for a Culture of Peace in July 1999.

Peace Roundtables. The IOC organized several roundtables involving NOC representatives from countries involved in conflict. The roundtables were designed to foster an exchange of views concerning how sport can promote peace and understanding and what actions the Olympic Movement can undertake to promote the culture of peace within the regions. Roundtables were held for the Americas, the Balkans, Central Africa, East Africa, the Middle East, and Southeast Asia.

Inter-ethnic Sport Project. In Burundi, the IOC and the United Nations Development Program (UNDP) are jointly supporting an initiative to promote inter-ethnic tolerance and understanding through sport. During its first stage, 13,500 children from the different Tutsi and Hutu ethnic groups took part in traditional and popular sports activities, with an emphasis on inner-city events. In the second stage, IOC provided funds for buying sports equipment necessary to maintain the regular sports activities between the youngsters.

Victims Of Conflict

The IOC has been working to establish sports projects for victims of conflict in cooperation with the UN High Commissioner for Refugees (UNHCR), the NOCs in countries of asylum, and other organizations, such as the International Red Cross. Taking into account the needs of the most vulnerable refugees, women, children, and the elderly, the projects have simple objectives. Sports and recreational activities are blended with cultural pastimes so both youth and adults have access to activities that foster community building and alleviate the emotional stress faced by so many refugees and other victims of conflict.

Refugee Assistance. Until permanent solutions are found, governments often request UNHCR to provide emergency aid and longer-term assistance to refugees who have sought safety within their borders. Today, UNHCR and other agencies are

Contributing to Society Through Sport

trying to meet the subsistence needs of tens of millions of people, half of which are children. With the large number of youth involved, there is a great need for organized recreational activities.

The IOC has helped develop sports projects in nearly thirty refugee camps and resettlement areas on five continents. The projects are designed to offer structured sport and recreational activities for refugees whose social bearings have been destroyed by war and conflict. The activities provide opportunities to make friends, to overcome the idleness which is often a part of life in a refugee camp, and to build tolerance and understanding.

The IOC and UNHCR also launched an initiative to assemble sport kits containing basic sports equipment for refugee camps throughout the world. Each kit is designed to accommodate a population of 1000 people. Supported by NOCs, this project was developed for implementation in both current and future refugee situations; some kits have been put to use immediately, while others will be placed in storage for use in emergencies.

Several examples of the IOC's programs in support of refugees during this quadrennial follow.

- **Kenya.** The Kakuma camp was originally established to accommodate the "Lost Boys," the 10,000 young men who fled Sudan in the early 1990s to seek exile first in Ethiopia and ultimately in Kenya. The camp grew to eventually become home to refugees of more than ten nationalities, comprising more than forty different ethnic groups. The IOC worked with the UNHCR and the Government of the Netherlands to develop a sports project. The refugees volunteered much of the labor to build the infrastructure, and refugee coordinators organized regular practice and training programs as well as matches for participants. The local host community also has been included, and a new playing field was built adjacent to the camp, where games were organized between the refugee teams and local teams.
- **Balkans.** In cooperation with the UNHCR and the Balkan NOCs, the IOC has been working to establish sports projects for refugees from Kosovo. In addition, a special appeal has been launched to NOCs in industrialized countries in Europe, requesting they fund the purchase of sporting equipment, which will be used both in refugee camps and in resettlement areas in Kosovo.

Contributing to Society Through Sport

- **Nepal.** When civil unrest struck Bhutan, refugees fled to neighboring Nepal. The IOC worked with the Nepalese National Sport Council, the Nepal Olympic Committee, and UNHCR to establish a sports program. The Program involved children from the local host population as well, providing equipment and lightweight infrastructure to the local schools for their own sports programs. In addition to providing equipment, the program enabled dozens of sports teachers from each participating camp to take part in nine-day training programs and a similar number of sports instructors from local schools to take part in three-week training programs.
- **Rwanda.** The conflict in Rwanda took a heavy toll on the country's youth. The IOC provided sports equipment and infrastructure to the centers run by the International Committee of the Red Cross for unaccompanied children. Providing recreational activities for these children is critical to their health and emotional well being.
- **Guinea.** Nearly 700,000 Liberians and Sierra Leonians alone have taken refuge in Guinea. The IOC and UNHCR have set up a project to help provide sports equipment, training, coaching materials, etc., for the refugees and host population.
- **Tanzania.** In 1998, the IOC and UNHCR began cooperating in Tanzania by launching a sport program in six refugee camps populated by Congolese (formerly Zairian), Rwandese and Burundian refugees. The combined population of these camps was two hundred thousand. The IOC project provided equipment and lightweight infrastructure, as well as uniforms, training, and materials for coaches and supervisors, so school children, youth groups, and adults could all take part in social and recreational activities.

Rebuilding Efforts. After peace is established, there is still a great deal of work to be done to reestablish social structures and the community. The IOC works with local organizations to try to reestablish the practice of recreational activities and to redevelop sports facilities.

- **East Timor.** When peace was restored to East Timor, the IOC worked with the UN and local leaders to rebuild the sports facilities on the island. Since the conflict had interrupted the training of athletes preparing for the 2000 Olympic Games, the IOC worked with the relevant IFs to identify qualified athletes and, through Olympic

Contributing to Society Through Sport

Solidarity, funded their training and travel to Sydney. As a result, four East Timorese athletes competed in the Games under the Olympic flag.

- **Guatemala.** Guatemalan refugees returned to their home regions from other areas within Guatemala and Mexico following the establishment of peace in their country. The IOC launched a sports program, implemented by UNHCR and the Guatemalan NOC, which helped encourage the refugees living in resettlement zones to rebuild their communities.

People In Need

Not all humanitarian crises arise out of conflict. Unfortunately, urban crime, extreme poverty, and a lack of resources are only a few of the causes of poor living conditions. In each case women and youth are disproportionately affected. The IOC works with various partners to initiate programs aimed at improving the well being of people through sports-related remedies.

Recreational Versus Unproductive Activities. Many societies are struggling to keep their youth away from unproductive and violent activities. The IOC is working with NOCs to develop recreational activities that are positive influences in children's lives. In Medellin, for instance, the Colombian NOC and the IOC developed the "Football for Peace" program to teach essential social values to youth who were formally involved in the drug trade.

Sport in Rural Communities. The IOC is working with the UN Food and Agriculture Organization (FAO) to develop sports programs in rural areas where the communities usually do not have the resources to build sports facilities for the youth. The IOC and FAO worked with the local NOCs to initiate several projects in Africa, Asia and South America to provide the basic sports equipment and facilities needed to play the sport and recreational activities of their choice. By doing so, the organizers hope to promote a healthy way of life, strengthen the community structure, and stem the exodus from the countryside to the cities.

Contributing to Society Through Sport

Employment Through Sport. The International Labor Organization (ILO) and IOC are working together to identify ways of providing assistance to young people who have been saved from exploitative labor situations or from the front lines. One way will be by training participants to manufacture sporting equipment. The ILO and IOC are working to develop a pilot project in Guinea-Bissau to train former combatants to work in the sporting goods manufacturing industry.

Preventive Education Through Sport. Because sports stars gain fame and popularity, they are effective voices in the fight against a number of problems plaguing developing societies. The IOC, IFs, and NOCs are working with a number of partners, including the UN Development Program, to communicate messages against the spread of drug abuse, AIDS, and poverty.

Conferences and Seminars. The IOC also provides technical assistance to humanitarian organizations by hosting or contributing to a number of conferences and seminars on social issues. For instance, the IOC hosts the annual International Olympic Forum for Development, at which governmental and non-governmental representatives discuss policies and best practices for providing technical assistance to developing countries.

The Bid Crisis and IOC Reform

The key activities of the end of 1998 through 1999 can be grouped into two categories: the reaction to the crisis and the implementation of reforms.

The IOC reacted swiftly and decisively to the Salt Lake City bid crisis. The Executive Board through an ad hoc Commission investigated the facts quickly and thoroughly, and the membership expelled or publicly sanctioned their colleagues who had acted improperly. The IOC accomplished this before the end of March. At the same time, it also prohibited member visits to candidate cities for the 2006 Olympic Winter Games and appointed a permanent and independent Ethics Commission, the majority of whose members came from outside the IOC. The Ethics Commission then proposed a Code of Conduct, which was adopted by the IOC before the end of June.

Had the IOC merely wanted to react to the bid crisis, those actions would have been a complete response. The IOC dealt with the unacceptable behavior by some members and put a new mechanism in place to prevent anything similar from happening again.

But at the urging of President Samaranch, the IOC went further. It engaged in a consultative process to develop support for reform beyond the actions taken to deal directly with the crisis. The IOC was determined to use the crisis to accomplish many changes that might otherwise not have been possible. As a result of the bid crisis and ensuing reform, the IOC enters the 21st Century renewed – more contemporary, more responsive, and more transparent. The reforms have adapted the organization to contemporary practices; yet, the IOC still possesses the characteristics that have enabled the Olympic Movement to flourish to the point that it has become the most important sports movement in the world.

The Bid Crisis and IOC Reform

Bid Crisis and IOC Reform

The IOC was the first to investigate the discovery of factual evidence of wrongdoing related to the Salt Lake City bid. The IOC was also the first to publish its report and take action. It acted swiftly and definitively.

Immediately after a news report purported to have discovered factual evidence of wrongdoing, President Samaranch began inquiring into the validity of the report. A week later, he sent an official letter of inquiry to SLOC. A little more than a week after that, the Executive Board launched a full investigation into the matter. Six weeks later – only two months after the initial report of wrongdoing aired – the IOC had acted in response to the bid crisis.

These early actions to sanction the wrongdoers eventually set into motion one of the most extensive reform efforts the IOC has ever seen.

The Bid Crisis

Initial Revelation. On November 24, 1998, the Salt Lake City media reported that the Salt Lake City Bid Committee allegedly had funded the education of an IOC member's daughter. Allegations of unethical behavior involving Salt Lake City bid officials and an IOC member appeared on a local Salt Lake City TV station. The document at the center of these allegations was later proven a forgery, but officials of SLOC upheld the validity of the information it contained.

IOC Initial Reaction. On December 1, 1998, the IOC President sent a letter to SLOC asking for more information regarding the news reports. He also requested the IOC Juridical Commission to review the issue of the alleged scholarship. The Juridical Commission recommended the appointment of an ad hoc commission to investigate the circumstances related to the Salt Lake City bid. On December 11, 1998, the IOC Executive Board appointed the ad hoc commission and set the internal investigation in motion.

Scope of IOC Investigation. The IOC was the first organization to call for an inquiry. The IOC Executive Board expanded the investigation to include host city elections from as far back as 1990. The IOC President wrote to each bid committee or NOC responsible for those bids requesting evidence of IOC member wrongdoing. The ad hoc Commission investigated all tangible, substantiated evidence supplied.

The Bid Crisis and IOC Reform

SLOC and USOC Investigations. After the initiation of the IOC investigations, both the Salt Lake Organizing Committee (SLOC) and the United States Olympic Committee (USOC) launched investigations. SLOC Board of Ethics' investigation, which had access to more information than did the IOC's ad hoc Commission, revealed more allegations of wrongdoing. The IOC ad hoc Commission added these to its review. The USOC's Special Bid Oversight Commission, led by former Senator Mitchell, revealed what it considered to be deficiencies in the USOC's and IOC's procedures. The IOC addressed the issues considered by the "Mitchell Report" in its reform process.

Adjudicative Action at the 108th Extraordinary Session. As a result of the IOC investigation, the IOC membership voted to expel six members. Four under investigation had resigned before this time, and one had died. Ten other members received warnings.

IOC Reform

The 108th Extraordinary Session also set into motion what would become an extensive review and reform process touching upon all aspects of the organization. Some of the reforms, such as the creation of the Ethics Commission, were recommended by the Executive Board and immediately enacted by the membership. The majority, however, resulted from a thorough review process undertaken by the IOC 2000 reform commission.

IOC Ethics Commission. One of the most significant structural reforms was the creation of the IOC Ethics Commission by the 108th Session. The Commission is charged with ensuring ethical standards for IOC members are clear, applied, and enforced.

Judge Keba Mbaye, IOC member and former vice president of the International Court of Justice, heads the Commission. He is joined on the Commission by five independent persons and two other IOC members: Howard Baker, former U.S. majority leader (Mr. Baker is vacating his seat due to his being nominated to become US Ambassador to Japan.); Charmaine Crooks, IOC member and five-time Olympian; Javier Perez de Cuellar, former United Nations secretary general; Robert Badinter, former French Constitution Court president; Kurt Furgler, former Swiss president; Chiharu Igaya, IOC member, corporate director, and silver medallist; and Sir Ninian Stephan, former Australian governor general.

The Bid Crisis and IOC Reform

Code of Ethics. The Commission's initial work resulted in the adoption of a Code of Ethics and changes to rules 20 and 25 of the *Olympic Charter* at the 109th Session in June. The IOC Code of Ethics governs the actions of IOC members and those of the officials of candidate cities for the Olympic Games and OCOG as they interact with IOC members. The amendments to the Charter enhanced and clarified the powers of the IOC Executive Board to sanction and suspend members for unethical behavior.

Interim Procedure for the Election of the Host City of the 2006 Olympic Winter Games. Another of the reforms the IOC immediately enacted at the 108th Session concerned the election procedure for the 2006 Winter Games. Under this interim procedure, gifts and member visits to bid cities were banned and a selection college was instituted to choose the two finalist cities from the field of six.

Increased Transparency. Throughout the reform process, the IOC steadily increased its transparency. At the 108th Session, the IOC published its financial accounts, audited by PriceWaterhouseCoopers. Later in the year, it opened to the media the plenary sessions of the IOC 2000 Commission and, for the first time, the annual meeting of the membership, the 109th Session in Seoul. Today, the media can cover all the Sessions.

IOC 2000 Reform Commission. The 108th Session also created IOC 2000, a reform commission with a broad mandate to review all facets of the organization, including its structures, policies, and procedures. The Commission broke out into three sub-commissions to review the IOC's composition and structure, the host city election process, and the future role of the IOC. Over the course of several working group meetings during the summer of 1999, IOC 2000 built consensus on 50 recommendations that it presented to the 110th Session for approval by vote.

A 26-member Executive Committee, comprised equally of IOC members and external personalities, governed IOC 2000's general membership of 82. IOC 2000's general membership included top leaders of international sports organizations, senior business executives, academics, sponsor and television broadcast partner representatives, and internationally known public figures. It also included the ten members of the IOC Athletes Commission elected by their peers during the last Olympic and Winter Olympic Games.

The Bid Crisis and IOC Reform

Among the members of IOC 2000 were: Boutros Boutros-Ghali, former UN secretary general; Henry Kissinger, former US secretary of state; Paul Allaire, Xerox chairman; Michel Barnier, French senator; Dick Ebersol, NBC Sports chairman; and Thomas Stoltenberg, former Norwegian foreign minister.

110th Extraordinary Session. The IOC called a second extraordinary session in 1999 to discuss and vote on the IOC 2000 reform recommendations. The IOC membership unanimously adopted all 50 reforms recommended by IOC 2000.

Among the major reforms adopted were:

- the setting of the eventual composition of the IOC membership to a maximum of 115, 15 active Olympic athletes, 15 from NOC senior executives, 15 from IF senior executives, and 70 individuals
- the enlarging of the IOC EB to better reflect the new composition of the IOC membership
- the creation of a nomination and screening process for membership to the IOC
- the application of eight-year, renewable terms of service
- the lowering of the age limit for membership to 70 years
- the application of term limits to the IOC presidency
- the addition of a bid acceptance procedure that would review the organizational capacity of the interested cities in order to accept them as candidates
- the elimination of member visits to the candidate cities
- the signing of an agreement between the bid cities and their NOCs outlining the obligations of each party, the applicable code of conduct, and the sanctions for breach of the terms
- the publishing of additional financial reports that clearly illustrate the flow of the sources and uses of IOC revenues in order to enhance its financial transparency
- the eventual requirement that every entity that receives funds from the IOC provide the IOC an accounting of the use of those funds, again, to enhance financial transparency
- the limitation of both the number of events and athletes at the Summer Games in order to control the growing size of the Games and the resulting managerial challenges
- the distribution to athletes of “passports” containing all necessary information to carry out efficient doping controls and to monitor the athletes’ health
- the refusal of participation in the Games to sports that do not apply the Olympic Movement’s Anti-Doping Code or perform out-of-competition testing

Silver Linings

Organizational reform was not the only benefit from the outset, President Samaranch was determined that good would come from the crisis. The tremendous amount of interest in the crisis made the IOC recall the importance of several key principles that will continue to guide its actions in the future.

Uphold the Olympic Values. Perhaps the greatest message that resonated during the crisis was: get back to the values. It soon became clear that the reason the public was so concerned by the thought that unethical behavior was connected in some way to the Olympic Games is because they hold the Olympic values so dearly.

Since their inception by a group of men drawn from the international peace movement, the Olympic Games have always been about more than just sport. In addition to highlighting the best of elite sport, they celebrate humanity by bringing the world's best young athletes together to rejoice in peaceful and fair competition. It is a time when the global population experiences the world as we all want it to be.

This understanding was drawn not from intuition alone but from polling and research, which confirmed the public's interest in the Games, their appreciation of the Olympic values, and their disappointment in the IOC for not seeming to uphold those values.

While everyone appreciates the Olympic Games for slightly different reasons, the values of Olympism are described today as being: harmony between body and mind, excellence within oneself, integrity in action, respect for one another, and joy in effort. The IOC is trying to ensure its programs and activities convey these essential values.

Be Responsive. The Olympic Movement is loosely defined by the community of people who agree to follow the *Olympic Charter*. When you consider the number of people involved with the IFs, NOCs, OCOGs, and elite athletes around the world, the community is vast and diverse with each segment of the movement having its own needs. During the reform phase, each segment had its own distinct ideas and requests, but they had a common desire: a more responsive IOC.

The Bid Crisis and IOC Reform

Key elements of the reforms have resulted in the opening of the nominations process to all Olympic parties, the reservation of 15 member positions for the active athletes, NOCs, and IFs, and the reservation of Executive Board seats for the same three groups. All three have a greater voice in the governance of the Olympic Movement, which will help the IOC remain responsive to their needs.

While nearly a third of the IOC membership are Olympians, the election of active athletes as IOC members is perhaps the most far-reaching reform. The IOC will now be responsive to the needs of the active athletes who provide the magical moments during the Olympic Games.

Openness. While the IOC is a private organization run entirely with private money, it realizes it is the trustee of an event that is cherished by the world. Moreover, the Olympic Movement touches the lives of millions of people, from athletes training to fulfill a dream to their fans who vicariously live through them to the coaches who provide the training, and so on. People are interested in what the IOC is doing because in some way it affects them. The IOC has opened its general membership meetings to the media and is providing them with more information so they can better report on the activities of the Movement. The IOC is enhancing its overall communications activities, especially by improving its web sites so the public can access information directly.

Contemporary. While the IOC is not a corporation, it is the trustee of an event dear to many people and which generates a great deal of revenue. The IOC used the reform movement to update a number of its policies and procedures governing its operations. It will continue to update them in accordance with the best contemporary operating procedures.

The Games

Every quadrennial the Olympic Games and the Olympic Winter Games are the focus of the IOC's activity. They are a global celebration of sport that brings the world together for 16 days and 17 nights. Each Games brings its own memories, accomplishments, and innovations, and leaves an indelible mark in Olympic history.

The past quadrennial was blessed with the two best-organized Games in Olympic history. Both host cities embodied undying hospitality and goodwill. In return, the athletes of the world produced some very memorable moments. From Hiroyasu Shimizu's wizardry on ice to Hermann Maier's comeback on snow, Nagano produced magical moments. Two years later, Sydney did the same, from Cathy Freeman's fulfillment of her destiny on the track to Eric Moussambani's fulfillment of a dream in the pool.

Salt Lake City, Athens, and Turin are waiting in the wings to deliver even better editions of the Games.

The Games

The Games

During the past quadrennial, the Games got bigger and better. More athletes from more NOCs entertained more people around the world than in any other time in Olympic history. With the growth of the Games came important innovations in their organization that have contributed to the evolution of the world's greatest sports spectacle.

Nagano. In Nagano, 2,302 athletes from 72 NOCs competed in 68 events. This compares to the 1,821 athletes from 66 NOCs that competed in 61 events in Lillehammer. 1,275,500 ticketed spectators took in the action, 45,500 more spectators than those in Lillehammer. 11,408 representatives of the media were on hand to capture the stories and broadcast the Games, as compared to the 7,888 representative of the media who were there in Lillehammer. The great organization of these Games brought about a number of accomplishments and innovations.

- **New Sports and Disciplines.** One new sport, curling, made its debut in Nagano. Snowboard and women's ice hockey were added to the program as new disciplines.
- **NHL Participation.** For the first time, the National Hockey League supported their players' participation in Olympic ice hockey. The league suspended play to allow the players to participate in the Olympic tournament.
- **ORIS.** The Olympic Results and Information Services (ORIS) program made a triumphant debut in Nagano. ORIS outlined the technological requirements for each sport and discipline so every technology partner understood what had to be delivered in each area. The result was a highly effective and efficient delivery of Games-time information.
- **Most Successful Winter OCOG Marketing Program.** The Nagano marketing program generated more than US\$300 million, three times more than that raised by Lillehammer and nearly five times more than what was originally forecast. Nagano organizers sold 88.9 percent of tickets, which broke the record of 87.3 percent sold set by Lillehammer.

The Games

- **Web Site.** The 1998 Olympic Winter Games were the first Winter Games to have its own web site. At the time, the Nagano web site, www.nagano.olympic.org, was the most heavily used technology-based application in history.

Sydney. The 2000 Olympic Games in Sydney were simply the best. 10,600 athletes from 199 NOCs participated in 300 events. 20,000 representatives of the media were on hand to capture the stories and broadcast the Games to 3.7 billion people. The organization of the Games brought about a number of accomplishments and innovations.

- **The Two Koreas.** The IOC worked with the NOCs of North and South Korea to reach an agreement to march together during the opening ceremony in Sydney. In a show of solidarity, the two teams marched together behind the Peninsula flag for the first time in history.

- **East Timor.** When peace was restored to East Timor, the IOC worked with the relevant IFs to identify qualified athletes and, through Olympic Solidarity, funded their training and travel to Sydney. As a result, four East Timorese athletes competed in the Games under the Olympic flag. The IOC continues to work with local officials to rebuild the East Timorese sports infrastructure.

- **Respect of the Concerns of the Indigenous Peoples of Australia.** Early in its work, the IOC Coordination Commission established a working group to address issues raised by the indigenous peoples of Australia. By Games-time, the IOC and Sydney organizers had worked to address most of their concerns.

- **Tough Stand Against Doping.** The IOC made a number of significant improvements to its doping control policies and procedures. The IOC Medical Commission introduced out-of-competition testing, blood sampling, and a test for EPO for the first time in Olympic history. The IOC also invited WADA to participate as an observer of all aspects of doping control. WADA, before the games, conducted more than 2,000 out-of-competition tests across 27 sports on athletes training for the Games.

The Games

- **Travel and Accommodation for Olympic Teams.** For the first time, the organizing committee paid for the travel of all qualified athletes to the Olympic Games. They also were allowed to stay free-of-charge in the Olympic Village for the duration of the Games.
- **New Sports.** The 2000 Olympic Games were the debuts for two new Olympic sports, taekwondo and triathlon.
- **High mark for Women in the Games.** The participation of women athletes in the 2000 Olympic Games broke all previous records. Thirty-eight percent of the athletes were women, up from 34 percent in the previous Games. The teams of 190 of the 199 NOCs included women, 17 more than did in Atlanta. For the first time, women participated in the same number of team sports as did the men. The only individual sports in which women did not participate were boxing and wrestling.
- **Green Games.** Thanks to a head start provided by Sydney's existing environmental policies and practices, the 2000 Olympic Games were the greenest in history. Sydney Olympic Park itself was the subject of the largest land regeneration project in Australia.
- **Most Successful Olympic Marketing Program.** The marketing rights for the 2000 Olympic Games generated US\$2.6 billion. The IOC through the marketing of broadcast rights and worldwide sponsorships generated 72 percent of this total. The other 28 percent was generated by SOCOG marketing, itself the most successful OCOG marketing program. SOCOG generated US\$315 million from local sponsorships, US\$356 million from tickets, and US\$66 million from licenses.
- **Most Coverage / Largest TV Audience.** Broadcast reach, coverage, and viewership all broke records.
- **Olympics Live Sites.** An innovation developed by the Sydney organizers, Olympics Live sites were set up in parks around the city where people could gather to watch Games action on big screens. These sites brought the excitement and spirit of the Games to those who were unable to purchase tickets.

The Games

- **Transfer of Olympic Knowledge (TOK).** Working with the Sydney organizers, the IOC developed a program to effectively capture knowledge related to the organization of the Games and transfer it to successive OCOGs. The aim is to continue to refine best practices in each of the core organizing functions. A set of information, including videos, guides, operating manuals, and workshops was developed in Sydney and is now being used by the Salt Lake City, Athens, and Turin organizers.

Future Games

Although the IOC focuses on the Games most at hand, it is always working with the organizers of two or three other Games at different stages of their development. During this period, SLOC was up and running, and Athens and Turin were elected as future host cities.

2002 Olympic Winter Games in Salt Lake City. SLOC is on track to deliver high quality Winter Olympic Games. The 1977-2000 quadrennial was a tough but successful period for the Salt Lake City organizers. The bid scandal brought separate challenges for SLOC, but SLOC Board hired a new management team that brought new momentum to the organization. During this period, the organizers built several first-rate venues, expanded the organization to staff key Games organization functions, and trimmed the budget to a more realistic figure.

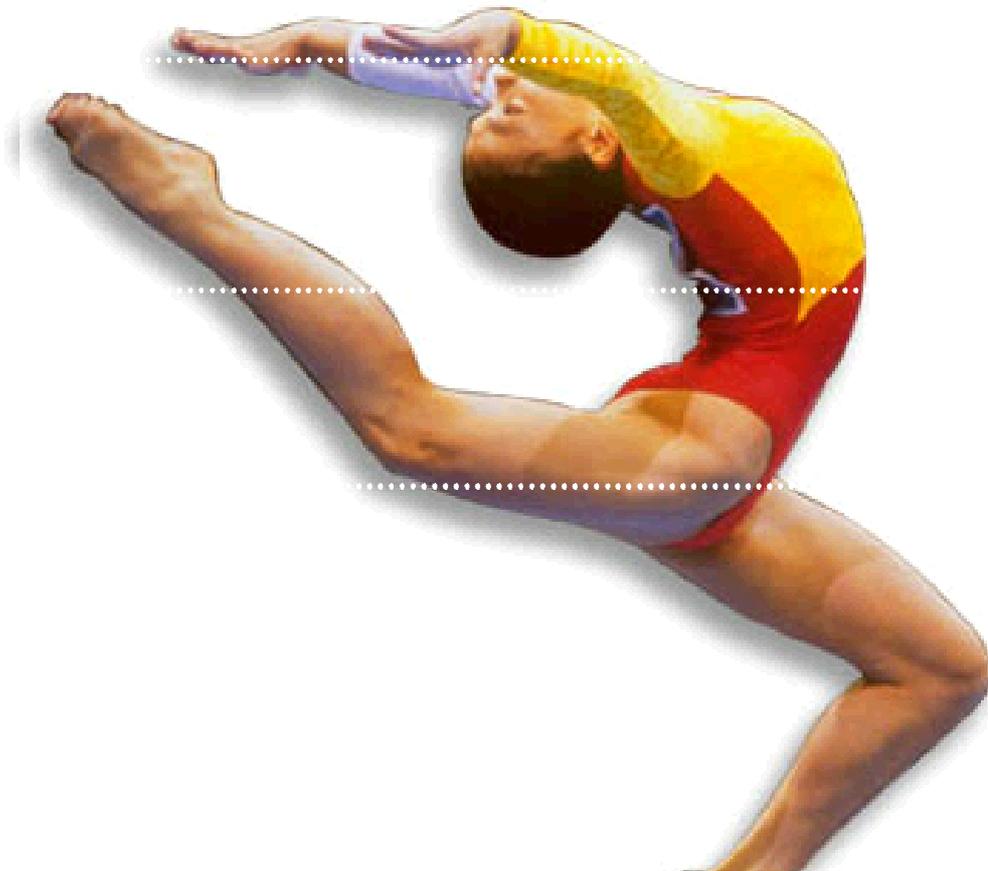
2004 Olympic Games in Athens. By the end of 2000, Athens organizers had worked hard to put their organization back on track. Athens was elected to host the 2004 Olympic Games in 1997. While the early years of an OCOG's life are meant to be focused on signing fundamental agreements and other procedures, by the third year the organization should be taking shape with a clear direction mapped out. For a number of reasons, not all of them its fault, ATHOC found difficulty in putting the proper foundation in place. By late 1999, the IOC became so concerned about ATHOC's future success that it publicly warned ATHOC and the Greek Government that they were failing to achieve important milestones along the critical path of

The Games

organizing the Games. The Prime Minister became personally involved, and a new team was called in to lead ATHOC. With the renewed focus of the Government and the dedication of the new management team, ATHOC was able to regain a posture that should eventually lead to its success.

2006 Olympic Winter Games in Turin. Turin's organizers are where they need to be in the life cycle of their organization. The IOC elected Turin to host the 2006 Winter Olympic Games in 1999. Since then, the organizers have been working with the IOC, the Italian NOC, and local government authorities to establish the fundamental agreements that will lead to the organization of the Winter Games.

The Structure of the IOC



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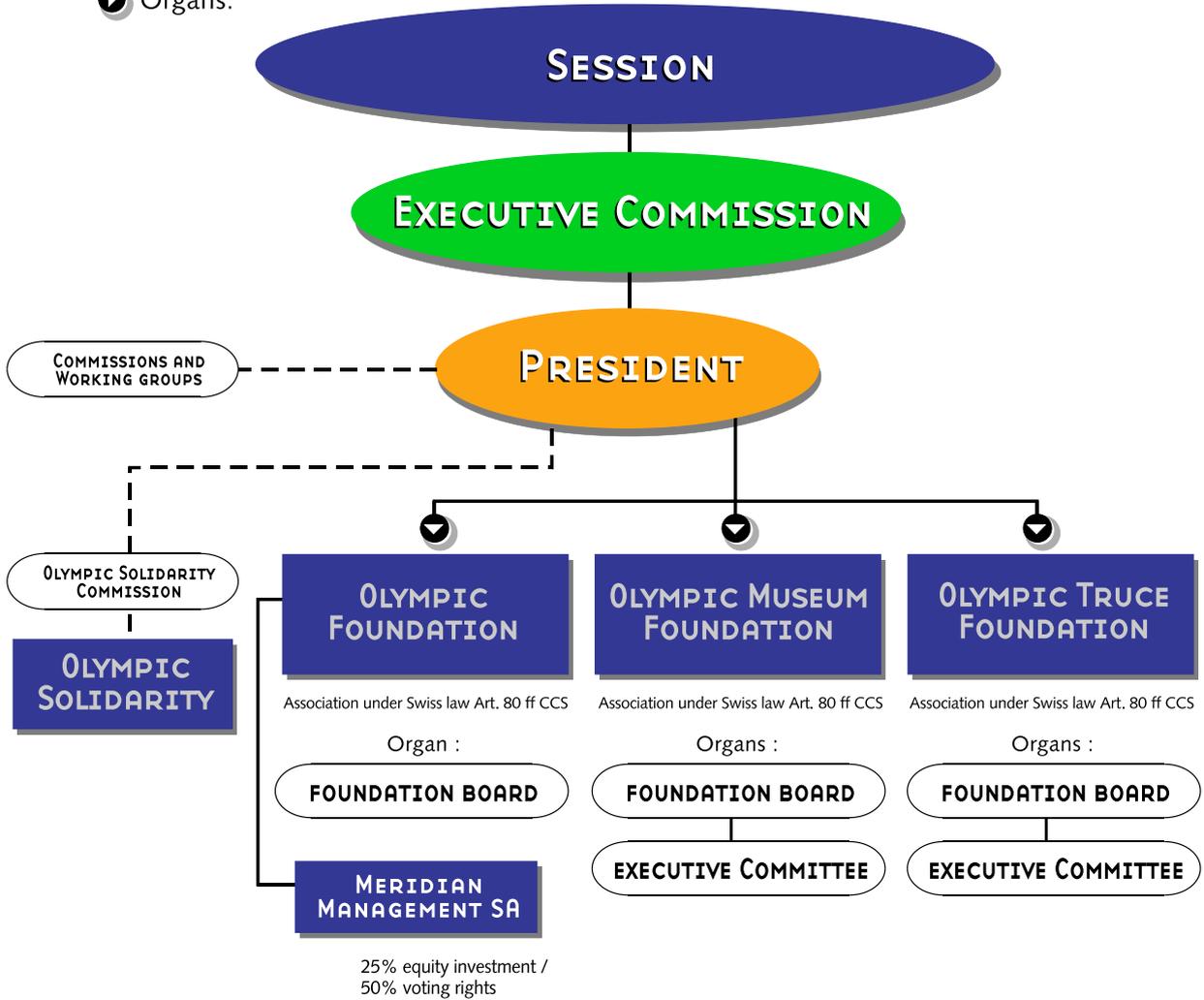
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STRUCTURE

INTERNATIONAL OLYMPIC COMMITTEE

Non-governmental organization – Association under Swiss law Art. 60 ff CCS

▶ Organs:



The session-list of members

1. 1963 Mr João HAVELANGE (Brazil)
2. 1963 Mr Marc HODLER (Switzerland)
3. 1964 Prince Alexandre de MERODE (Belgium)
4. 1965 Mr Mohamed MZALI (Tunisia)
5. 1966 HE Mr Juan Antonio SAMARANCH (Spain)
6. 1971 Mr Vitaly SMIRNOV (Russia)
7. 1973 HE Juge Kéba MBAYE (Senegal)
8. 1974 HE Mr Mohamed ZERGUINI (Algeria)
9. 1976 Mr Peter TALLBERG (Finland)
10. 1977 Mr Richard Kevan GOSPER, A.O. (Australia)
11. 1977 Mr Niels HOLST-SORENSEN (Denmark)
12. 1977 Mr Shagdarjav MAGVAN (Mongolia)
13. 1978 Hon. Tan Seri HAMZAH Bin HAJI ABU SAMAH (Malaysia)
14. 1978 Mr Richard POUND, Q.C. (Canada)
15. 1981 Mr Vladimir CERNUSAK (Slovakia)
16. 1981 Mr Nikos FILARETOS (Greece)
17. 1981 Mr Zhenliang HE (The People's Rep of China)
18. 1981 Mrs Flor ISAVA FONSECA (Venezuela)
19. 1982 Mr Franco CARRARO (Italy)
20. 1982 Mr Phillip Walter COLES (Australia)
21. 1982 Mr Ivan DIBOS (Peru)
22. 1982 Mr Chiharu IGAYA (Japan)
23. 1983 Mr Anani MATTHIA (Togo)
24. 1983 Mr Roque Napoléon MUÑOZ PENA (Dominican Rep.)
25. 1983 HE Mr Pal SCHMITT (Hungary)
26. 1984 HRH Princess Nora de LIECHTENSTEIN (Liechtenstein)
27. 1985 Major General Henry ADEFOPE (Nigeria)
28. 1985 Mr Francisco ELIZALDE (Philippines)
29. 1985 HRH Prince Albert de MONACO (Monaco)
30. 1986 HE Mr Un Yong KIM (Republic of Korea)
31. 1986 Mr Lambis NIKOLAOU (Greece)
32. 1986 Ms Anita DEFRANTZ (United States)
33. 1987 Mr Ivan SLAVKOV (Bulgaria)
34. 1987 Mr Anton GEESINK (The Netherlands)
35. 1988 HRH The PRINCESS ROYAL (Great Britain)
36. 1988 Mr Fidel MENDOZA CARRASQUILLA (Colombia)
37. 1988 Mr Tay WILSON (New Zealand)
38. 1988 Mr Ching Kuo WU (Chinese Taipei)
39. 1988 Mr Ram RUHEE (Mauritius)
40. 1988 Mr Sinan ERDEM (Turkey)
41. 1988 Mr Willi KALTSCHMITT LUJAN (Guatemala)
42. 1988 Major General Francis NYANGWESO (Uganda)
43. 1988 Mr Borislav STANKOVIC (Yugoslavia)
44. 1989 Mr Fernando Ferreira Lima BELLO (Portugal)
45. 1989 Mr Walther TROEGER (Germany)
46. 1990 Mr Shun-ichiro OKANO (Japan)
47. 1990 M. Richard CARRION (Puerto Rico)
48. 1990 Dr Nat INDRAPANA (Thailand)
49. 1990 Colonel Antonio RODRIGUEZ (Argentina)
50. 1991 Mr Denis OSWALD (Switzerland)
51. 1991 Dr Jacques ROGGE (Belgium)
52. 1991 Mr Mario VAZQUEZ RAÑA (Mexico)
53. 1991 Dr Thomas BACH (Germany)
54. 1992 Cheik Ahmad Al-Fahad AL-SABAH (Kuwait)
55. 1994 Mr James L. EASTON (United States)
56. 1994 Mr Craig REEDIE (Great Britain)
57. 1994 Mr Mohamad Bob HASAN (Indonesia)
58. 1994 Mr Mario PESCANTE (Italy)
59. 1994 Mr Gerhard HEIBERG (Norway)
60. 1994 Prof. Arne LJUNGQVIST (Sweden)
61. 1994 Mr Austin Llewellyn SEALY (Barbados)
62. 1994 Mr Robin MITCHELL (Fiji)
63. 1994 HE Mr Alpha Ibrahim DIALLO (Guinea)
64. 1994 Mr Alex GILADY (Israel)
65. 1994 Mr Shamil TARPISCHEV (Russia)
66. 1994 Mr Valeriy BORZOV (Ukraine)
67. 1995 *Mr René FASEL (Switzerland)*
68. 1995 Mr Jean-Claude KILLY (France)
69. 1995 Mr Sam RAMSAMY (South Africa)
70. 1995 Mr Reynaldo GONZALEZ LOPEZ (Cuba)
71. 1995 Mr Olegario VAZQUEZ RAÑA (Mexico)
72. 1995 Mr Antun VRDOLJAK (Croatia)
73. 1995 Mr Patrick HICKEY (Ireland)
74. 1995 Mr Toni KHOURI (Lebanon)
75. 1995 Mrs Vera CASLAVSKA (Czech Republic)
76. 1995 *Mr Mustapha LARFAOUI (Algeria)*
77. 1996 Syed Shahid ALI (Pakistan)
78. 1996 Mr Ung CHANG (Democratic People's Republic of Korea)
79. 1996 Mrs Gunilla LINDBERG (Sweden)
80. 1996 Mr Julio César MAGLIONE (Uruguay)
81. 1996 Mr Kun Hee LEE (Korea)
82. 1996 Mr Tomas Amos Ganda SITHOLE (Zimbabwe)
83. 1996 *Mr Hein VERBRUGGEN (The Netherlands)*
84. 1996 *Mr Ottavio CINQUANTA (Italy)*
85. 1996 *HRH The Infanta Doña Pilar de BORBON (Spain)*
86. 1996 Mr Guy DRUT (France)
87. 1996 *Mrs Shengrong LU (The People's Rep of China)*
88. 1998 Mrs Irena SZEWINSKA (Poland)
89. 1998 S.A.R. le Grand-Duc Henri de LUXEMBOURG (Luxembourg)
90. 1998 Major General Mounir SABET (Egypt)

The session-list of members

In protocol order (year of election)

91. 1998 Mrs Nawal EL MOUTAWAKEL (Morocco)
92. 1998 M. Melitón SANCHEZ RIVAS (Panama)
93. 1998 Dr Leo WALLNER (Austria)
94. 1998 HRH The Prince of ORANGE (The Netherlands)
95. 1998 Mr Ser Miang NG (Singapore)
96. 1998 Mr Samih MOUDALLAL (Syria)
97. 1999 *Mr Joseph BLATTER (Switzerland)*
98. 1999 *Mr Lamine DIACK (Senegal)*
99. 1999 Mr Roland BAAR (Germany)*
100. 1999 Mr Sergey BUBKA (Ukraine)*
101. 1999 Mrs Charmaine CROOKS (Canada)*
102. 1999 Mr Robert CTVRTLÍK (USA)*
103. 1999 Mrs Manuela DI CENTA (Italy)*
104. 1999 Mr Johann Olav KOSS (Norway)*
105. 1999 Mr Vladimir SMIRNOV (Kazakhstan)*
106. 1999 Mr Alexander POPOV (Russia)*
107. 1999 Mr Jan ZELEZNY (Czech Republic)*
108. 2000 Mr Ruben ACOSTA (Mexico)†
109. 2000 Mr Tamas AJAN (Hungary)†
110. 2000 Mr Alfredo GOYENECHÉ (Spain)•
111. 2000 Mr Bruno GRANDI (Italy)†
112. 2000 Seyed Mostafa HASHEMI TABA (Islamic Republic of Iran)•
113. 2000 Mr Paul HENDERSON (Canada)†
114. 2000 Mr William HYBL (USA)•
115. 2000 Mr Gian-Franco KASPER (Switzerland)°
116. 2000 Mr Kipjoge KEINO (Kenya)•
117. 2000 Mr Carlos Arthur NUZMAN (Brazil)•
118. 2000 Mr Lassana PALENFO (Ivory Coast)•
119. 2000 Mr Henri SERANDOUR (France)•
120. 2000 Dr Robert STEADWARD (Canada)
121. 2000 Mr Zaiqing YU (China)•
122. 2000 Mrs Susie O'NEILL (Australia)*
123. 2000 Mr Manuel ESTIARTE (Spain)*

- Italic = "Ex-officio" members elected before 12th December 1999 on the basis of their functions
* = Members elected as the result of candidatures as active athletes
† = Candidature of people with a function in a Summer IF or an association of Summer IFs (bye-law 2.2.2. to Rule 20)
° = Candidature of people with a function in a Winter IF or an association of Winter IFs (2.2.2.)
• = Candidature of people with a function in an NOC or an association of NOCs (2.2.3.)

List of IOC honorary members

in protocol order

1. 1946 HSS the Grand-Duc Jean de LUXEMBOURG (Luxembourg)
Honorary Doyen
2. 1951 Comte Jean de BEAUMONT (France)
3. 1959 Syed Wajid ALI (Pakistan)
4. 1961 Mr Włodzimierz RECZEK (Poland)
5. 1963 H.M. King CONSTANTINE (Greece)
6. 1964 Major Sylvio de Magalhaes PADILHA (Brazil)
7. 1965 Mr Gunnar ERICSSON (Sweden)
8. 1966 Mr Jan STAUBO (Norway)
9. 1967 Mr James WORRALL (Canada)
10. 1968 Mr Abdel Mohamed HALIM (Sudan)
11. 1969 Mr Raymond GAFNER (Switzerland)
12. 1970 Mr Maurice HERZOG (France)
13. 1970 Mr Henry HSU (Chinese Taipei)
14. 1972 Mr Berthold BEITZ (Germany)
15. 1972 Mr Pedro RAMIREZ VAZQUEZ (Mexico)
16. 1973 Mr Ashwini KUMAR (India)
17. 1974 Dr Eduardo HAY (Mexico)
18. 1976 Dr Kevin O'FLANAGAN (Ireland)
19. 1976 Mr José D. VALLARINO VERACIERTO (Uruguay)
20. 1977 Mr Philipp VON SCHÖLLER (Austria)
21. 1981 Mr Günther HEINZE (Germany)
22. 1982 Dame Mary Alison GLEN-HAIG DBE (Great Britain)

List of IOC honour members

in protocol order

1. 2000 Mr Giovanni AGNELLI (Italy)
2. 2000 Mr Alain DANET (France)
3. 2000 Mr Kurt FURGLER (Switzerland)
4. 2000 Mr Henry KISSINGER (USA)
5. 2000 Mr Yoshiaki TSUTSUMI (Japan)

Executive Board

au 31 décembre 2000

President	Juan Antonio SAMARANCH (1980)
Vice-Presidents	Anita L. DEFRANTZ (1997) Kéba MBAYE (1998) Richard Kevan GOSPER (1999) Thomas BACH (2000)
Members	Un Yong KIM (1997) Marc HODLER (1998) Jacques ROGGE (1998) Zhenliang HE (1999) Gunilla LINDBERG (2000) Franco CARRARO (2000)
Representative of Summer IFs	Denis OSWALD (2000)
Representative of Winter IFs	Ottavio CINQUANTA (2000)
Representative of NOCs	Mario VAZQUEZ RAÑA (2000)
Representative of Athletes	Sergey BUBKA (2000)

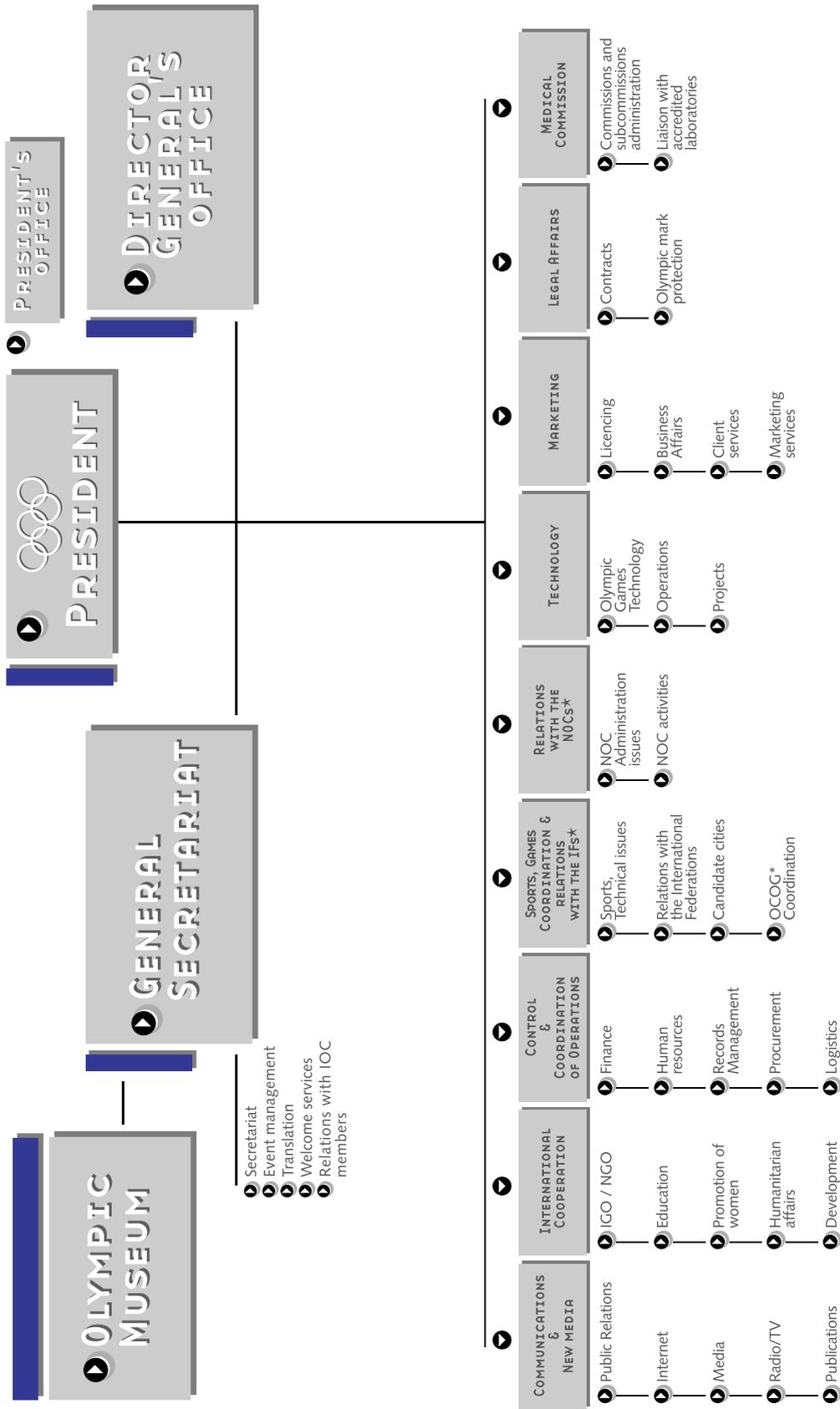
(In brackets: date of election)

Commissions and working groups

at december 31, 2000

- Commission for Culture and Olympic Education
- Athletes Commission
- Ethics Commission
- Nominations Commission
- Finance Commission
- Juridical Commission
- Medical Commission
- Commission for the Olympic Movement
- Marketing Commission
- Press Commission
- Radio and Television Commission
- Olympic Solidarity Commission
- "Sport and Law" Commission
- Sport for All Commission
- Coordination Commission for the Olympic Games
- IOC Evaluation Commission for the future Games
- Pierre de Coubertin Commission
- Sport and Environment Commission
- Olympic Collectors Commission
- Women and Sport Working Group
- Olympic Programme Working Group
- International Federation of Olympic Philately (FIPO)
- International Federation of Olympic Numismatics (FINO)
- International Olympic Memorabilia Federation (FIMO)

THE IOC ORGANIZATION



*IF : International Federation
 *NOC : National Olympic Committee
 *OCOG : Organizing Committee for the Olympic Games