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**REPORT BY THE IOC 2000 COMMISSION
TO THE 110TH IOC SESSION**

LAUSANNE, 11TH AND 12TH DECEMBER 1999

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I. INTRODUCTION

Further to the decision taken on 18th March 1999 by the 108th International Olympic Committee Session, the IOC 2000 Commission was created.

This commission was given the mandate of preparing and proposing to the IOC Session all recommendations that it considered appropriate in terms of IOC structure modifications, rules and procedures.

The main objective was to address the following three areas:

- Composition, structure and organization of the IOC
- Role of the IOC
- Designation of Olympic Games Host Cities.

The IOC 2000 Commission, composed of 82 members and chaired by the IOC President, met for the first time on 1st and 2nd June 1999 and approved its structure on three levels:

- Plenary Commission
- Executive Committee
- Three Working Groups.

During this meeting, the main thrust of the work to be done by the commission and its schedule were approved.

On 1st June 1999, the three working groups met for the first time:

- Working Group 1: Composition, structure and organization of the IOC, chaired by Mr Franco Carraro
- Working Group 2: Role of the IOC, chaired by Dr Thomas Bach
- Working Group 3: Designation of Olympic Games Host Cities, chaired by Ms Anita L. DeFrantz.

After the meeting, the Executive Committee of the IOC 2000 Commission met for the first time and the three Working Groups gave it their first report.

During July, August and September, each of the Working Groups had two more meetings on the following dates:

- Working Group 1: 10th July and 10th September 1999
- Working Group 2: 17th - 18th July and 30th - 31st August 1999
- Working Group 3: 13th July and 2nd September 1999.

The Executive Committee of the IOC 2000 Commission met on 25th September, when the final reports of the three Working Groups were presented and adopted.

The Plenary Commission met on 30th October 1999 and approved the report presented by the Executive Committee with slight modifications.

For this reason, fulfilling the mandate given to it by the Session on 18th March 1999, the IOC 2000 Commission presents to the IOC Session the recommendations presented under item II for study and approval.

N.B.

The original language for the theme “Composition, structure and organization of the IOC” is French.

The original language for the themes “Role of the IOC” and “Designation of Olympic Games Host Cities” is English.

II. RECOMMENDATIONS BY THE IOC 2000 COMMISSION TO THE 110TH IOC SESSION

The IOC 2000 Commission presents to the IOC Session for approval the recommendations on the following points.

For your information, the asterisk (*) indicates that modifications to the Olympic Charter should be considered.

1. COMPOSITION, STRUCTURE AND ORGANIZATION OF THE IOC

With regard to the composition, structure and organization of the IOC, the IOC 2000 Commission thoroughly studied all the documents submitted to it and, with a view to making its recommendations, took a wide-ranging look at the reasons for the difficulties recently faced by the IOC and analysed the positive aspects which have constituted the value of Olympism for more than a century. As such, it reaffirmed that the independence of the IOC and its members must remain a solid basis of the institution, but that greater transparency has to be ensured in the way it chooses its members. In this regard, the Ethics Commission will also have an important role to play.

The IOC 2000 Commission supported the notion that the IOC should be the moral authority for world sport. To obtain even greater credit, the IOC must now be more representative of the sports world. To this end, the IOC 2000 Commission proposes that the IOC change its rules to specify that its membership must include active athletes, IF presidents and presidents of NOCs or continental associations, all elected on the basis of their function and not of representativity. Nevertheless, to maintain its universality, the IOC must ensure representation in terms of continents and women members. Particular attention was also devoted to the transition for current IOC members.

✍️ RECOMMENDATION 1: MEMBERS (*)

The IOC 2000 Commission recommends setting the maximum number of members at 115, distributed as follows:

- **15 active athletes, chosen from the summer and winter sports in equitable proportions. In order to be considered “active”, athletes must have taken part in the Olympic Games. They are eligible for up to 4 years after their last participation in an edition of the Games of the Olympiad or the Olympic Winter Games. The IOC 2000 Commission recommends that the athletes representing the summer sports be elected in Sydney.**
- **15 IF presidents, chosen from the summer and winter sports in equitable proportions.**
- **15 presidents of NOCs or continental associations.**
- **70 members elected on an individual basis (one or two places must be given to the most representative of the IOC-recognised organizations).**

In addition, it is requested that the issue of IOC members' membership of their countries' NOCs be restudied. Automatic entitlement to membership should be retained, but without voting rights within the NOC executive, except for IOC members elected on an individual basis, who would retain this right.

✍✍ RECOMMENDATION 2: PROCEDURE FOR SELECTING CANDIDATES AND ELECTING MEMBERS (*)

The IOC 2000 Commission considers that the principle of cooptation is a guarantee of the independence of the IOC and its members. It recognises the need for greater transparency in the choice and election of members. With this in mind, it proposes creating a Selection Committee, and defining a precise procedure with the following principles:

- **Each of the above-mentioned categories (athletes, IFs, NOCs or continental associations and individual members) may propose candidates,**
- **A Selection Committee composed of 7 members (IOC and non-IOC members), including at least one athlete, elected by the Session for four years, and eligible for re-election by the Session (the first time being the 110th Session), will evaluate the quality of candidates on the basis of certain criteria (the candidate must have served sport as an athlete or in sports administration; the Code of Ethics and oath, which members have to swear, must also be part of the evaluation) before preparing a detailed report for the Executive Board,**
- **For each post to be filled, the Executive Board will present one or more proposals to the Session,**
- **The Session elects the member by secret ballot.**

✍✍ RECOMMENDATION 3: NATIONALITY (*)

As far as the nationality of members is concerned, the IOC 2000 Commission recommends:

- **for members chosen on an individual basis: no more than 1 per country,**
- **for members representing athletes: 1 per country, not including the members chosen on an individual basis (as per the rule currently in place for the Athletes' Commission),**
- **for members chosen from among the presidents of NOCs or continental associations: 1 per country, not including the members chosen on an individual basis,**
- **for members chosen from among IF presidents: no nationality restrictions.**

RECOMMENDATION 4: TERMS OF OFFICE (*)

The IOC 2000 Commission proposes a term of office of 8 years, renewable every 8 years:

- for members chosen on an individual basis,
- for members elected as presidents of IFs, NOCs or continental associations, their term as IOC members is linked to the function on the basis of which they were elected; if they lose that function they also cease to be IOC members,
- for athletes, the term will be the same as that provided for the Athletes' Commission.

Re-election will follow the same procedure as election.

RECOMMENDATION 5: AGE LIMIT (*)

The IOC 2000 Commission recommends an age limit of 70 for all members and all functions.

RECOMMENDATION 6: RIGHTS AND RESPONSIBILITIES OF MEMBERS (*)

Given that the rights and responsibilities of all members are the same, and in order to avoid imbalances during certain votes, the IOC 2000 Commission recommends that when the vote concerns the country of a member, that member does not take part in the vote.

RECOMMENDATION 7: HONORARY MEMBERS (*)

The IOC 2000 Commission recommends that honorary membership be awarded only for exceptional services, and for members of at least ten years' standing. The IOC 2000 Commission proposes that the current rule remain in force until 31st December 2001.

The IOC 2000 Commission asks that the possibility of having two categories be envisaged:

- honorary members (for IOC members)
- honour members (for personalities who are not IOC members).

RECOMMENDATION 8: EXECUTIVE BOARD (*)

The composition of the Executive Board must be representative of the Session. With this in mind, the IOC 2000 Commission proposes increasing the number of members from 11 to 15, including the president and four vice-presidents.

As far as terms of office and election procedures are concerned, the IOC 2000 Commission believes that the current system could continue to be used, i.e. four-year terms for vice-presidents and members, with the possibility of re-election, and election by the Session in a secret ballot.

For all functions, candidates must declare their intention to stand for election at least one month in advance.

✍✍ RECOMMENDATION 9: PRESIDENT (*)

The IOC 2000 Commission recommends that the President be elected for an eight-year term, with two options:

- **one non-renewable term;**
- **possibility of one re-election for a second term of four or eight years.**

✍✍ RECOMMENDATION 10: CURRENT MEMBERS

As far as current members are concerned, the IOC 2000 Commission believes that their established rights should be preserved. Current members will be subject to the re-election procedure after 8 years.

✍✍ RECOMMENDATION 11: APPOINTMENT OF NEW MEMBERS DURING THE TRANSITION PERIOD

During the transition period, which could conclude on 1st January 2001, the number of members might be greater than 115, given that some groups will have to be filled.

✍✍ RECOMMENDATION 12: ENTRY INTO FORCE

The IOC 2000 Commission proposes that the new rules come into force on 1st January 2000, but that an implementation period of one year be allowed.

2. ROLE OF THE IOC

For the theme “Role of the IOC” the following eight topics were studied:

1. The Olympic Games
2. Athletes
3. Solidarity
4. Education and Culture
5. Doping
6. Relations with governmental and non-governmental organizations
7. Communication
8. Transparency.

The topic transparency, initially under sub-theme 7 “Communications”, is presented separately in view of its major importance.

Since this theme is very broad and complex due to the wide range of subjects proposed for discussion, the first conclusion was that it would be impossible to attempt to analyse all aspects of each of the seven topics. For this reason, it was decided to concentrate on a few key issues in each field.

Once these key issues were identified, the first step was to examine the status quo of the IOC’s policy. The IOC 2000 Commission approved this procedure and the main conclusion was that the IOC must, by whatever means available, maintain and even strengthen the principles of *independence* and *universality*. The IOC 2000 Commission also shares the Working Group’s opinion that it is neither necessary nor possible to reinvent the Olympic Games and the IOC. It has to be stated that the IOC has achieved remarkable success over the last century in many areas. These achievements form a sound basis for the IOC’s future work and necessary reforms. To make these reforms successful some of these achievements have to be preserved and for this reason we have included in this report the confirmation of some existing principles and policy decisions.

The IOC 2000 Commission is of the opinion that the IOC’s reform process will not come to an end with the implementation of its recommendations. This process is an ongoing one since the IOC is affected by the numerous and fast changes and trends in the world, such as globalisation, shifting values and the revolution in communications. The IOC should in the future be able to address these challenges in a proactive way. In this context we present two general considerations:

- The IOC should establish a permanent “think tank” comprising IOC members and independent advisers.
- The IOC should more precisely define its areas of activity and its priorities. Furthermore, a balance must be established between its management structure and human and financial resources on the one hand, and its activities on the other.

2.1 OLYMPIC GAMES

The Olympic Games represent the most important activity, asset, and symbol of the Olympic Movement. It is of utmost importance for the International Olympic Committee (IOC) to ensure the long-term overall quality of the Olympic Games. In particular, sport and the athletes must remain the focus of the Olympic Movement.

It is equally important to preserve the universal character of the Olympic Games. No racial, political, social, geographical, or economic barriers must limit access to the event for athletes and spectators, or the radio and TV audience. The Olympic Games are a global social phenomenon and, as such, it is necessary for all to have an equal chance to experience them.

The Olympic Games generate a very large part of the Olympic Movement's financial resources. The redistribution of funds finances the activities of some of the International Sports Federations (IFs) and most of the National Olympic Committees (NOCs). Athletes and coaches are also among the beneficiaries through Olympic Solidarity programmes.

Taking the above into consideration, it is vital that the IOC improves control over the organization of the Games. At the same time, action must be undertaken to make possible the transfer of knowledge and expertise from one edition of the Olympic Games to the next.

The IOC 2000 Commission confirms and reinforces the current IOC policy for the following points:

🏊🏊 Programme and Participation

- Universality

🏊 The current possibility of entering a limited number of athletes who have not achieved the qualification standards should be kept in parallel with the invitation (wild card) system to maintain the universal character of the Games of the Olympiad.

🏊 The present policy of allowing the maximum audience and attendance without social or economic discrimination should be maintained. Universality also applies to TV viewers and the media.

- Winter / Summer

The Olympic Winter Games must retain their unique character and specific qualities; their programme must include only sports practised on ice or snow. No sport should be moved from the Games of the Olympiad to the Winter Games.

- Games of the Olympiad – Number of Participants

For the Games of the Olympiad, the number of athletes and officials should remain limited to the current level set by the Olympic Charter, namely 10,000 and 5,000 respectively. These numbers should be final and every effort should be made to respect these two figures. Any number above the level currently set would have additional negative logistical and financial side effects for the organizers of the Games.

✍✍ Relationship between the IOC, IFs and NOCs

- Coordination Commission

The IOC Coordination Commission must be used as the link to facilitate the relationships between IFs, NOCs, and OCOGs. Direct requests from IFs and NOCs to OCOGs or vice-versa should be avoided and rather addressed by the Coordination Commission. This principle does not apply to the various specific technical matters which will continue to be addressed by the relevant bodies.

✍✍ Finance: Sources of Funding

- TV

The negotiation of TV rights should remain centralized, under IOC leadership. The fundamental goal of reaching the widest possible TV audience (free TV) should be maintained, even if the maximum potential income is not achieved. It is important that everyone has the possibility of watching the Games without being confronted by financial barriers.

- Sponsorship

The overall concept of the TOP programme should remain as it is at present.

- Billboards

The situation should remain as it is today: no advertising in stadiums.

✍✍ Finance: Recipients

- OCOGs

The new ratio for sharing TV rights income between OCOGs and the other constituents can be maintained for the future. The IOC's larger share of TV revenue will cover the increasing level of knowledge transfer to the OCOGs, which will be able to reduce their expenses substantially.

- Athletes

No prize money should be awarded in the future. The Games have a unique character in that athletes are not paid to participate but compete on a voluntary basis. This specificity must be retained.

It should be borne in mind that a number of participating athletes receive prize money from governments, national sports federations or NOCs. Furthermore, the IOC 2000 Commission felt it would be difficult to achieve a balanced and fair distribution between the various sports and the athletes without creating discrimination.

The IOC 2000 Commission proposes to the IOC Session the following recommendations for this topic:

✍✍ RECOMMENDATION 13: PROGRAMME AND PARTICIPATION

13.1 Universality and Participation

In order to reinforce the NOCs' reason for existing and strengthen their independence vis-à-vis governments, the obligation for every NOC to participate in the Games of the Olympiad will be added to the *Olympic Charter* (*).

To ensure universality through the application of this principle, every NOC will be allowed to enter up to six athletes in the Games of the Olympiad even if they do not meet the qualification requirements. NOCs

will have the right to enter one male and one female athlete in sports regarded as universal - athletics, swimming, or others to be determined in the future - and be granted invitations in other sports to complete their quota.

With the current situation, no minimum participation number is formally set. A provision allows NOCs to enter one male and one female athlete in athletics and swimming, regardless of qualification, if no other athletes are qualified. It must be underlined that this rule does not guarantee automatic participation by the NOCs.

Similarly, the financial support from Olympic Solidarity for the travel and accommodation of six (6) athletes and two (2) officials does not lead to the automatic participation of six athletes. This measure aims to help cover part of the expenses for every participating NOC.

13.2 Sports Programme

13.2.1 Concerning the sports programme of the Games of the Olympiad, it is recommended that a maximum of 280 events be set for the future.

In general, there is agreement on reducing the current number of events (See table below) in the programme of the Games of the Olympiad. This will help to maintain the “value” of the programme.

Years	Sports	Events
1984	21	221
1988	23	237
1992	25	257
1996	26	271
2000	28	300

13.2.2 With regard to the measure above concerning events, in order to accommodate new disciplines in the programme, others will need to be taken out.

13.2.3 Not all disciplines and events included in the World Championships programme of a sport which is on the programme of the Olympic Games must necessarily be included in the Olympic Games. This recommendation especially affects those disciplines or events of a sport that merely mean a change in the type of surface, the number of participating athletes or other technical rules which will not justify their addition.

RECOMMENDATION 14: FINANCE

14.1 Licensing

The IOC will ensure the transfer of knowledge concerning licensing programmes between the different organizers of the Games. Rules and guidelines to help OCOGs maximize their revenue generation will be set. It is particularly important to emphasize the international component of the licensing programme.

14.2 Ticketing

The IOC must provide guidelines and recommendations to OCOGs. The following principles should be applied:

14.2.1 Ticket prices must be set taking socio-economic factors into consideration. A balance needs to be struck between maximizing revenues and allowing maximum spectator attendance at the sports competitions.

14.2.2 A voucher system will be established allowing the OCOGs to resell/distribute all tickets not collected in advance. This would avoid empty seats when all tickets have been sold. This situation is created chiefly by tickets being distributed in advance to some groups of the Olympic Movement.

RECOMMENDATION 15: PARALYMPICS

15.1 IOC / IPC Relationship

The IOC will formalize its relationship with the International Paralympic Committee (IPC) through a contract or memorandum of understanding. Clear rules concerning the link between the Olympic Games and the Paralympic Games must be set. The following principles could be followed:

15.1.1 The Paralympics must be organized in the same city as the Olympic Games. The obligation for the host city to organize the Paralympic Games must be included in the Host City Contract.

15.1.2 The Paralympic Games will always follow the Olympic Games.

15.1.3 The IPC will have a representative in both the IOC Evaluation Commission and the Co-ordination Commission.

15.1.4 The Paralympic movement, through a member of the IPC and paralympian athletes, could be represented in the IOC. Similarly, the Olympic Movement could be represented in the IPC.

RECOMMENDATION 16: MANAGEMENT OF THE OLYMPIC GAMES

Knowledge – Advice – Control

The IOC 2000 Commission recommends that the IOC reinforce its capacity to advise on and control the preparation of the Olympic Games. In order to do so, the IOC must establish an operational structure to ensure transfer of knowledge and expertise from one edition of the Games to the next. Special consideration should be given by the IOC to controlling the management of the major key areas of the organization of the Olympic Games. The OCOGs should also be able to rely on the IOC for advice and assistance. These IOC Olympic Games-specific services will reduce the OCOGs' need to find expensive alternatives using outside experts or consultants and guarantee the quality of the Olympic Games.

The IOC 2000 Commission recommends the following items for further study:

Relationships between the IOC/IFs/NOCs

The IOC should set up a working party composed of IF and NOC representatives to tackle all issues between NOCs and IFs. To some extent, the Olympic Charter no longer accurately reflects the reality of relations between the IFs and the NOCs. In particular, the commercial factor must be taken into consideration (clothing, athlete entries, etc.). The Olympic Charter should then be reviewed to study every potential or existing issue between IFs and NOCs.

Finance: Sources of funding

- Sponsorship

While retaining the general principle, the distribution of the TOP programme revenue could be re-assessed.

Paralympics

- Organizing Committee Structure

The structure of the Organizing Committee has to be based on very close co-operation between the OCOG and the Paralympics organizing committee. Different models could be studied.

- Financing

The possibility for the Paralympics to use Olympic symbols and formulate complementary solutions for funding of the Paralympic Games requires further study.

Management of the Games

- Host City Contract

The fundamental nature of the relationship between the IOC and its partners has evolved, with the IOC becoming more responsible towards its partners. For this reason, a new contract reflecting the needs of the IOC must be studied.

Among other things, one issue requiring careful study is that of the contracting parties. In the present situation there is a gap between the signing parties and the actual entities responsible for staging the Games.

It must be borne in mind that OCOGs, by their nature, only have a very short-term interest in the Olympic Games while the IOC has to ensure their long-term existence and success.

2.2 ATHLETES

As we enter the new millennium the role of the athletes is changing. Athletes are not only the competitors but also a source of richness for the development of a modern sports organization.

The athletes should have an adequate organization providing the best possibilities for them to perform their tasks:

- through a formal institution within the IOC, which should provide the structure for the development of the Athletes' Commission's work;
- by balanced athlete representation – men and women – at all levels of modern sports organizations.

Communication between the IOC Athletes' Commission and all the other athletes commissions at different levels – IFs, NOCs – should be strong and close.

The IOC Athletes' Commission and the World Olympians Association should co-operate closely for the development of the Olympic Movement since both represent athletes at different stages in their lives. Olympic medallists must be asked to take more responsibility in the promotion of Olympism.

Many recommendations concerning athletes are included in the proposals made under other themes discussed by the "Role of the IOC" working group, since the athletes are largely affected by measures proposed in the different fields. This demonstrates the key role which the athletes play within the Olympic Movement.

The IOC 2000 Commission confirms and reinforces the current IOC policy for the following points:

- The current system of electing the members of the IOC Athletes' Commission through the athletes participating in the Olympic Games must be maintained. The Commission should be composed largely of elected active athletes. There should be an equal number of men and women as members.
- The IOC 2000 Commission agrees with the IOC's position and policy on doping and supports this battle in order to ensure the athletes equal chances in competitions and fair play.

The IOC 2000 Commission proposes the following recommendations on this topic to the IOC Session:

RECOMMENDATION 17: (*)

By definition active athletes are only those Olympic athletes who are still competing in the Olympic Games or were participants in the most recent edition of the Olympic Games.

RECOMMENDATION 18:

Athletes should be well represented at all levels of the sports movement: IOC, IFs, NOCs and NFs.

✍✍ RECOMMENDATION 19:

The Athletes Commission must be represented on the IOC Executive Board, and the same is recommended for IFs, NOCs and NFs.

✍✍ RECOMMENDATION 20:

The OCOGs must include an athlete representative on their boards.

✍✍ RECOMMENDATION 21:

The IOC Athletes' Commission must be allocated a budget for its operations.

✍✍ RECOMMENDATION 22:

During the Closing Ceremony of the Olympic Games, the elected athletes will be recognized by their peers and by the whole Olympic family.

The IOC 2000 Commission recommends the following items for further study:

- The IOC should study how to improve IF and NOC compliance with the Olympic Charter regarding athlete representation.
- The IOC should also consider grants to NOC Athletes' Commissions to guarantee the continuing development of all Olympic athletes.
- The IOC and Athletes' Commission should elaborate a proposal on how to better enforce the rule that all athletes taking part in the Olympic Games must live in the Olympic village.

2.3 OLYMPIC SOLIDARITY

"The aim of Olympic Solidarity is to organize aid to National Olympic Committees recognized by the International Olympic Committee, in particular those which have the greatest need of it. This aid takes the form of programmes elaborated jointly by the IOC and the NOCs, with the technical assistance of the IFs, if necessary."

-- Olympic Charter Definition

Olympic Solidarity, whose origins date back to 1961, reflects the Olympic ethic based on the notions of generosity, understanding and international co-operation, cultural exchange, sport and its educational aspects, and a society concerned with human dignity and peace. It is one of the Olympic Movement's greatest achievements. Through the NOCs, Olympic Solidarity promotes and assists the development of Olympism and sport worldwide and plays a central role in achieving the goal of universal participation in the Games.

The IOC 2000 Commission confirms and reinforces the current IOC policy for the following points:

- The programmes currently being conducted by Olympic Solidarity should continue to be supported, and the excellent work being carried out can be further developed. The programme helps the NOCs and the Continental Associations to develop sports infrastructure in their respective areas by carefully tailoring programs to match specific needs and priorities.
- In the current quadrennial, Olympic Solidarity has granted the NOCs and Continental Associations much greater autonomy to apply the funds provided to them as they see fit. To date, this decentralisation has yielded the expected results. The IOC 2000 Commission encourages this current Olympic Solidarity policy regarding the support for Continental Associations and their role as the vehicle for delivery of the proposed decentralized programmes. The Continental Associations provide extensive support at all stages in the planning, organization, coordination, follow-up and supervision of the programmes implemented in their respective zones. This has to be an important basis for continuing towards this decentralized structure.

The IOC 2000 Commission proposes the following recommendations on this topic to the IOC Session:

RECOMMENDATION 23: ROLE OF OLYMPIC SOLIDARITY

Olympic Solidarity should act as the co-ordinator of the development programmes of all members of the Olympic Movement. This will ensure better use of existing resources, avoid duplication in the delivery of programmes, and ensure better co-ordination in joint strategies with partners outside the Olympic Movement, such as governmental and non-governmental organizations.

RECOMMENDATION 24: DECENTRALIZED PROGRAMMES

24.1 Olympic Solidarity must provide support to Continental/Regional Games under IOC patronage by:

24.1.1 promoting and facilitating the transfer of knowledge and technology to Organizing Committees of these Games, especially that deriving from the Olympic Games.

24.1.2 providing assistance for the preparation of athletes.

24.1.3 providing support for participation by NOCs.

Continental and Regional Games are becoming more important in the development of sports in their regions, as well as being recognized as qualifying tournaments for the Olympic Games. In many instances, Continental Games provide many athletes from around the world their only opportunity to compete in multi-sports events, as higher qualifying standards and the ever-increasing size of the Olympic Games prevents them from participating in the Olympic Games.

24.2 The IOC 2000 Commission recommends developing Regional / Sub-regional Sports Training Centers through Olympic Solidarity assistance according to the needs and aspirations of the Continent. These centers will help further the technical development of sports and the athletes who practise them.

Regional / Sub-regional Training Centres already have been established in certain sports, e.g., tennis and weightlifting, and provide a centre of excellence in areas where national centres are not affordable but are located in areas of cultural similarity. Athletes are then able to comfortably adapt and train away from home without having to travel to and train in a “foreign” environment.

✍✍ RECOMMENDATION 25: HUMANITARIAN ACTIVITIES

Humanitarian projects developed in collaboration with other organizations will be pursued and reinforced as long as they meet the following conditions:

- 25.1** they should concern only members of the Olympic Family.
- 25.2** they should concern the development and practice of sport.
- 25.3** they should convey a message which clearly highlights the IOC’s commitment to the cause.

✍✍ RECOMMENDATION 26: INFORMATION TRANSFER

The IOC, through Olympic Solidarity, will ensure that all NOCs have access to appropriate and compatible technology to encourage information transfer between the members of the Olympic Movement.

✍✍ RECOMMENDATION 27: EDUCATION

The IOC 2000 Commission proposes that NOCs include a session in all Olympic Solidarity-funded programmes to educate athletes, administrators, coaches and sports scientists concerning the Olympic Movement.

✍✍ RECOMMENDATION 28: REGIONAL INFORMATION CENTERS

The IOC 2000 Commission recommends that Olympic Solidarity help set up, where feasible, Regional / Sub-regional Sports Information Centers to enable the further dissemination of information on the Olympic ideals and on the technical and administrative development of sport.

RECOMMENDATION 29: EVALUATION/ACCOUNTABILITY

With the increased autonomy being given to NOCs and Continental Associations for the administration and delivery of Olympic Solidarity programmes comes the responsibility to ensure that funding made available has been applied in accordance with the purpose for which it was given.

For that reason, better co-ordination between the different IOC departments involved and an improved auditing procedure of Olympic Solidarity programmes will be implemented.

This should be in co-ordination with the ongoing consultation with the partners of the Olympic Movement on how to evaluate the effectiveness of sports development through Olympic Solidarity.

The IOC 2000 Commission recommends the following item for further study:

- An assessment of NOCs, related to factors such as national development, territorial size and population, is required in order to implement specific solutions in accordance with the needs of these NOCs. The Olympic Solidarity programme, in its current format, excludes the more developed (in economic terms) NOCs from some of its programmes, yet funds them equally irrespective of size or population base.

2.4 EDUCATION AND CULTURE

Public confidence in the International Olympic Committee (IOC) depends upon the organization's perceived commitment to Olympism and the Olympic Movement. The world's public and opinion-makers are asking to be reassured that the IOC members still see themselves as "Trustees of the Olympic Idea". Olympism, according to the well-known formula, is sport+education+culture. Consequently, renewal of the IOC's authority and prestige depends in large part on continuing efforts and new initiatives in the fields of culture and education.

The IOC 2000 Commission understands *culture* inclusively, as all the symbolic forms that make life meaningful for human societies, and further believes that continuing Olympic education is a matter of concern for all members of the Olympic Movement, including IOC members.

The need for intercultural education has never been greater than in today's globalizing world. At the same time, global interconnection is associated with increasing not decreasing cultural diversity. Olympic education must in the future become more multi-cultural as well as intercultural.

In the Olympic Movement, valuing "universality" should never mean demanding standardized modernization or cultural homogenization, much less Europeanization or Westernization. Proper Olympic education seeks to explore and to celebrate cultural diversity in the Olympic Movement.

For that reason, reforms in this area must proceed in two dimensions simultaneously. Better central coordination and division of labour in IOC culture and education programming should be achieved. At the same time, the IOC must find the means to bring its programmes more fully into line with the regionalizing and diversifying tendencies in the world.

The IOC also should take greater communicative advantage of the Olympic Movement's greatest existing cultural capital, the Olympic rituals.

The IOC 2000 Commission confirms and reinforces the current IOC policy for the following points:

- Support should be maintained for the following IOC initiatives and programmes, which taken together form an increasingly productive division of labour:

- The Olympic Museum's promotion of world-wide interest in the Olympic Movement, Olympic museology, and public education, particularly through the expansion of Internet resources,
- The forums, arts and literature competitions, and other activities of the IOC Cultural Commission,
- The educational activities of the International Olympic Academy (IOA) and the Regional and National Olympic Academies,
- The Olympic Studies Chair and its associated symposiums,
- The Olympic Review and other IOC publications,
- Educational programmes aiming to expand the presence of women in sports administration.

- Continuous support to and by the Organizing Committees of the Olympic Games (OCOGs) should be maintained for intercultural programming, notably:

- The Olympic Flame Relay,
- The Olympic Opening and Closing Ceremonies,
- The Cultural Olympiads,
- Olympic Village Programmes,
- The Olympic Youth Camps.

The IOC 2000 Commission proposes the following recommendations on this topic to the IOC Session:

RECOMMENDATION 30:

To improve efficiency, productivity and visibility of centralized IOC efforts in culture and education, we recommend:

- 30.1 Merger of the current cultural and Olympic education commissions into a single Commission on Education and Culture with appropriate staff and budget.**
- 30.2 Creation of a new Department of Education and Culture within the IOC administration, staffed by specialists with the resources to co-ordinate and communicate all the educational activities of the IOC and its partners.**

30.3 Additional professional staff and budget resources for the Olympic Studies Centre at the Olympic Museum.

30.4 Increasing support for the existing successful educational activities of the International Olympic Academy (IOA) and the Regional and National Olympic Academies.

✍️ RECOMMENDATION 31:

To widen the scope of Olympic education by bringing it into greater contact with the diversity of world languages and cultures and by better providing Olympic educational and historical materials for local cultures to investigate and interpret in their own languages, we recommend:

31.1 Pluralization and multicultural diversification of all areas of Olympic education and culture programming through the development of appropriate regional structures.

31.2 Expansion of the Olympic Studies Chair programme to universities in different cultural regions around the world.

31.3 Accelerated Internet publication of crucial documentary resources, such as the full series of the Olympic Review and the Official Reports of the Olympic Games.

31.4 The organization of specific conferences and symposiums on Olympism initiated by IOC members in their countries or by a commission within the IOC in coordination and co-operation with the respective NOCs.

✍️ RECOMMENDATION 32:

To increase IOC and OCOG collaboration in areas of culture and education, we recommend:

32.1 Creation by the Olympic Museum of a substantial travelling exhibition of the Olympic Movement and Olympic history to be set up in host cities, in accordance with a new clause in the host city contract.

32.2 Stronger co-operation and mutual support between the IOC and the OCOGs, through the actions of the Culture and Education Commission, on all aspects of cultural programming for the Games of the Olympiad and the Olympic Winter Games.

RECOMMENDATION 33:

It is important for public acceptance of the reform process that the IOC appear before and demonstrate its solidarity to the largest possible global audience. Yet at present, the IOC, as a body, is literally invisible in the two most popular and morally powerful Olympic ceremonies: the Olympic Flame Relay and the Olympic Opening Ceremonies. Moreover, the IOC's commitment to arts, multicultural education, and inter-cultural understanding is not specifically marked in any Olympic ceremonial.

Consequently, to increase the IOC's presence and communication potential in the major rituals of the Olympic Movement we propose the following recommendation:

Greater recognition by the IOC of the educational importance of the flame relay, participation by the IOC Executive Board in the flame-lighting ceremonies at Olympia, and initiatives to increase IOC presence in the relay through the host country.

The IOC 2000 Commission recommends the following items for further study:

- Investigation of the most appropriate coordination with the IOA and the National Olympic Academies, once a new Commission on Education and Culture is in place.
- Search for ways to better involve the 70,000 IOA graduates and all former Olympians in educational programmes for the Olympic Movement.
- Examination of incentives to promote the establishment of national and regional Olympic academies, where none currently exist.
- Intensification of relations with continental and regional NOC and NF associations and with regional and continental games with a view to increasing truly multi-cultural and intercultural visions of Olympism.
- Formal group-entry of the IOC at Olympic Opening Ceremonies.
- Award of a prize or recognition at Olympic Closing Ceremonies for sports-related educational, cultural, and humanitarian achievements.

2.5 DOPING

First and foremost, the IOC 2000 Commission fully supports the conclusions of the World Conference on Doping in Sport as well as all measures decided on and launched on that occasion. The IOC 2000 Commission in particular agrees with the IOC's position and policy on doping and strongly supports the creation of the Olympic Movement Anti-Doping Code.

The IOC 2000 Commission confirms and reinforces the current IOC policy for the following points:

- The World Anti-Doping Agency should be operational as of 1st January 2000.
- The Agency's mandate must include preventive education, particularly for young athletes and their entourage, as well as rehabilitation programmes for suspended athletes (to be carried out by the IOC's Education Commission).
- The collaboration between the Olympic Movement and the public authorities in the fight against doping, based on the Lausanne Declaration, should be maintained.

The IOC 2000 Commission proposes the following recommendations on this topic to the IOC Session:

✍✍ RECOMMENDATION 34: (*)

The athletes' Olympic oath must include a statement concerning drug-free sport. A proposal for the wording will be drafted in co-operation with the Athletes' Commission.

✍✍ RECOMMENDATION 35:

To be eligible to compete in the Olympic Games, every athlete must hold a "passport" containing all the information needed to carry out efficient doping controls and monitor the athlete's health. The World Anti-Doping Agency should implement this system.

✍ RECOMMENDATION 36:

As the organization responsible for doping control during the Olympic Games, the IOC will conduct out-of-competition doping tests starting at the time of accreditation of the athletes.

✍✍ RECOMMENDATION 37:

In the event of an appeal against sanctions, B samples should be tested by a different laboratory from that which tested the A sample. The World Anti-Doping Agency will be asked to study and implement this recommendation.

✍✍ RECOMMENDATION 38: (*)

Sports that do not apply the Olympic Movement Anti-Doping Code and in particular do not perform out-of-competition testing in accordance with the rules of the World Anti-Doping Agency will no longer be included in the programme of the Olympic Games. In the case of other sports recognized by the IOC, they will lose their recognition.

The IOC 2000 Commission recommends the following item for further study:

- The IOC must continue its efforts to persuade governmental and non-governmental organizations to harmonize their anti-doping legislation throughout the world.

2.6 RELATIONS WITH GOVERNMENTAL AND NON-GOVERNMENTAL ORGANIZATIONS

Many of the Olympic Movement's successes have been made possible thanks to the relations it maintains, as an independent body, with governmental and non-governmental organizations.

The IOC 2000 Commission confirms and reinforces the current IOC policy for the following points:

- The IOC should remain an independent organization. Consequently, it does not have to apply for any affiliation or request any recognition.
- The IOC should maintain and strengthen its relations and partnerships with governmental and non-governmental organizations. Co-operation projects with the United Nations system could be reinforced.
- The NOCs should continue to take primary responsibility for relations with their respective local governments. They must maintain very close relations and co-operation but keep their independence.
- The Olympic Truce is one of the greatest achievements of the Olympic Movement and is an excellent way of promoting the Olympic ideals. The IOC should retain control of the Olympic Truce.

The IOC 2000 Commission proposes the following recommendations on this topic to the IOC Session:

RECOMMENDATION 39:

The IOC must provide more assistance to NOCs so that they can better develop a balanced policy with their respective local governments in a spirit of maximum collaboration whilst maintaining their independence. To this end, IOC assistance can take the forms of:

- 39.1 Recommendations and guidance formulated or disseminated by the IOC to all NOCs.**
- 39.2 Development of regional programmes and decentralization of IOC actions by this means.**

RECOMMENDATION 40:

The passage of a United Nations resolution recognizing the Olympic Truce could be complemented by similar declarations from world leaders and intergovernmental and non-governmental organizations which are committed to and support the Olympic Truce.

RECOMMENDATION 41:

During the Olympic Games, the Olympic Truce will be given greater prominence. The IOC will decide on a symbolic gesture during the opening ceremony to highlight the existence of, and need for, the Olympic Truce.

- 41.1 Six months prior to the opening of the Olympic Games, the President will contact the protagonists of the main internal and international conflicts to ask them to apply the Olympic Truce for the duration of the Games.**
- 41.2 During the Opening Ceremony, the President will refer to the actions being carried out by the IOC for the Olympic Truce and will note that the Truce is above all a first step in the direction of lasting peace.**

2.7 COMMUNICATION

The reform of IOC communications structures and policies was addressed in two main areas: internal and external communications.

Internal communications is a critical function needing considerable improvement. Proper internal communications is very important if the IOC membership and other Olympic Movement members are to understand IOC positions. The achievement of this alignment is needed so that the Olympic Movement can present consistent messages.

The audiences for internal communications fall into two broad categories:

- IOC:

- Executive Board
- Members
- Staff of the Secretariat

- Other Olympic Movement members:

- Athletes
- Ifs
- NOCs / COAs
- OCOGs
- Partners
 - Sponsors
 - Broadcasters.

The IOC members have a special need for improved, timely communications so they can fulfil their duties as informed, proactive IOC members. This also will enable them to work more effectively with their national and international constituencies as well as to explain and support in their own countries the IOC's actions and positions.

For external communications, the IOC should consider its key audiences to be the media (press, television, radio, Internet, etc.), government officials, opinion leaders and the general public.

It was agreed that the IOC should retain its contemporary, professional approach to communication and continue to place great emphasis on improving this function.

The IOC 2000 Commission proposes the following recommendations on this topic to the IOC Session:

✍️ RECOMMENDATION 42: INTERNAL COMMUNICATIONS

- 42.1** The Department of Communications will be responsible for managing internal communications.
- 42.2** Internal communications must be open, substantive, two-way and, most importantly, timely. This is particularly important to enable IOC members to explain and support IOC actions and positions.
- 42.3** The IFs, NOCs and the IOC Athletes' Commission are the proper conduits for communicating with the athletes. The Communications Department will augment these with general information concerning the IOC and the Olympic Movement via a variety of communications mechanisms.

✍️ RECOMMENDATION 43: EXTERNAL COMMUNICATIONS

- 43.1** An IOC spokesperson will be appointed in support of the President and other IOC executives. His role will be to provide background information and understanding of IOC policies and to advise the President and other IOC executives on all communications matters. The President and other IOC executives will continue to conduct high-level and strategic communications. The spokesperson, working in close co-operation with the President and other IOC executives, will represent the IOC in all other communications. This spokesperson will be employed by the IOC.
- 43.2** The Communications Department will develop a proactive approach to media relations, providing for the needs of the media related to their coverage of IOC and Olympic-related activities.
- 43.3** IOC Sessions will be open to the media via closed-circuit TV.
- 43.4** The IOC will continue to develop the professional resources of its new Department of Communications, including former professional journalists. This Department's major responsibilities will include the management of both external and internal communications.
- 43.5** An Olympic fact book will be published in print and on the web site. It will be a concise (less than 50 pages) and factual guide providing background information for the media. It should be simple, low-cost, kept up to date and contain the core information needed to ensure the media have a common, basic understanding upon which more specific IOC communications can build.

To implement the recommendations expressed above, the IOC 2000 Commission recommends the following guidelines for further study:

- Internal Communications

- The Communications Department should work with the NOC Relations Department to co-ordinate communications with the NOCs and with the Sports Department to co-ordinate communications with the IFs.
- Efforts to develop a mechanism to ensure timely delivery of messages should be continued. This mechanism should be used to communicate the IOC's positions and messages, decisions and actions, press releases, and other items relevant to the workings of the Olympic Movement. The extranet system should be completed.
- An internal communications network should be developed with the communications officers of the IFs and NOCs to provide two-way communication on relevant subjects. A small subset of this group should be identified for intensive, two-way proactive communication allowing for the exchange of information, monitoring of trends, diffusion of best practices, etc. It should be recognized that this network should not be relied upon to communicate IOC messages but to provide support for them.

- External Communications

- IOC communications should be professionally organized and founded on the principles of transparency and integrity.
- The Communications Department's role should be to promote the Olympic values and IOC actions. Efforts toward these ends should be managed through an integrated communications programme based on human interaction and active communications.
- The communications content (positioning and messages) should focus on the regular business of the IOC, the "good works," e.g., Olympic Solidarity, international co-operation, culture and education, Medical Commission, etc., and the relevance of the Olympic values to contemporary society.

2.8 TRANSPARENCY

Transparency, especially financial disclosure, is a critical element in building the credibility of the IOC and the rest of the Olympic Movement. The IOC has made progress by publishing the IOC accounts, but this accounting should be enhanced.

The IOC 2000 Commission confirms and reinforces the current IOC policy for the following point:

- Every OCOG should provide a disclosure in a standard format of all sources and uses of funds within one year of the conclusion of the Games. The IOC will define the disclosure template. This template should be designed to provide a good business model for future bid cities.

The IOC 2000 Commission proposes the following recommendations on this topic to the IOC Session:

✍✍ RECOMMENDATION 44:

The flow of IOC funds for each Olympic quadrennial will be disclosed by outlining the total source and use of those funds. This reporting will start with the current quadrennial.

The source and use schedules referenced should be audited and approved by independent, external auditors – as the IOC accounts are.

✍✍ RECOMMENDATION 45:

The IOC will disclose the allocations of funds to each individual NOC and IF starting with the current quadrennial and every entity (NOC, IFs, etc.) will produce an accounting record for the IOC listing the expenditure of all funding provided by the IOC. The IOC will provide the required reporting template.

✍✍ RECOMMENDATION 46:

The IOC will seek a more transparent, objective mechanism for fund distribution to be phased in over future quadrennials.

✍✍ RECOMMENDATION 47:

Every bid city must disclose the amount by source of funding for bid expenditures as part of its bid documentation. This will be audited at the conclusion of the bid process.

✍✍ RECOMMENDATION 48:

The IOC will encourage all NOCs and IFs to disclose their sources and uses of funds.

The IOC 2000 Commission recommends the following item for further study:

- These reforms must be implemented in a clear manner, particularly bearing in mind the public as well as contemporary methods of communication. It is therefore important to establish a precise format in each case.

3. DESIGNATION OF OLYMPIC GAMES HOST CITIES

The IOC 2000 Commission makes the following recommendations concerning a new candidature procedure. For this procedure to function as intended, it is important that the various procedures be taken as a package, since many of them are inter-dependent. Furthermore, the recommendations made take into account the changes proposed under theme 1 - Composition, structure and organization of the IOC.

ELIGIBILITY

It was confirmed that, in the interest of the athletes and the unity of time and place, the current situation, whereby the Olympic Games are awarded to a city and the NOC of the country in question, should be maintained.

RECOMMENDATION 49: ROLE OF THE NOCs IN THE BID PROCESS

It was considered necessary to strengthen the role of the NOC in the bid process. The NOC should be involved in any Olympic candidature as a full partner with the bid committee and should take full responsibility for its Olympic bid towards the IOC as follows:

- **responsibility as the sole official entity authorized by the IOC to submit an application to bid;**
- **responsibility to ensure that such application meets IOC requirements, and**
- **responsibility towards the IOC for the actions of the bid committee during the bid application and candidature processes.**

RECOMMENDATION 50: NEW CANDIDATURE PROCEDURE

It has been confirmed that, whilst requirements are different for Summer and Winter Games, the same bid procedure should be applied to both.

The IOC 2000 Commission recommends the introduction of a new “bid acceptance” phase under the responsibility of the IOC Executive Board. In this respect, a city put forward by its NOC as a bid applicant would not be considered as an official candidate city until such time as its application had been examined and approved by the IOC. This would ensure that only cities adequately prepared and in conformity with IOC policy would be authorized to go forward into the full bid process thus avoiding unnecessary expenditure for those cities not sufficiently prepared at that time.

The following procedure for the designation of Olympic Games host cities is proposed:

50.1 IOC issues bid acceptance requirements to NOCs (*)

The IOC 2000 Commission recommends that strict minimum technical requirements be applied in the selection of a city within a country to be put forward as an applicant to host the Olympic Games.

- 50.2 *Bid acceptance: IOC announces official candidate cities (*)***
The IOC 2000 Commission recommends the introduction of a “bid acceptance process” in which representatives of the IOC, the IFs, NOCs, athletes and external experts, examine the technical criteria of each applicant and make recommendations to the IOC Executive Board as to which cities should be accepted as candidate cities.
- The IOC Executive Board, on the basis of this report and IOC policy, decides which cities should be accepted as official Olympic candidate cities. The Executive Board has the possibility to use other criteria to determine whether a bid application should be accepted.
- 50.3 *IOC enters into a contractual agreement with the NOC and Bid Committee***
The IOC 2000 Commission recommends that a contract be drawn up between the IOC, the candidature committee and its NOC covering bid city obligations, code of conduct and sanctions should the agreement not be respected.
- 50.4 *IOC issues Candidate City Manual and Preparation of candidature files***
As is the case today, the IOC issues official candidate cities and their NOCs with the revised and updated IOC candidate city manual. Candidature files are prepared.
- 50.5 *Evaluation Commission visits (*)***
Following the current procedure, an IOC Evaluation Commission is formed to visit each of the candidate cities. The composition of this commission will be reinforced by the further addition of experts. The commission delivers its report to the IOC Executive Board.
- 50.6 *Selection of finalist candidate cities - if necessary (*)***
On the basis that cities whose bids have been approved in the bid acceptance phase meet the strict minimum requirements of the IOC and will have undergone detailed evaluation by a group of experts, all candidatures will, in principle, proceed through to the final vote.
- However, should the Evaluation Commission report indicate that certain cities are not considered ready at that time to organize Olympic Games, the Executive Board may decide to further reduce the number of candidate cities by selecting finalists.
- 50.7 *Visits to/by Candidate Cities***
Taking into account today’s best practice amongst other sports or equivalent organizations, the introduction of a bid acceptance phase based on strict minimum requirements and a detailed evaluation of each candidature by experts which will ensure that all candidate cities in the final ballot are capable of staging the Olympic Games, the IOC 2000 Commission believes that visits by IOC members to the candidate cities are not necessary.
- It is also not considered necessary for representatives of candidate cities, or third parties acting on their behalf, to visit IOC members.

Proposal by the IOC 2000 Commission:

Option 1: Accept the recommendation as presented.

Option 2: IOC members who believe it necessary to visit a candidate city, so as to be in a position to make an objective assessment of the city concerned, can make such a request to the IOC Executive Board. The Executive Board will decide under which conditions the visit(s) can take place and the IOC Administration will organize and cover the costs of such visit(s).

50.8 *Election of the host city*

In accordance with the current procedure, the IOC 2000 Commission recommends that the host city of the Games of the Olympiad and the Olympic Winter Games continue to be elected by the full IOC Session by secret ballot.