



INTERNATIONAL
OLYMPIC
COMMITTEE

XIII OLYMPIC CONGRESS

COPENHAGEN 2009

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

FOLLOW-UP



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The recommendations are grouped together by discussion theme. Each theme is preceded by a brief description taken from the final document presented at the closing ceremony of the Congress in Copenhagen. For all the recommendations, the progress made and measures taken to implement them are described.

MESSAGE FROM THE IOC PRESIDENT

JACQUES ROGGE



Two years have passed since the end of the Olympic Congress, which was held from 3 to 5 October 2009 in Copenhagen, and, further to which, 66 recommendations were approved.

After that, 13 working groups, comprising representatives of the International Olympic Committee (IOC), International Federations (IFs), National Olympic Committees (NOCs) and athletes, as well as various other stakeholders, studied the means needed to implement these recommendations.

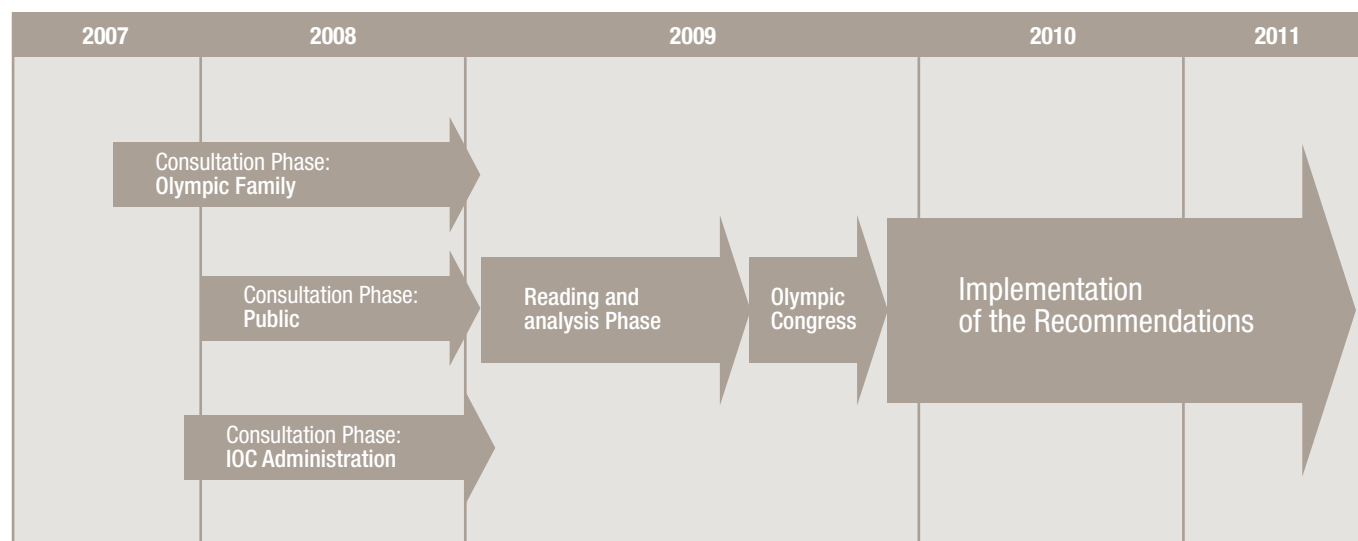
Each working group submitted implementing proposals to the IOC Executive Board, which then studied these.

At the 123rd IOC Session in Durban, in July 2011, the Executive Board presented a report, which grouped together the means already used, or which remained to be used, for each of the 66 recommendations. This is the report we are publishing here.

The process, which has been started, is progressing well, and the majority of recommendations have already been implemented. For those that remain, the IOC Executive Board will ensure that they are implemented as soon as possible.

A handwritten signature in black ink that reads "Jacques Rogge". The signature is written in a cursive, flowing style.

THE XIII OLYMPIC CONGRESS AND ITS VARIOUS PHASES



INTRODUCTION

This publication, which follows “XIII Olympic Congress: Contributions” and “XIII Olympic Congress: Proceedings”, represents the conclusion of a process lasting from 2007 to 2011 which comprised the virtual Olympic Congress, the Olympic Congress in Copenhagen and the implementation of the Congress recommendations.

Since the end of the Congress, most of the recommendations have been partly or wholly implemented. The purpose of this publication is therefore to provide a progress report on the work already done for each of the recommendations.

THE VIRTUAL OLYMPIC CONGRESS

In October 2007, at the 119th IOC Session in Guatemala City, all the Olympic family members were invited to submit contributions for the Olympic Congress. For the first time in Olympic Congress history, the general public was also asked to express its opinions. Based on the respective competences of its departments, the IOC administration also had the chance to submit contributions in the form of studies and expert reports.

The contributions were compiled in the framework of the *Virtual Olympic Congress*, a web site created for the online submission of contributions written by the Olympic family, the general public and the IOC administration on the various themes and sub-themes for discussion

(more details about the themes and sub-themes are available on the IOC web site as well as in the publication entitled “XIII Olympic Congress: Contributions”).

This consultation phase ended in February 2009. The Congress Secretariat then dealt with all the contributions. Those from the Olympic family were sent to be read and analysed by the members of the 2009 Congress Editorial Committee, which identified the main orientations. The contributions from the public were analysed to identify trends.

THE OLYMPIC CONGRESS IN COPENHAGEN (3 TO 5 OCTOBER 2009)

The XIII Olympic Congress, entitled “The Olympic Movement in Society”, was held from 3 to 5 October 2009 in Copenhagen (Denmark), and brought together more than 1,000 participants (IOC members; representatives of the NOCs and IFs; athletes, coaches, judges, referees, technical delegates and officials; representatives from the Organising Committees for the Olympic Games (OCOGs) in 2010, 2012, 2014 and 2016; delegates from the cities bidding to host future editions of the Olympic Games; representatives of the media, of Wada (World Anti-Doping Agency) and the CAS (Court of Arbitration for Sport); as well as representatives of various governmental and non-governmental international organisations; the general public and observers.

During the three days of the Congress, the participants heard interesting speeches from many respected speakers and engaged in fascinating discussions on the various Congress themes and sub-themes.

The main discussion points from each discussion session were recorded by rapporteurs, who reported to the Editorial Committee at the end of each session, with a view to drafting the final document.

The final document groups together the main ideas collected during the *Virtual Olympic Congress* as well as all the points arising from the discussions throughout the Congress in Copenhagen. The 2009 Congress Commission and the IOC Executive Board approved the Olympic Congress recommendations on 5 October 2009.

All the speeches of the Congress as well as the final document containing the 66 recommendations can be found in “XIII Olympic Congress: Proceedings”.

THE WORKING GROUPS

After the Congress, IOC President Jacques Rogge decided to create working groups to study the implementation of each of the recommendations.

Each working group was composed of representatives of the IOC, IFs, NOCs and the athletes, plus the other Olympic Movement stakeholders and members of the IOC administration. The working groups were tasked with studying the recommendations linked to their respective areas of competence.

The working groups met in June 2011. After these meetings, each working group presented the results of its deliberations to the IOC

Executive Board, which took the final decision on how to implement each of the recommendations.

At the 123rd IOC Session, which was held in Durban in July 2011, the Executive Board presented a report containing the actions already implemented or yet to be implemented for each of the 66 recommendations.

The working groups were composed as follows:

WORKING GROUP LED BY THE EXECUTIVE BOARD

Chairman	Jacques Rogge
Vice-Chairmen	Zaiqing Yu Mario Pescante Ser Miang Ng Thomas Bach
Members	Gerhard Heiberg Denis Oswald René Fasel Mario Vázquez Raña Frank Fredericks Nawal El Moutawakel Richard L. Carrión Craig Reedie John D. Coates, AC Sam Ramsamy
IOC administration representative	Christophe De Kepper

WORKING GROUP LED BY THE ATHLETES' COMMISSION

IOC representative	Sergey Bubka
IF representatives	Horst Lichtner Andrew Ryan
NOC representatives	Lord Colin Moynihan Reynaldo González López Gunilla Lindberg
Athletes' Commission representatives	Frank Fredericks * Claudia Bokel Rania Elwani
IOC administration representatives	Christophe Dubi Howard Stupp

* Chairman of the working group

THE XIII OLYMPIC CONGRESS AND ITS VARIOUS PHASES

WORKING GROUP LED BY THE ETHICS COMMISSION

IOC representative	Craig Reedie
IF representatives	Horst Lichtner Andrew Ryan Francesco Ricci Bitti Urs Scherrer
NOC representatives	Lord Colin Moynihan Reynaldo González López
Ethics Commission representative	Youssoupha Ndiaye *
IOC administration representative	Pâquerette Girard Zappelli

WORKING GROUP LED BY THE JURIDICAL COMMISSION

IOC representatives	Thomas Bach * Denis Oswald
IF representatives	Horst Lichtner Andrew Ryan
NOC representatives	Lord Colin Moynihan Reynaldo González López
Athletes' Commission representative	Frank Fredericks
IOC administration representatives	Howard Stupp Timo Lumme

WORKING GROUP LED BY THE WOMEN AND SPORT COMMISSION

IOC representative	Anita L. DeFrantz *
IF representatives	Horst Lichtner Andrew Ryan
NOC representatives	Lord Colin Moynihan Reynaldo González López
Women and Sport Commission representatives	Beng Choo Low Beatrice Allen Michael S. Fennell
IOC administration representative	Tomas Amos Ganda Sithole

WORKING GROUP LED BY THE MEDICAL COMMISSION

IOC representative	Ugur Erdener
IF representatives	Horst Lichtner Andrew Ryan
NOC representatives	Lord Colin Moynihan Reynaldo González López
Medical Commission representative	Arne Ljungqvist *
Athletes' Commission representative	Rania Elwani
IPC representative	Peter van de Vliet
IOC administration representatives	Patrick Schamasch Lars Engebretsen Pâquerette Girard Zappelli

* Chairman/Woman of the working group

THE XIII OLYMPIC CONGRESS AND ITS VARIOUS PHASES

WORKING GROUP LED BY THE OLYMPIC PROGRAMME COMMISSION

IOC representative	Franco Carraro *
IF representatives	Horst Lichtner Andrew Ryan
NOC representatives	Lord Colin Moynihan Reynaldo González López
Athletes' Commission representative	Frank Fredericks
IOC administration representatives	Christophe Dubi Gilbert Felli

WORKING GROUP LED BY THE SPORT FOR ALL COMMISSION

IOC representative	Sam Ramsamy *
IF representatives	Horst Lichtner Andrew Ryan
NOC representatives	Lord Colin Moynihan Reynaldo González López
IPC representative	Philip Craven, MBE
Culture and Olympic Education Commission representative	Lambis V. Nikolaou
IOC administration representatives	Christophe Dubi Patrick Schamasch Tomas Amos Ganda Sithole

WORKING GROUP LED BY THE TV RIGHTS AND NEW MEDIA COMMISSION

IOC representative	Jacques Rogge *
IF representatives	Horst Lichtner Andrew Ryan
NOC representatives	Lord Colin Moynihan Reynaldo González López
Other representative	Eric Drossart (IMG)
IOC administration representatives	Timo Lumme Manolo Romero

WORKING GROUP LED BY THE INTERNATIONAL RELATIONS COMMISSION

IOC representatives	Thomas Bach Patrick Baumann
IF representatives	Horst Lichtner Andrew Ryan
NOC representatives	Lord Colin Moynihan Reynaldo González López Gunilla Lindberg
International Relations Commission representative	Mario Pescante * <i>In his absence, the working group was chaired by Jacques Rogge, IOC President.</i>
Other representative	Niels Nygaard
IOC administration representatives	Tomas Amos Ganda Sithole Pere Miró

* Chairman of the working group

THE XIII OLYMPIC CONGRESS AND ITS VARIOUS PHASES

WORKING GROUP LED BY THE COORDINATION COMMISSIONS

IOC representative	Jean-Claude Killy *
IF representatives	Horst Lichtner Andrew Ryan
NOC representatives	Lord Colin Moynihan Reynaldo González López
Coordination Commission representatives	Sergey Bubka René Fasel Gian-Franco Kasper Nawal El Moutawakel Denis Oswald
IOC administration representatives	Gilbert Felli Christophe Dubi

WORKING GROUP LED BY THE ENTOURAGE COMMISSION

IOC representative	Guy Drut
IF representatives	Horst Lichtner Andrew Ryan Marco Villiger
NOC representatives	Lord Colin Moynihan Reynaldo González López Gunilla Lindberg
Athletes' Commission representative	Angela Ruggiero
Entourage Commission representative	Sergey Bubka *
IOC administration representatives	Christophe Dubi Timo Lumme Patrick Schamasch Howard Stupp Pâquerette Girard Zappelli

DIGITAL TASK FORCE

IOC representatives	Richard L. Carrión * Frank Fredericks Patrick Baumann
IF representatives	Horst Lichtner Andrew Ryan
NOC representatives	Lord Colin Moynihan Reynaldo González López
Representative of the digital media working group	Martin Sorrell (WPP)
Other representative	Gary Zenkel (NBC)
IOC administration representatives	Mark Adams Jean-Benoît Gauthier Timo Lumme Manolo Romero Marie Sallois Dembreville

* Chairman of the working group



FOLLOW-UP OF THE RECOMMENDATIONS



THE ATHLETES

All athletes are at the heart of the Olympic Movement. They are supported by extensive structures which include, in particular, local clubs, National (NFs) and International Federations (IFs) and National Olympic Committees (NOCs). As role models in society, athletes are able to make a major contribution to the Olympic Movement both by raising the profile of sport and recreation across communities and by becoming standard-bearers for future generations. Athletes should be encouraged to play an integral part in the organisation and development of sport throughout the 21st century.



RECOMMENDATION NO. 1

Athletes shall be included within the decision-making bodies of the Olympic Movement through Athletes' Commissions and other positions that carry full voting rights.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ATHLETES' COMMISSION.

IMPLEMENTATION

- a) Rule 28 of the Olympic Charter has been amended. The role and the importance of the athletes' commission within NOCs should be promoted at each Association of National Olympic Committees (ANOC) General Assembly.

Olympic Charter amendments:

28 Composition of the NOCs

1. Whatever their composition, NOCs must include:

[...]

- 1.3 elected representatives of athletes. Those representatives must have taken part in the Olympic Games. They must retire from their posts at the latest by the end of the third Olympiad after the last Olympic Games in which they took part.

- b) A question was added to the Olympic Programme Review questionnaire regarding the athletes' role within their executive bodies.
- c) The NOC Annual Review questionnaire that was sent to all NOCs by the NOC Relations Department has been reviewed.
- d) The International Olympic Committee (IOC) has revised the guidelines relating to the creation of NOC and IF athletes' commission. These two documents have been shared with the respective stakeholders.

RECOMMENDATION NO. 2

All constituents of the Olympic Movement should ensure that all athletes can compete on a level playing field through impeccable standards of judging and refereeing, rules and norms of the highest order; and the absolute ethical integrity of judges and referees. These objectives should be combined with effective and impartial implementation of technical standards and equipment, and equal access for all athletes to a high standard of sports equipment.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ATHLETES' COMMISSION.

IMPLEMENTATION

- a) The Olympic Programme Review questionnaire will be amended to include more precise questions regarding judging and refereeing.
- b) The Olympic Programme questionnaire will assess the status of IFs' juries of appeal and the athletes' right to appeal.
- c) For each sport, the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) is currently drafting a policy to ensure fair access to the venues by foreign delegations. For specific cases such as bob and luge tracks, the two Federations are currently working on a new homologation process and on additional requirements for training prior to the Olympic Games.
- d) The Coach's Oath will be added to the Olympic Games protocol. The text from the Singapore Youth Olympic Games (YOG) has been amended: *"In the name of all Coaches and other members of the athlete's entourage, I promise that we shall commit ourselves to ensuring that the spirit of sportsmanship and fair play is fully adhered to and upheld in accordance with the fundamental principles of Olympism."*



RECOMMENDATION NO. 3

The fight against doping is an absolute priority for the entire Olympic Movement. While all constituents of the Olympic Movement should relentlessly participate in the fight against doping and should embrace the concept of zero tolerance, equally the athletes and their representatives should actively contribute to ensuring that cheating has no place in Olympic sport and that the utmost importance is attached to the pursuit of the Olympic principle of fair play.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ATHLETES' COMMISSION.

IMPLEMENTATION

- a) The IOC Athletes' Commission members and Athlete Role Models (ARM) should continue participating in anti-doping activities during the YOG and other events in order to show that doping damages the health and image of athletes.
- b) Athletes' Commission bulletins are being posted on the "Athletes" section of the IOC website.
- c) The IOC Athletes' Commission should encourage IF and NOC Athletes' Commissions to be active during youth events. Material developed for the Singapore ARM programme will be made available to all Olympic Movement stakeholders in DVD format.
- d) The World Anti Doping Agency (WADA) is currently working on a revised approach to the whereabouts, which will ensure enhanced collaboration between all parties involved and promote a single universal system.
- e) The IOC is continuously studying the possibility of having new channels to deliver the existing communications material for better dissemination of information. Athletes are the most powerful voices to inform and educate their peers.
- f) The "Osaka Rule", under which an athlete sanctioned for over six months for a doping offence (committed after 1 July 2008) will miss the following two Olympic Games after such sanction expires, should be maintained. It will ensure that the IOC's moral integrity is preserved.

RECOMMENDATION NO. 4

Protecting the physical and psychological health of all athletes shall be a major priority for the entire Olympic Movement. Attention shall be given to the specific needs of athletes with a disability. In support of these objectives the IOC and the other constituents of the Olympic Movement should implement educational programmes providing information on training methods, gender specific health protection and injury prevention. Such programmes should be based on IOC Medical Guidelines and be widely disseminated at the Olympic Games, the Youth Olympic Games and other major international competitions. Proactive information programmes should be organised on a nationwide, sport-by-sport basis through the national and international sporting bodies, the National Olympic Committees, schools and other educational institutions.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE MEDICAL COMMISSION.

IMPLEMENTATION

- a) These recommendations are already being implemented by the IOC. The IOC will improve communication with its stakeholders regarding the work already achieved in these related fields.
- b) The IOC has also:
 - reviewed the current IFs' athletes' health situation, providing information and sharing best practices with IFs;
 - set up clear rules to determine the eligibility of female athletes with hyperandrogenism in female competitions and recommends that IFs adopt similar rules for their own competitions;
 - held a Conference on Prevention of Injury and Illness in Sport, where all aspects of the protection of the athlete's health have been discussed and the transfer of knowledge will allow for implementation on the field of play; and
 - held a course on identifying potential diseases leading to sudden cardiac death as well as a team physicians' practical course.



RECOMMENDATION NO. 5

All constituents and other stakeholders of the Olympic Movement should take into account the current trends of overloading training and competition schedules and calendar, which can be detrimental to athletes, in particular junior athletes, from the perspective of performance, health and commitment; and should take appropriate measures to prevent this escalation where necessary.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE MEDICAL COMMISSION.

IMPLEMENTATION

- a) These recommendations are already being implemented by the IOC. The IOC will improve communication with its stakeholders regarding the work already achieved in these related fields.
- b) The IOC organised a consensus meeting on Fitness and Health of Children through Sport. The outcome of the consensus meeting has been widely disseminated through the IOC website as well as on other communication channels.

RECOMMENDATION NO. 6

All involved with the Olympic Movement should develop and implement a standard code of conduct and certification system in order to protect the rights of athletes towards agents, managers and sponsors. This system should also provide athletes with the tools and education to manage these relationships effectively and to share and exchange models of best practice.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ENTOURAGE COMMISSION.

IMPLEMENTATION

- a) The IOC is working with IFs, NOCs and Olympic Solidarity to identify best practice programmes for training sports administrators, coaches and entourage members. Subsequently, information will be made available in order for IFs and NOCs to implement such programmes if needed.
- b) A baseline code of conduct will be established based on current existing practices. This document will then be made available to all stakeholders for adaptation to their environment.
- c) The Entourage Commission is studying the best ways to reach the athletes and make them aware of their rights and duties towards their entourage.

Recommendations 6, 12 and 48 were discussed together.



RECOMMENDATION NO. 7

All constituents of the Olympic Movement should endorse the importance of combining education and sport. Priority should be given to the development of programmes aimed at building athletes' lifetime skills. The Olympic Movement, in collaboration with parents, coaches and members of the athletes' entourage, should encourage and promote the participation of athletes in their career programmes, during their competitive years as well as after their retirement from high-level competition. This will enable them to combine education and sport seamlessly through dual careers.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ATHLETES' COMMISSION.

IMPLEMENTATION

- a) The IOC currently provides NOCs and IFs with one contact person for the IOC Athlete Career Programme (ACP).
- b) The IOC will organise workshops for NOCs in order to deliver the basis for launching programmes on a national level. An ACP tool kit will be developed for the benefit of NOCs and IFs.
- c) TOP sponsors and other institutions will be encouraged to provide employee or trainee opportunities for athletes within their structures. The IOC will perform the role of clearing house in this network.

Recommendations 7, 9 and 11 were discussed together.

RECOMMENDATION NO. 8

Both within and outside the context of sport, sexual harassment and abuse of all kinds, including child abuse, have unacceptable implications for men, women and children. Sporting organisations, with the help of the public authorities and leaders of the Olympic Movement, should take appropriate measures to combat all forms of harassment through education and establish procedures to address harassment and grievance resolution.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE MEDICAL COMMISSION.

IMPLEMENTATION

- a) These recommendations are already being implemented by the IOC. The IOC will improve communication with its stakeholders regarding the work already achieved in these related fields. In addition, following the consensus on Sexual Harassment and Abuse in Sport, the IOC has recently developed education tools which were presented at the YOG in Singapore. They are now available on the IOC website as well on other communication channels. Actions will also be taken in the near future to target parents and coaches.



RECOMMENDATION NO. 9

High priority should be given to developing user-friendly and accessible channels for all athletes and all athlete organisations to disseminate and share information on a regular basis.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ATHLETES' COMMISSION.

IMPLEMENTATION

- a) The IOC currently provides NOCs and IFs with one contact person for the IOC Athlete Career Programme (ACP).
- b) The IOC will organise workshops for NOCs in order to deliver the basis for launching programmes on a national level. An ACP tool kit will be developed for the benefit of NOCs and IFs.
- c) TOP sponsors and other institutions will be encouraged to provide employee or trainee opportunities for athletes within their structures. The IOC will perform the role of clearing house in this network.

Recommendations 7, 9 and 11 were discussed together.

RECOMMENDATION NO. 10

Athletes from across the globe and from all sports should have access to an appropriate level of basic legal advice and guidance throughout their sporting careers. Stakeholders of the Olympic Movement should, at their cost, identify policies and procedures to achieve this objective.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE JURIDICAL COMMISSION.

IMPLEMENTATION

- a) NOCs and IFs should provide their athletes with information on their rights and obligations, including the legal means available to them for challenging certain decisions (e.g. disputes regarding athlete selection procedures). The appropriate level of basic legal advice and guidance to be provided may vary with the diverse levels of athletes coming from different parts of the world and competing in different sports.
- b) The IOC, NOCs and IFs should develop “best practice procedures” in order to deal with certain common legal-related issues faced by the athletes, including in relation to new developments in the world of sport.
- c) Upon individual request, the IOC, NOCs and IFs should be in a position to advise athletes on where they can obtain legal guidance.



RECOMMENDATION NO. 11

Consideration should be given to the identification of 'athlete-friendly' structures, including schools, universities, technical institutes, public institutions, armed forces and corporate sponsors, with whom sport and educational partnerships can be established. The IOC should consider acting as an exchange and clearing house to facilitate the development, coordination and implementation of such programmes designed to support athletes' lives in the world beyond competitive sport, at which time the provision of career, educational, psychological and social support may be vital.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ATHLETES' COMMISSION.

IMPLEMENTATION

- a) The IOC currently provides NOCs and IFs one contact person for the IOC Athletes Career Programme (ACP).
- b) The IOC will organise workshops for NOCs in order to deliver the basis for launching programmes on a national level. An ACP tool kit will be developed for the benefit of NOCs and IFs.
- c) TOP sponsors and other institutions will be encouraged to provide employee or trainee opportunities for athletes within their structures. The IOC will perform the role of clearing house in this network.

Recommendations 7, 9 and 11 were discussed together.

RECOMMENDATION NO. 12

All constituents of the Olympic Movement should seek to enhance the provision of qualified and competent coaching and training available to all athletes. Programmes to disseminate best practice and to ensure that the opinions of coaches are taken into account should be implemented.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ENTOURAGE COMMISSION.

IMPLEMENTATION

- a) The IOC is working with IFs, NOCs and Olympic Solidarity to identify best practice programmes for training sports administrators, coaches and entourage members. Subsequently, information will be made available in order for IFs and NOCs to implement such programmes if needed.
- b) A baseline code of conduct will be established based on current existing practices. This document will then be made available to all stakeholders for adaptation to their environment.
- c) The Entourage Commission is studying the best ways to reach the athletes and make them aware of their rights and duties towards their entourage.

Recommendations 6, 12 and 48 were discussed together.



RECOMMENDATION NO. 13

The establishment of an IOC Commission in charge of matters relating to coaches, trainers and the athletes' entourage is recommended.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ENTOURAGE COMMISSION.

IMPLEMENTATION

- a) The Entourage Commission has been created and held its first meetings.

RECOMMENDATION NO. 14

The Olympic Movement reaffirms its strong opposition to the trading of nationalities and passports, which abuses the spirit of competition inherent in the world of sport.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE JURIDICAL COMMISSION.

IMPLEMENTATION

- a) The IOC will continue to ensure that Rule 41 of the Olympic Charter and its Bye-law are implemented properly.
- b) Each case of change in nationality should be looked at carefully by the parties concerned, on a case-by-case basis, in order to properly and fairly respect the letter and the spirit of the applicable rules.
- c) "Trading" in nationality should be forbidden. The letter and the spirit of the rules should be respected.



FOLLOW-UP OF THE RECOMMENDATIONS



THE OLYMPIC GAMES

While the Olympic Games are universally recognised as a unique and special experience, guaranteed to bequeath a rich legacy of unforgettable memories to all participants and spectators, it is essential that the International Olympic Committee (IOC) makes every effort to ensure that they retain their status as a premier event. This will allow the Fundamental Principles and values of Olympism, which the Olympic Games so supremely epitomise, to be embraced and promoted to the full.



RECOMMENDATION NO. 15

The importance of agreeing and adopting a definition of the universality of sport is a priority. The principle of universality not only encompasses access to competitions, sporting infrastructure and the organisation of high level sports events, but has a far broader significance. At its very core, it means open access to sport for all peoples and all cultures, from grassroots to Olympic level, and to all the benefits and opportunities which sport provides. This principle should inspire the work of the entire Olympic Movement.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) A definition of the universality of sport has been produced by the IOC Executive Board. This definition will serve as a reference for the Olympic Movement constituents: *“In its broadest and most basic definition, the universality of sport means that all sport, of whatever kind and at whatever level, should be accessible to all people, whatever the nature of their involvement. Every man, woman and child should have the individual and collective opportunity to enjoy sport. Their practice and enjoyment should be open to everyone, regardless of race, culture, nationality, ethnicity, gender or religion, with full access to the manifold benefits and opportunities which sport provides.”*

RECOMMENDATION NO. 16

All involved with the Olympic Movement shall take into account the fact that, whilst attitudes and behaviours may be shifting, the Fundamental Principles of Olympism shall remain at the core of the Games. The Olympic Movement should be based on respect, responsibility and reliability. The Olympic Movement shall ensure that the Olympic Games uphold Olympic values, respond to the young generation of athletes, enhance gender equality and equal opportunities.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) Under the leadership of the IOC, a global strategy with all stakeholders (International Federations (IFs), National Olympic Committees (NOCs), Organising Committees for the Olympic Games (OCOGs), the International Olympic Academy (IOA), National Olympic Academies (NOAs), The Olympic Museum, the Olympic Museums Network, the Commission for Culture and Olympic Education, the Olympic Values Education Programme (OVEP), Olympic Solidarity, the Youth Olympic Games (YOG) and their Culture and Education Programme (CEP) and public authorities) will be defined.
- b) The cultural and educational activities within the IOC administration will be better coordinated.
- c) The profile of the Cultural Olympiad will be reinforced by celebrating culture throughout the whole period.

Recommendations 16, 47, 55 were discussed together.



RECOMMENDATION NO. 17

The Olympic Village should continue to be at the heart of the Olympic Games, given the unique and invaluable experience which it provides to athletes. It should be of a standing commensurate with the needs of the world's leading athletes and should form a core of their Olympic experience.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ATHLETES' COMMISSION.

IMPLEMENTATION

- a) The IOC will conduct a survey with the Chefs de Mission in order to obtain a better understanding of the motivation and justification for some athletes to remain outside the Olympic Village.
- b) A policy giving alternate athletes the right to access the Olympic Village has been approved.

RECOMMENDATION NO. 18

High priority should be given to the advancement of women both in sport and through sport. The Olympic Movement should at all times seek to promote equal opportunities for women, both in their participation in sports competition and in administration and coaching. Wherever necessary, the Olympic Movement should identify and implement changes to achieve gender equality, and should also provide incentives and appropriate educational and training programmes for athletes, sports leaders and administrators in support of this goal.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE WOMEN AND SPORT COMMISSION.

IMPLEMENTATION

- a) The recent changes in the Olympic Programme for the Olympic Games in London, Sochi and Rio have significantly augmented the participation of women in the Olympic Games. The IOC has significantly increased its financial support to women's development and training programmes. The IOC is now taking advantage of its current relationship with the United Nations (UN) to collaborate with the new agency, UN Women and UN Fund for International Partnerships (UNFIP), as well as with other entities to promote and empower women and girls in and through sport in order to accelerate progress.
- b) The promotion of women and gender equity in the Olympic Movement is being used as a measure of good governance. The document entitled *Basic Universal Principles of Good Governance* has been amended to include a reference to having women's representatives on decision-making bodies. This document will then be proposed to the Olympic Movement constituents.



RECOMMENDATION NO. 19

The Olympic Movement fully embraces the importance of embedding the key values of environmental protection, development and sustainability within the Olympic ideals. As part of this commitment, all members of the Olympic Family should facilitate the delivery of a lasting sporting, environmental, and social legacy and the IOC should accelerate the integration of sustainability principles in the hosting of the Olympic Games, which will also help to safeguard their status as a premier event.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE COORDINATION COMMISSIONS.

IMPLEMENTATION

- a) The IOC will further improve communications on IOC and OCOG progress, activities and positive achievements being made in this area.
- b) The IOC will continue to educate and promote these best practices via the IOC Guidelines.
- c) The IOC will explore how developing relationships with other UN agencies could further benefit the Olympic Movement.
- d) The IOC will continue to encourage OCOGs to work more closely with non-governmental organisations (NOGs), as they are more aware of their local contexts.
- e) The IOC and OCOGs have a good understanding of their areas of responsibility in this field, but there is a need to better integrate other stakeholders/constituents of the Olympic Movement to share best practice.

RECOMMENDATION NO. 20

Although the process of evaluating sports and disciplines for inclusion in the Olympic Games' programme has substantially evolved in recent years, it is essential that periodic reviews conducted by the IOC be maintained, so that the promotion and relegation of sports may be subject to regular appraisal. More research is needed to understand the contribution made by the sports and disciplines within the Olympic Programme to the overall value of the Games.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE OLYMPIC PROGRAMME COMMISSION.

IMPLEMENTATION

- a) When conducting the review of the Olympic Programme, the input of external stakeholders is sought. In doing so, it is important that the expectations of these external stakeholders be carefully managed.
- b) The IOC will continue to use additional external studies conducted by recognised experts in their respective fields to further improve the review process.
- c) The following topics will be addressed in the next review of the Olympic Winter Programme, and all subsequent reviews:
 - Athletes' health;
 - Sport for All Commissions and/or specific initiatives;
 - Voting rights of athletes within the IF structure;
 - Existence of an Athlete Career Programme;
 - Ethical rules for technical officials;
 - Control of technical evolutions within the sport;
 - Means to monitor and inform the athletes' entourage.
- d) In the framework of the review of the 2016 Programme, particular attention is being paid to the current distribution of quotas and the number of events across all sports; the universality of the disciplines within a sport could be taken into consideration in this exercise.



RECOMMENDATION NO. 21

The IOC review process should also include surveys and research studies where appropriate to evaluate the full impact of each Olympic Games on the host city, the host nation and to provide an ongoing assessment of the level of appeal and attractiveness of the Games in a fast-moving global market place.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE COORDINATION COMMISSIONS.

IMPLEMENTATION

- a) The IOC is developing more efficient methods for sharing Games-time research, both internally and externally with its stakeholders.
- b) The IOC is leveraging existing platforms to collectively assess the attractiveness and appeal of the Games with all stakeholders. The latter have a responsibility towards the overall success of the Games.
- c) The IOC is further promoting the use/integration of other positive initiatives and research being generated from OCOGs, host cities, regions and countries.

RECOMMENDATION NO. 22

Members of the Olympic Movement should regularly review the qualification systems for each sport and discipline in order to achieve a fair balance between the imperative of securing the participation of the world's best athletes at the Olympic Games and the highest level of fairness required to respect the principle of universality.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) The current approach regarding qualification systems will be preserved, as it allows for both universality and for elite athletes to compete.
- b) The NOCs and IFs should increase cooperation in this respect.



RECOMMENDATION NO. 23

With the cooperation of the constituents of the Olympic Movement, the appropriate levels of service at the Olympic Games should be carefully reviewed by the IOC. In that context, it will be useful to benchmark the Olympic Games with other major events. The IOC should also determine whether it should take greater ownership of the delivery of key goods and services in order to improve the quality of delivery of the Games.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE COORDINATION COMMISSIONS.

IMPLEMENTATION

a) The IOC will seek to clarify respective areas of responsibility between the IOC, IFs, NOCs and other stakeholders in order to avoid the ambiguous position sometimes taken by the Olympic Movement constituents. The result of this analysis will lead to an update of some of the reference documents. Bye-law to Rule 14, Bye-law to Rules 27 and 28 and Rule 40 of the Olympic Charter have been amended.

Olympic Charter amendments:

14 Olympic designations

[...]

Bye-law to Rule 7-14

1. Legal Protection:

[...]

1.5 The IOC may at any time call upon an NOC for its assistance in obtaining legal protection for any Olympic property and for the settlement of any differences which may arise with third parties in such matters.

27 Mission and Role of the NOCs / 28 Composition of the NOCs

Bye-law to Rules 27 and 28

[...]

2. NOCs' tasks:

The NOCs perform the following tasks:

[...]

2.4 They assist the IOC in respect to the protection of Olympic properties in their respective territories.

40 Eligibility Code

To be eligible for participation in the Olympic Games, a competitor, coach, trainer or other team official must comply with the Olympic Charter, including the conditions of eligibility established by the IOC, as well as with the rules of the IF concerned as approved by the IOC, and the competitor, coach, trainer or other team official must be entered by his NOC. The above-noted persons must:

- respect the spirit of fair play and non violence, and behave accordingly; and
- respect and comply in all aspects with the World Anti-Doping Code.

b) The IOC will continue reviewing the "Balance of Support" from the IOC to the OCOGs in the various areas of Games planning and operations.

c) The principle of the OCOGs organising the Games will be maintained. The IOC will seek to internalise Games operations within the IOC only if a clear risk of non-delivery by OCOGs or a significant cost saving can be demonstrated (e.g. the OBS model).

d) The IOC is currently reviewing the scope of the IF venue sign-off process.

e) The IOC will continue to involve Olympic Movement constituents in the review process to update documents defining service levels.

f) The level of services for IFs is being assessed. Comparisons will be made, where relevant, between the World Championships and Olympic Games to better control the cost and complexity of Games development and to ensure that the Games remain a premier event.

g) An IOC Information Session for aspiring host cities and NOCs, "Bidding for the Games", will take place in November 2011 with the aim of providing a wider forum for cities and NOCs to discuss their vision prior to becoming Applicant Cities.

h) The IOC will continue to communicate and provide information on the important difference between Games operating costs and host city investment costs for the Games, in order to ensure a better understanding of this area.



- i) The integration of the risks and opportunities management approach will be reinforced and effectively transferred from the Evaluation Commission to the Coordination Commission.
- j) The Coordination Commission's experience and knowledge will benefit the OCOGs and will therefore be used. More efforts are being made to focus on coaching OCOG senior management using knowledge and expertise available through the IOC.
- k) The IOC is reviewing developments since the last Olympic Games Study Commission (2001-2003) and will study a future strategy.

Recommendations 23 and 25 were discussed together.

RECOMMENDATION NO. 24

While fully maintaining their autonomy, the constituents of the Olympic Movement should take into account the role and the opinions of the stakeholders, including sponsors, partners, suppliers and rights holders.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) The IOC will further enhance its policy of consulting the various stakeholders of the Olympic Movement.



RECOMMENDATION NO. 25

The control of the size, cost and complexity of the Olympic Games should be such that they remain a premier event, while facilitating more cities to bid successfully for the Games.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE COORDINATION COMMISSIONS.

IMPLEMENTATION

a) The IOC will seek to clarify respective areas of responsibility between the IOC, IFs, NOCs and other stakeholders in order to avoid the ambiguous position sometimes taken by the Olympic Movement constituents. The result of this analysis will lead to an update of some of the reference documents. Bye-law to Rule 14, Bye-law to Rules 27 and 28 and Rule 40 of the Olympic Charter have been amended.

Olympic Charter amendments:

14 Olympic designations

[...]

Bye-law to Rule 7-14

1. Legal Protection:

[...]

1.5 The IOC may at any time call upon an NOC for its assistance in obtaining legal protection for any Olympic property and for the settlement of any differences which may arise with third parties in such matters.

27 Mission and Role of the NOCs / 28 Composition of the NOCs

Bye-law to Rules 27 and 28

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The NOCs perform the following tasks:

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To be eligible for participation in the Olympic Games, a competitor, coach, trainer or other team official must comply with the Olympic Charter, including the conditions of eligibility established by the IOC, as well as with the rules of the IF concerned as approved by the IOC, and the competitor, coach, trainer or other team official must be entered by his NOC. The above-noted persons must:

- respect the spirit of fair play and non violence, and behave accordingly; and
- respect and comply in all aspects with the World Anti-Doping Code.

- b) The IOC will continue reviewing the "Balance of Support" from the IOC to the OCOGs in the various areas of Games planning and operations.
- c) The principle of the OCOGs organising the Games will be maintained. The IOC will seek to internalise Games operations within the IOC only if a clear risk of non-delivery by OCOGs or a significant cost saving can be demonstrated (e.g. the OBS model).
- d) The IOC is currently reviewing the scope of the IF venue sign-off process.
- e) The IOC will continue to involve Olympic Movement constituents in the review process to update documents defining service levels.
- f) The level of services for IFs is being assessed. Comparisons will be made, where relevant, between the World Championships and Olympic Games to better control the cost and complexity of Games development and to ensure that the Games remain a premier event.
- g) An IOC Information Session for aspiring host cities and NOCs, "Bidding for the Games", will take place in November 2011 with the aim of providing a wider forum for cities and NOCs to discuss their vision prior to becoming Applicant Cities.
- h) The IOC will continue to communicate and provide information on the important difference between Games operating costs and host city investment costs for the Games, in order to ensure a better understanding of this area.



- i) The integration of the risks and opportunities management approach will be reinforced and effectively transferred from the Evaluation Commission to the Coordination Commission.
- j) The Coordination Commission's experience and knowledge will benefit the OCOGs and will therefore be used. More efforts are being made to focus on coaching OCOG senior management using knowledge and expertise available through the IOC.
- k) The IOC is reviewing developments since the last Olympic Games Study Commission (2001-2003) and will study a future strategy.

Recommendations 23 and 25 were discussed together.

RECOMMENDATION NO. 26

The IOC should consider the establishment of a set of minimum requirements which prospective cities bidding for the Games would need to meet before being considered for the Candidature phase.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE COORDINATION COMMISSIONS.

IMPLEMENTATION

- a) The bidding process will be kept in two IOC phases as this has successfully mitigated high-risk bids.
- b) The IOC has established three prerequisite criteria (i.e. ratification of World Anti-Doping Agency (WADA) code, recognition of the Court of Arbitration for Sport (CAS) and pre-approval of Games dates for Applicant Cities).
- c) An IOC Information Session for aspiring host cities and NOCs, "Bidding for the Games", will take place in November 2011 with the aim of providing a wider forum for cities and NOCs to discuss their vision prior to becoming Applicant Cities.



FOLLOW-UP OF THE RECOMMENDATIONS



THE STRUCTURE OF THE OLYMPIC MOVEMENT

The Olympic Movement is founded on the concept of the autonomy and good governance of sport, which recognises and respects our individuality and achieves unity through diversity. Sport is a force for good and is a unique and indispensable tool for sustainable development, as well as a means to promote peace, culture and education. Sport holds a mirror to society, through which the Olympic Movement's commitment to pursue policies which promote the universal language of sport must be clearly reflected. An understanding of the global nature of sport must underpin the future structure of the Olympic Movement, thereby positioning it to integrate successful development strategies and educational initiatives within its core activities. This will enable the Olympic Movement to move closer to its ultimate goal of a healthier, more equal and more tolerant society, freed from prejudice and division, and untarnished by discrimination and injustice.



RECOMMENDATION NO. 27

A definition of the autonomy of sport reflecting the principles of respect, responsibility and reliability should be adopted by all within the Olympic Movement. This will further its goals by enhancing the tools of leadership and guidance available to it. It is proposed that a Committee be established to consider the recommendations from Congress and from the International Olympic Committee (IOC) Seminars on the Autonomy of the Olympic Movement, to monitor all developments affecting the autonomy of the Olympic Movement, including the establishment of a permanent information exchange network.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) The IOC Executive Board has drafted a definition of the concept of autonomy. This concept will be submitted to all constituents of the Olympic Movement. Point 5 of the Fundamental Principles of the Olympic Charter has been amended.

Olympic Charter amendment:

Fundamental Principles of Olympism

[...]

5. Recognising that sport occurs within the framework of society, sports organisations within the Olympic Movement shall have the rights and obligations of autonomy, which include freely establishing and controlling the rules of sport, determining the structure and governance of their organisations, enjoying the right of elections free from any outside influence and the responsibility for ensuring that principles of good governance be applied.
- b) The existing informal coordination exchange network will be integrated in the form of a permanent liaison office that will also deal with other threats to the Olympic Movement, such as doping, irregular betting and interference of political bodies.

RECOMMENDATION NO. 28

The Olympic Movement reaffirms the need for unity and close cooperation amongst all its constituents to ensure that the goal of autonomy in sport is achieved, under the leadership of the IOC.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) Rule 2 of the Olympic Charter has been amended.

Olympic Charter amendments:

2 Mission and Role of the IOC

The mission of the IOC is to promote Olympism throughout the world and to lead the Olympic Movement. The IOC's role is:

[...]

5. to take action to strengthen the unity of the Olympic Movement, to protect its independence and to preserve the autonomy of sport;
- b) All constituents of the Olympic Movement should ensure that there is a legal basis in order to be able to take measures and sanctions to ensure full respect of the autonomy of sport.
- c) The solidarity between the International Federations (IFs), National Olympic Committees (NOCs) and IOC should be reinforced.
- d) The IOC will maintain the current level of information-sharing with the stakeholders and provide the tools to enable them to raise the awareness of their respective public authorities regarding the importance of the autonomy of the Olympic and Sports Movement.

Recommendations 28, 29, 37 and 38 were discussed together.



RECOMMENDATION NO. 29

The relevant intergovernmental organisations and governments should acknowledge the necessary and essential autonomy of the Olympic Movement including, in particular, respect for and enforcement of the rules of good governance, equality and fairness in sport and sports administration, as established by the Olympic Movement and set out in the Olympic Charter, to ensure the best and fairest possible practice of sport.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

a) Rule 2 of the Olympic Charter has been amended.

Olympic Charter amendments:

2 Mission and Role of the IOC

The mission of the IOC is to promote Olympism throughout the world and to lead the Olympic Movement. The IOC's role is:

[...]

5. to take action to strengthen the unity of the Olympic Movement, to protect its independence and to preserve the autonomy of sport;

b) All constituents of the Olympic Movement should ensure that there is a legal basis in order to be able to take measures and sanctions to ensure full respect of the autonomy of sport.

c) The solidarity between the IFs, NOCs and IOC should be reinforced.

d) The IOC will maintain the current level of information-sharing with the stakeholders and provide the tools to enable them to raise the awareness of their respective public authorities regarding the importance of the autonomy of the Olympic and Sports Movement.

Recommendations 28, 29, 37 and 38 were discussed together.

RECOMMENDATION NO. 30

The preservation of human dignity is a fundamental tenet of the Olympic Movement. All members of the Olympic Movement should work together in pursuit of the harmonious development of men and women in order to promote through sport a peaceful society based on the most fundamental common principles and values inherent in a civilised society.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

a) The IOC will intervene at the OCOG level in the event of serious abuse, such as:

- Mistreatment of people displaced due to Olympic venue construction;
- Abuse of migrant workers at Olympic venue construction sites;
- Child labour;
- Improper restrictions on the media's freedom to cover the Games, including cultural aspects.

b) The IOC will establish a system for correctly identifying and dealing with "legitimate complaints" from official sources.

c) The IOC will not intervene in non-sport human rights issues.

d) The leverage that the IOC has towards the Organising Committees for the Olympic Games (OCOGs) should be determined. This might lead to amendments to the Host City Contract and documentation for Bid Cities.



RECOMMENDATION NO. 31

All governments should provide their ongoing and continuous support both in terms of legislation and resources, to the fight against doping, working together with the World Anti-Doping Agency (WADA).

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) The IOC will ask WADA to produce a list of existing national anti-doping legislation and provide details on its content in order to help assess its effectiveness.
- b) The IOC will increase, through WADA, governments and INTERPOL (International Criminal Police Organisation), investigation into criminal offences and networking.
- c) The IOC will use WADA's governing bodies as well as sport's own channels (IOC, NOCs, IFs, major sports events) to encourage governments to adopt effective anti-doping legislation and programmes.
- d) The IOC will foster the joint ventures between sport and governments in areas such as research and education.

RECOMMENDATION NO. 32

Governments should recognise that close collaboration and action in the fight to put an end to illegal and irregular betting and match-fixing is essential, both in relation to Olympic-accredited events and to the wider world of sport competition.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ETHICS COMMISSION.

IMPLEMENTATION

- a) Following the IOC Seminar "Sports Betting: A Challenge to be Faced" held in June 2010, all constituents of the Olympic Movement started to adapt their rules based on the recommendations and on a common standard proposed by the IOC and SportAccord. They are also strengthening their education programmes.
- b) Further to this, the IOC organised the first meeting on the Fight Against Irregular and Illegal Betting in Sport in March 2011. It was decided to set up a working group involving representatives from all the constituents of the Olympic Movement in order to examine the following points:
 - The necessity and possibilities for governments, international organisations and sports betting operators to support the sports world in its efforts to protect the integrity of sports competitions;
 - The various means to strengthen cooperation between themselves to fight more effectively against all forms of cheating in sport, particularly those linked to irregular and illegal betting;
 - The various existing systems, national laws, self-regulating systems and implementation methods, in order to identify effective methods for cross-border cooperation;
 - The various existing systems of enforcement, punishment and measures in terms of education;
 - Appropriate methods of funding to support the efforts of the sports movement to protect the integrity of competitions.



RECOMMENDATION NO. 33

Appropriate institutionalised forms of mutually beneficial cooperation and partnerships should be developed between governments and the members of the Olympic Movement in areas which should include: the development and the encouragement of participation in sport for all; the organisation of competitive sports events for young people throughout the world; health protection for young people and athletes; the fight against doping; and support for athletes reaching the end of their careers in competitive sport and transitioning to a lifetime away from the podium.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE INTERNATIONAL RELATIONS COMMISSION.

IMPLEMENTATION

- a) The IOC has been granted Observer status by the UN General Assembly. This status provides access to UN agencies, thus making it easier for the IOC to develop various programmes across the globe which will benefit sportspersons as well as the youth community at large. The IOC is also leveraging the association with the UN to elevate the role of sport in national development, thus getting governments to allocate more resources to sport in their countries:
 - A new Memorandum of Understanding (MoU) has been signed with the World Health Organisation (WHO) aimed at protecting sportspersons from injuries, promoting health and supporting scientific research in sport.
 - The IOC will build on and increase its current activities in grass-roots sports programmes (e.g. Sport for Hope), collaboration with expert organisations related to sports injury prevention, youth health promotion and support of the post-podium athlete career programme.
 - The IOC will engage relevant partner organisations and authorities in order for 23 June to be recognised as the universal day of sport and physical activity.

RECOMMENDATION NO. 34

The IOC should develop all opportunities to liaise with the IFs, the NOCs, the recognised IFs and all other recognised organisations in order to achieve a global, universal and harmonised approach by the Olympic Movement to its major issues and concerns. The IOC should also actively support the members of the Olympic Movement, in particular the NOCs and the IFs, wherever and whenever their autonomy is threatened.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) The IOC will set up a liaison office with all stakeholders and relevant IOC departments. This office will fall under the responsibility of the President's Office and will have the task of monitoring all issues for and threats to the Olympic Movement (e.g. doping, irregular betting and interference with political bodies) and proposing joint relevant actions to be taken.



RECOMMENDATION NO. 35

All constituents of the Olympic Movement should review their rules and activities to ensure that they fully comply with the Olympic Charter and the fundamental principles and values of Olympism.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) The IFs will be encouraged to either adopt the IOC's Code of Ethics or set up their own appropriate system of ethics.
- b) IFs and NOCs will be encouraged to submit all disputes to the Court of Arbitration for Sport (CAS).

RECOMMENDATION NO. 36

The Olympic Movement should engage in the widest possible way with international institutions to support and promote the delivery of the UN Millennium Goals and further such initiatives. The Olympic Movement is equally committed to the protection of the global environment and to forging closer relationships with the United Nations (UN) and all other institutions to respond to this moral imperative, particularly with regard to the key issue of climate change.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE INTERNATIONAL RELATIONS COMMISSION.

IMPLEMENTATION

- a) The IOC has been granted Observer status by the UN General Assembly. This status provides access to UN agencies, thus making it easier for the IOC to develop various programmes across the globe. The IOC will enhance the existing collaboration with relevant UN agencies such as the United Nations Environment Programme (UNEP), United Nations Human Settlement Programme (UN-HABITAT) and non-governmental organisations (NOGs).
- b) The IOC will further enrich its communications messaging regarding contributions to human development while, at the same time, enhancing its activities in this area. Digital media communications (e.g. informative video clips) highlighting such activities will be produced and launched at the 2011 IOC Session in Durban.
- c) The Olympic Movement's Agenda 21 environment policy is being reviewed. It will reflect current developments and cater for the wider interpretation of environmental sustainability, which includes social, economic and environmental aspects.



RECOMMENDATION NO. 37

In accordance with the principles and values of Olympism, the practice of sport shall be run by independent, autonomous sports organisations, which are in full compliance with applicable laws. Cooperation between governments and institutions of the Olympic Movement in every area where it may be mutually beneficial should underlie the relationship between sport and state bodies, so that the autonomy of the Olympic Movement is fully respected by governments.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) Rule 2 of the Olympic Charter has been amended.

Olympic Charter amendments:

2 Mission and Role of the IOC

The mission of the IOC is to promote Olympism throughout the world and to lead the Olympic Movement. The IOC's role is:

[...]

5. to take action to strengthen the unity of the Olympic Movement, to protect its independence and to preserve the autonomy of sport;
- b) All constituents of the Olympic Movement should ensure that there is a legal basis in order to be able to take measures and sanctions to ensure full respect of the autonomy of sport.
- c) The solidarity between the IFs, NOCs and IOC should be reinforced.
- d) The IOC will maintain the current level of information-sharing with the stakeholders and provide the tools to enable them to raise the awareness of their respective public authorities regarding the importance of the autonomy of the Olympic and Sports Movement.

Recommendations 28, 29, 37 and 38 were discussed together.

RECOMMENDATION NO. 38

The relationships between the Olympic Movement, public bodies and governments, as well as those between all national organisations belonging to the Olympic Movement and their respective governments, should be based on the principle of respect for applicable law by all constituents of the Olympic Movement, while at the same time seeking to influence public policy makers wherever possible to ensure that national and supra-national laws and regulations are consistent with the fundamental principles of Olympism.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) Rule 2 of the Olympic Charter has been amended.

Olympic Charter amendments:

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- d) The IOC will maintain the current level of information-sharing with the stakeholders and provide the tools to enable them to raise the awareness of their respective public authorities regarding the importance of the autonomy of the Olympic and Sports Movement.

Recommendations 28, 29, 37 and 38 were discussed together.



RECOMMENDATION NO. 39

The relationship between the IOC and the International Paralympic Committee (IPC) should be pursued to the benefit of all areas of mutual interests. Furthermore, cooperation with the International Committee of Sports for the Deaf and Special Olympics is encouraged.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE COORDINATION COMMISSIONS.

IMPLEMENTATION

- a) A strategic communication plan will be established by the IOC and IPC to explain their respective roles as well as the benefit of hosting the Olympic and Paralympic Games for a city and a country. A new form of collaboration with Special Olympics Inc. (SOI) and the International Committee of Sports for the Deaf (ICSD) will be formalised through an MoU which will outline precisely the IOC's contribution to their respective events.

RECOMMENDATION NO. 40

In recognition of the enormous momentum for change in society, the Olympic Movement, while firmly rooted in its fundamental values and vision, should reach out and consider developing new forms of co-operation with other organisations outside the Olympic Movement in a spirit of mutual respect. In so doing it should focus on areas of collaboration such as medical and scientific research, education and academia, sustainable development; and social and humanitarian goals.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE INTERNATIONAL RELATIONS COMMISSION.

IMPLEMENTATION

- a) The IOC has been granted Permanent Observer status by the UN General Assembly. This status provides greater access to UN agencies, programmes and funds, thus making it easier for the IOC to develop various programmes across the globe and provide humanitarian assistance to those who need it. The IOC also now has the opportunity to better communicate and collaborate with entities of the UN family and governments on developing educational programmes for young people; promote gender and healthy lifestyles; and contribute to the achievement of the Millennium Development Goals. It also now has unparalleled access to the UN Secretariat itself.
- b) In the field of scientific research and education, the IOC recently held a Conference on Prevention of Injury and Illness in Sport. All aspects of the protection of the athlete's health were discussed and the transfer of knowledge will allow for implementation on the field of play.
- c) Following the consensus on Sexual, Harassment and Abuse in Sport, the IOC has recently developed education tools which were presented at the Youth Olympic Games (YOG) in Singapore. They are now available on the IOC website as well as on other communication channels. Actions will also be taken in the near future to target parents and coaches.
- d) World conferences on sport and the environment are regularly organised under the patronage of the IOC.
- e) The IOC sustainable guidelines for OCOGs are being implemented.



- f) The Global Reporting Initiative (GRI) is the organisation that created the most recognised and widely used sustainability reporting framework. GRI is currently developing sustainability reporting guidelines for the event organisers sector in order to respond to the needs of the event industry, both sporting and non-sporting. The final draft Event Organisers Sector Supplement will be released in September – October 2011. The IOC supports this initiative and has a representative on the Event Sector Supplement's Advisory Board. Representatives from both the Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) and the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) are part of the Sector Supplement's working group.
- g) Under the leadership of the IOC, a global strategy with all stakeholders (IFs, NOCs, OCOGs, the International Olympic Academy (IOA), National Olympic Academies (NOAs), The Olympic Museum, the Olympic Museums Network, the Commission for Culture and Olympic Education, the Olympic Values Education Programme (OVEP), Olympic Solidarity, the YOG and their Culture and Education Programme (CEP) and public authorities) will be defined.

RECOMMENDATION NO. 41

The legitimacy and autonomy of the Olympic Movement depends on upholding the highest standards of ethical behaviour and good governance. All members of the Olympic Movement should adopt, as their minimum standard, the Basic Universal Principles of Good Governance of the Olympic Movement, as proposed by the IOC. All members of the Olympic Movement shall always demonstrate integrity, accountability and transparency, as well as the highest level of management skills; and they shall ensure that at all times their legal status is both fully consistent with their activities and responsibilities and wholly compliant with the laws of the land (applicable laws).

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) The document entitled *Basic Universal Principles of Good Governance* has been amended to include a reference to having both women's and athletes' representatives on executive bodies. This document will then be proposed to the Olympic Movement constituents.



RECOMMENDATION NO. 42

All members of the Olympic Movement should keep annual accounts in accordance with acknowledged standards of accounting; ensure they have an independent audit or verification of their accounts; adopt rules, norms and practices under which those who cannot comply with good governance may lose financial support or be sanctioned; adopt and implement a code of ethics based on the principles and rules of the IOC Code of Ethics; and always seek to protect and promote the interests of the athletes they represent.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) Members of the Olympic Movement should adopt and implement a Code of Ethics based on the principles and rules of the IOC Code of Ethics.
- b) The document entitled *Basic Universal Principles of Good Governance* will be circulated to the Olympic Movement constituents.
- c) Those who do not comply with the good governance principles and do not respect the Code of Ethics may lose financial support.

RECOMMENDATION NO. 43

Transparent and enhanced dispute resolution mechanisms shall be in place in all sports organisations, at all levels. All disputes which cannot be settled amicably or through local arbitration or mediation should be submitted to the Court of Arbitration for Sport (CAS). While fully respecting the sovereignty and independence of the CAS, the constituents of the Olympic Movement may submit to the CAS proposals or contributions so that litigation may be simplified, accelerated and legal costs reduced.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE JURIDICAL COMMISSION.

IMPLEMENTATION

- a) An internal working group (which includes IOC, NOC, IF and Athletes' Commission representatives) will be established. Participants in this working group will be in charge of drafting a document describing how litigation before the CAS can be simplified and made less expensive. This document will be submitted to the CAS.



RECOMMENDATION NO. 44

All constituents of the Olympic Movement should further develop and embrace democratic and representative structures and procedures, making provisions in their statutes for the holding of regular general meetings and democratic elections for specified terms of office.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) Recommendation No. 44 is already covered in the Bye-law to Rules 27 and 28 of the Olympic Charter.

RECOMMENDATION NO. 45

The IOC should assess its criteria for membership and procedures for admission in light of the development of sport and in order to strengthen and enhance its independence and autonomy.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) After careful consideration of various proposals, the IOC Executive Board decided that there should be no change to Rule 16 of the Olympic Charter, with the exception of a proposed deletion of the transitional provisions 2.7.2 and 2.7.4 of the Bye-law to Rule 16.

The text of the Olympic Charter, dated 11 February 2010, which was deleted is the following:

- 2.7.2 Notwithstanding paragraph 2.7.1 above, IOC members whose election has taken effect before the date of the closing of the 110th Session (11 December 1999) and who have not reached the age limit in accordance with paragraph 2.7.1 above will be subject to re-election by the Session, one third in 2007, one third in 2008 and one third in 2009, under the conditions laid down in paragraph 2.6 above. Lots were drawn during the 111th Session to this effect.
- 2.7.4 Until 31 December 2007, the total number of IOC members shall not exceed 130.



RECOMMENDATION NO. 46

In recognition and acknowledgement of IOC ownership of Olympic properties, the Olympic Movement should, at all times, contribute to the protection of the Olympic properties, in particular the Olympic Symbol and Emblems.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE JURIDICAL COMMISSION.

IMPLEMENTATION

- a) Rule 7 of the Olympic Charter has been amended.

Olympic Charter amendment:

7 Rights over the Olympic Games and Olympic properties

1. As leader of the Olympic Movement, the IOC is responsible for enhancing the values of the Olympic Movement and for providing material support in the efforts to organise and disseminate the Olympic Games, and supporting the IFs, NOCs and the athletes in their preparations for the Olympic Games. The IOC is the owner of all rights in and to the Olympic Games and Olympic properties described in this Rule, which rights have the potential to generate revenues for such purposes. It is in the best interests of the Olympic Movement and its constituents which benefit from such revenues that all such rights and Olympic properties be afforded the greatest possible protection by all concerned and that the use thereof be approved by the IOC.

- b) The IOC will update its inventory regarding the various uses being made of the Olympic properties.
- c) It should be kept in mind that, while the Olympic properties must, of course, be protected (e.g. from misuse and dilution), certain use of the Olympic properties leads to the benefit of further promotion of the Olympic Movement.
- d) The IOC is taking steps to continually upgrade the protection of the Olympic properties. This will be brought to the attention of the NOCs.
- e) NOCs should take appropriate steps, at their cost, to protect and to further enhance the protection of the Olympic properties, in accordance with the Olympic Charter.

RECOMMENDATION NO. 47

The Olympic Movement should take appropriate measures to promote a closer relationship between sport, culture and education through the Olympic Games and the Youth Olympic Games (YOG) and through supporting and encouraging activities such as International Olympic Academy (IOA), the National Olympic Academies (NOAs), Olympic Museums and the Olympic Museums Network.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) Under the leadership of the IOC, a global strategy with all stakeholders (IFs, NOCs, OCOGs, the IOA, NOAs, The Olympic Museum, the Olympic Museums Network, the Commission for Culture and Olympic Education, the OVEP, Olympic Solidarity, the YOG and their CEP and public authorities) will be defined.
- b) The cultural and educational activities within the IOC administration will be better coordinated.
- c) The profile of the Cultural Olympiad will be reinforced by celebrating culture throughout the whole period.

Recommendations 16, 47, 55 were discussed together.



RECOMMENDATION NO. 48

In order to improve the quality and levels of services, all constituents of the Olympic Movement should unite in their efforts to place a higher priority on supporting programmes for the training of sport administrators, coaches and entourage.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ENTOURAGE COMMISSION.

IMPLEMENTATION

- a) The IOC is working with IFs, NOCs and Olympic Solidarity to identify best practice programmes for training sports administrators, coaches and entourage members. Subsequently, information will be made available in order for IFs and NOCs to implement such programmes if needed.
- b) A baseline code of conduct will be established based on current existing practices. This document will then be made available to all stakeholders for adaptation to their environment.
- c) The Entourage Commission is studying the best ways to reach the athletes and make them aware of their rights and duties towards their entourage.

Recommendations 6, 12 and 48 were discussed together.

RECOMMENDATION NO. 49

The Olympic Movement should look at ways to broaden the effectiveness of its revenue distribution models.

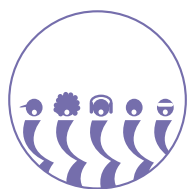
THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) The IOC Executive Board reaffirms the current “three-tier redistribution system” between the IOC, the NOCs and IFs, taking into account the financial support to the OCOGs.
- b) The proposed policy takes into consideration the revenue sources over which the IOC has control, which are the broadcasting and new media rights, the world-wide marketing programme called the TOP programme as well as royalties on OCOG marketing programmes.
- c) A share of broadcast and new media rights to the Games of the Olympiad and the Olympic Winter Games will continue to be allocated to their specific parties (Summer or Winter IFs).
- d) The proposed policy assumes that the ultimate objective of the Recommendation is that the Olympic family (IOC/IFs/NOCs) share will increase in proportion to the total revenues generated by the above-mentioned sources.
- e) The proposed policy assumes no changes at this time to the current United States Olympic Committee (USOC) share of Olympic revenues, its being understood that any changes would come into effect only after 2020 pending the current negotiations being held between the USOC and the representatives of the Olympic Movement.
- f) Finally, the proposed policy currently focuses only on the total distribution to each of the three pillars of the Olympic family and not on how the IFs and the NOCs/Olympic Solidarity then redistribute their share of the revenues to their constituents.

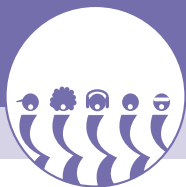


FOLLOW-UP OF THE RECOMMENDATIONS



OLYMPISM AND YOUTH

The youth of the world, from whom the athletes of the future are drawn, are equally at the heart of the Olympic Movement. Effective communication of the fundamental principles and values of Olympism to young people is essential and its benefits are overwhelming. The Olympic Movement must strive to extend its remit and to increase its influence with young people across the world, using sport as a catalyst for their education and development. To ensure increased participation in physical activity and sport and to promote healthy life styles, governments should be encouraged to intensify their efforts to work with sports organisations and young people so that sports activities have a prominent place in schools, at all ages and at all levels.



RECOMMENDATION NO. 50

To pursue the interests and aspirations of young people it is proposed the International Olympic Committee (IOC) design a comprehensive strategy to promote and respond to the needs and challenges faced by young people of all social milieux worldwide. In pursuit of this objective it is recommended that the IOC consider establishing the most appropriate forms of institutionalized and interactive dialogue.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) The IOC has established a strategy and operational team to:
- Attract young people to and retain them in competitive sport;
 - Help to actively engage young people in sport and physical activity as a way to reduce sedentary behaviour;
 - Promote the benefits of Olympism as a philosophy of life among young people;
 - Identify ways to put young people's aspirations and needs at the heart of the organisation;
 - Develop young people's interest in the broadcast of the Olympic Games.

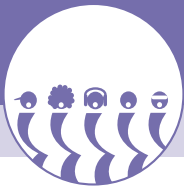
RECOMMENDATION NO. 51

Everyone involved in the Olympic Movement shall become more aware of the fundamental importance of physical activity and sport for a healthy life style, not least in the growing battle against obesity, and shall reach out to parents and schools as part of a strategy to counter the rising inactivity of young people.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE SPORT FOR ALL COMMISSION.

IMPLEMENTATION

- a) The IOC will encourage International Federations (IFs) to establish Sport for All Commissions and include Sport for All in their statutes.
- b) The IOC will make concrete information on Sport for All available to all stakeholders of the Olympic Movement. Successful events, such as *Gymnaestrada* and *Goldenbike*, and educational activities, such as *Tennis Play and Stay*, are examples that can benefit every IF, National Federation (NF) and National Olympic Committee (NOC). Many other positive activities could be referenced and made available.
- c) NOCs and IFs are also encouraged to collaborate with the existing Sport for All organisations recognised by the IOC.
- d) The opportunity to engage with United Nations Educational, Scientific and Cultural Organisation (UNESCO), United Nations Human Settlements Programme (UNHABITAT) and the World Health Organisation (WHO) is being examined.
- e) When feasible, host cities for the Youth Olympic Games (YOG) and Olympic Games will be encouraged to organise Sport for All events. The Beijing marathon, held on the occasion of the opening of the Bird's Nest stadium to the public, illustrates what can be done with reasonable resources.



RECOMMENDATION NO. 52

The Olympic Movement should promote the development and organisation of educational and sports programmes which are better adapted to the needs of young people, having first identified those needs.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE SPORT FOR ALL COMMISSION.

IMPLEMENTATION

- a) The IOC will draw on key lessons from the activities implemented in Singapore and share the content of the Culture and Education Programme with Olympic stakeholders.
- b) Existing programmes within the Olympic family at large should be better identified. Best practice and resources are being shared among all stakeholders, with the IOC acting as the central facilitator.
- c) The IOC has been working with the Organising Committees of the upcoming Olympic Games to organise Live Sites events.

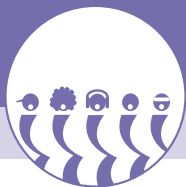
RECOMMENDATION NO. 53

The Youth Olympic Games (YOG) are a unique opportunity in the history of the modern Olympic Movement to raise the bar worldwide in terms of the delivery of educational and sport programmes for all young people; and to determine future action by the IOC and the Olympic Movement with regard to youth educational and sports programmes.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD.

IMPLEMENTATION

- a) The recommendation was accepted as it stands.



RECOMMENDATION NO. 54

The Olympic Movement should develop and implement programmes to explain to families and parents that helping their children choose a career path in competitive sport is highly worthwhile for their overall development and well-being.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE ATHLETES' COMMISSION.

IMPLEMENTATION

- a) The IOC is developing and promoting positive athletes' and parents' stories, which will be displayed on the IOC and Olympic stakeholders' websites.
- b) The IOC is studying the possible distribution channels to reach the athletes' families, including events organised by IFs and NFs.
- c) The IOC has identified "Being a Better Tennis Parent" by the International Tennis Federation (ITF) as the relevant existing literature.
- d) Material to train coaches in order to address parents' concerns will be developed.

RECOMMENDATION NO. 55

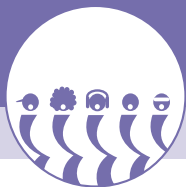
The Olympic Movement should use the opportunity of the Youth Olympic Games (YOG) to disseminate information on educational and cultural programmes and initiatives aimed at inspiring the world's youth to International Federations (IFs) and all other stakeholders.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE EXECUTIVE BOARD AND THE COORDINATION COMMISSIONS.

IMPLEMENTATION

- a) Under the leadership of the IOC, a global strategy with all stakeholders (IFs, NOCs, Organising Committees the Olympic Games (OCOGs), the International Olympic Academy (IOA), National Olympic Academies (NOAs), The Olympic Museum, the Olympic Museums Network, the Commission for Culture and Olympic Education, the Olympic Values Education Programme (OVEP), Olympic Solidarity, the YOG and their Culture and Education Programme (CEP) and public authorities) will be defined.
- b) The cultural and educational activities within the IOC administration will be better coordinated.
- c) The profile of the Cultural Olympiad will be reinforced by celebrating culture throughout the whole period.
- d) Based on the success of the Culture and Education Programme for the YOG, the IOC will pursue all Sports and Education initiatives.
- e) New initiatives are already being undertaken to enhance Olympic education in schools with and through UNESCO.
- f) The OVEP programme has been extended for another four years.

Recommendations 16, 47, 55 were discussed together.



RECOMMENDATION NO. 56

All constituents of the Olympic Movement should call on all governments to renovate, upgrade and construct more sporting facilities, and allocate more time for the practice of sport in all schools, at all ages and at all levels; and they should take every opportunity possible to communicate this key requirement.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE SPORT FOR ALL COMMISSION.

IMPLEMENTATION

- a) Much of the existing information regarding sporting facilities and sport in schools will be uploaded to the new Sport for All section on the official IOC website. In view of this, the Sport for All Commission is currently working with experts in the field of Sport for All to develop a “start-up tool kit”. This will facilitate dissemination of information to a wider audience. IFs and NOCs will be encouraged to use this information on their website. The message will also be spread to entities outside the Olympic Movement via established partnerships with outside organisations such as non-governmental organisations (NOGs), sponsors and municipalities.
- b) The IOC has undertaken a pilot project with the first Sport for Hope centre in Zambia. The centre targets both elite athletes and community participation. Other centres could be developed in other continents and countries. The IOC will also continue to co-fund athletic facilities with the International Association of Athletics Federations (IAAF).
- c) The IOC will also study the growing trend of developing cheaper and more sustainable facilities adapted to community needs, including in urban environments. This theme will form part of the agenda of the next World Conference on Sport for All, in September 2011.

RECOMMENDATION NO. 57

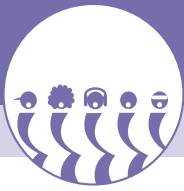
At the national level, sports clubs and local schools should cooperate more closely by, for example, developing more sporting events and competitions for young people at all levels.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE SPORT FOR ALL COMMISSION.

IMPLEMENTATION

- a) Successful Sport for All projects and activities have been identified. They will be presented during the World Conference on Sport for All and be made available on various platforms, in particular via the IOC’s official website. Financial support is being considered for the most deserving projects in the context of IOC Sport for All patronage.
- b) Existing relationships with organisations such as the International University Sports Federation (FISU) or Trim & Fitness International Sport for All Association (TAFISA) are being further developed. Sport for All organisations are benefiting greatly from IOC assistance. Also, Olympic Movement organisations can use their specific expertise to develop concrete actions.
- c) Olympic Day provides a perfect backdrop for the promotion of Sport for All initiatives across NOCs and sports. Further assistance is being given by the IOC to support this event, in partnership with the respective stakeholders, including providing organisational guidelines.

Recommendations 57 and 58 were discussed together.



RECOMMENDATION NO. 58

The Olympic Movement should develop and implement programmes which extend beyond the encouragement of young people in competitive sport and which enable the widespread practice of sport and recreation to become an embedded mantra in sports delivery programmes.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE SPORT FOR ALL COMMISSION.

IMPLEMENTATION

- a) Olympic Day provides a perfect backdrop for the promotion of Sport for All initiatives across NOCs and sports. Further assistance is being given by the IOC to support this event, in partnership with the respective stakeholders, including providing organisational guidelines.
- b) Successful Sport for All projects and activities have been identified. They will be presented during the World Conference on Sport for All and be made available on various platforms, in particular via the IOC's official website. Financial support is being considered for the most deserving projects in the context of IOC Sport for All patronage.
- c) Existing relationships with organisations such as the International University Sports Federation (FISU) or Trim & Fitness International Sport for All Association (TAFISA) are being further developed. Sport for All organisations are benefiting greatly from IOC assistance. Also, Olympic Movement organisations can use their specific expertise to develop concrete actions.

Recommendations 57 and 58 were discussed together.



FOLLOW-UP OF THE RECOMMENDATIONS



THE DIGITAL REVOLUTION

Today's global society is one of immediate communication. Advances in communications technology have ushered in a new digital age, which has revolutionised information-sharing and dissemination and which continues to transform our society into a global network. The Olympic Movement and its members must be fully cognisant of the impact of this development on all its activities. Future strategies and approaches must be planned in accordance with the massive new opportunities and changes brought about by the digital revolution.



RECOMMENDATION NO. 59

A new strategy should be defined to enable the Olympic Movement to communicate more efficiently with its own membership and stakeholders as well as to allow for effective information dissemination, content diffusion and interactivity with the global population, in particular with the youth of the world. It should be an integrated strategy which includes the full coverage by all media, and in all territories, of the Olympic Games, as well as the recognition of the new opportunities to communicate the fundamental principles and values of Olympism through all media.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE DIGITAL TASK FORCE.

IMPLEMENTATION

- a) The International Olympic Committee (IOC) will undertake a survey with National Olympic Committees (NOCs) and International Federations (IFs) to assess their available resources, both human and technical. This will enable the IOC to improve its communication with the Olympic Movement constituents.
- b) The IOC's social media strategy is being shared with other stakeholders to enhance cooperation and integration of goals.
- c) The IOC will identify key areas and establish a working group to optimise the development and exploitation of digital technology.

Recommendations 59, 60, 61, 63 and 64 were discussed together.

RECOMMENDATION NO. 60

The Olympic Movement shall position itself to take full advantage of all opportunities offered by the digital revolution, information technology and new media so that the fundamental inherent values and objectives of the Olympic movement are reflected, while the rights of the IOC and the promotion of the Olympic Movement are protected.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE DIGITAL TASK FORCE.

IMPLEMENTATION

- a) The IOC will undertake a survey with NOCs and IFs to assess their available resources, both human and technical. This will enable the IOC to improve its communication with the Olympic Movement constituents.
- b) The IOC's social media strategy is being shared with other stakeholders to enhance cooperation and integration of goals, both informally in regular conference calls and more formally at workshops organised for those responsible for both IF and NOC communication functions.
- c) The IOC will identify key areas and establish a working group to optimise the development and exploitation of digital technology.

Recommendations 59, 60, 61, 63 and 64 were discussed together.



RECOMMENDATION NO. 61

In order to disseminate the values and vision of Olympism, the IOC and other stakeholders of the Olympic Movement should undertake a fundamental review of their communication strategies, taking into account the fast-moving developments in information technology and, more recently, the digital revolution.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE DIGITAL TASK FORCE.

IMPLEMENTATION

- a) The IOC will undertake a survey with NOCs and IFs to assess their available resources, both human and technical. This will enable the IOC to improve its communication with the Olympic Movement constituents.
- b) The IOC's social media strategy is being shared with other stakeholders to enhance cooperation and integration of goals, both informally in regular conference calls and more formally at workshops organised for those responsible for both IF and NOC communication functions.
- c) The IOC will identify key areas and establish a working group to optimise the development and exploitation of digital technology.

Recommendations 59, 60, 61, 63 and 64 were discussed together.

RECOMMENDATION NO. 62

The IOC and all other constituents of the Olympic Movement should explore all possibilities offered by the digital revolution; ensuring the broadest coverage of the Olympic Games, including the Youth Olympic Games (YOG), as well as of all other games and other major international sport competitions recognised by the IOC or to which the IOC has granted its patronage.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE TV RIGHTS AND NEW MEDIA COMMISSION.

IMPLEMENTATION

- a) The sports movement is, in general, up-to-date with digital developments.
- b) In respect of the London 2012 Olympic and Paralympic Games, broadcast arrangements are complete with the exception of a few territories. In the majority of cases where traditional broadcasters have also acquired digital rights, the IOC will review the digital exploitation plan to ensure an optimal broadcast experience. In territories where traditional broadcasters have not acquired or will not exploit digital rights, the IOC has concluded or will conclude separate arrangements with digital broadcasters to ensure digital coverage.
- c) For broadcast and promotion of the Olympic Games by Rights-Holding Broadcasters (RHBs), the IOC has taken measures to ensure integration of Olympic archives exploitation during the rights term. The IOC is drawing up guidelines for the use of Olympic archives by the Olympic Movement constituents (OCOGs, NOCs and IFs). The IOC has taken huge steps towards engaging the public on social media – now reaching an estimated eight million people worldwide. The IOC has helped a number of NOCs and IFs with their social media strategies and implementation. The IOC facilitates the integration of social media initiatives with the respective RHBs. The IOC is developing social media guidelines for the 2012 London Olympic Games.



RECOMMENDATION NO. 63

The IOC and all constituents of the Olympic Movement should give special attention to the opportunity provided by new technologies to gain increased penetration, exposure and greater accessibility worldwide.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE DIGITAL TASK FORCE.

IMPLEMENTATION

- a) The IOC will undertake a survey with the NOCs and IFs to assess their available resources, both human and technical. This will enable the IOC to improve its communication with the Olympic Movement constituents.
- b) The IOC's social media strategy is being shared with other stakeholders to enhance cooperation and integration of goals, both informally in regular conference calls and more formally at workshops organised for those responsible for both IF and NOC communication functions.
- c) The IOC will identify key areas and establish a working group to optimise the development and exploitation of digital technology.

Recommendations 59, 60, 61, 63 and 64 were discussed together.

RECOMMENDATION NO. 64

The establishment of a Digital Task Force including the IOC and other stakeholders is recommended; with a mandate to optimise the development and exploitation of digital technology.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE DIGITAL TASK FORCE.

IMPLEMENTATION

- a) The IOC will undertake a survey with NOCs and IFs to assess their available resources, both human and technical. This will enable the IOC to improve its communication with the Olympic Movement constituents.
- b) The IOC's social media strategy is being shared with other stakeholders to enhance cooperation and integration of goals, both informally in regular conference calls and more formally at workshops organised for those responsible for both IF and NOC communication functions.
- c) The IOC will identify key areas and establish a working group to optimise the development and exploitation of digital technology.

Recommendations 59, 60, 61, 63 and 64 were discussed together.



RECOMMENDATION NO. 65

The IOC and constituents of the Olympic Movement shall recognize that despite the emergence of a new digital age, the widely varying rates of adoption of these technologies are at a different pace in different regions and among different populations. As part of its obligation to ensure the widest possible global reach, it is therefore important that this is addressed and that appropriate technologies are used to ensure that all have access to the Olympic Games and Olympism in a legitimate and equitable manner, and that the issues presented by the digital divide are addressed.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE DIGITAL TASK FORCE.

IMPLEMENTATION

- a) The IOC will develop a mobile strategy in order to reach populations disenfranchised by digital developments.
- b) The IOC is exploring the possibility of working with partners in the games industry on games that encourage physical activity and will, as a next step, examine the feasibility of working on a new generation of games that allow spectators to interact and “compete” in real time with athletes.

Recommendations 65 and 66 were discussed together.

RECOMMENDATION NO. 66

The Olympic Movement should strengthen its partnership with the computer game industry in order to explore opportunities to encourage physical activity and the practice and understanding of sport among the diverse population of computer game users.

THIS RECOMMENDATION HAS BEEN STUDIED BY THE WORKING GROUP UNDER THE LEADERSHIP OF THE DIGITAL TASK FORCE.

IMPLEMENTATION

- a) The IOC will develop a mobile strategy in order to reach populations disenfranchised by digital developments.
- b) The IOC is exploring the possibility of working with partners in the games industry on games that encourage physical activity and will, as a next step, examine the feasibility of working on a new generation of games that allow spectators to interact and “compete” in real time with athletes.

Recommendations 65 and 66 were discussed together.

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